



**Diversity  
Matters**

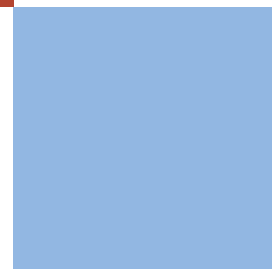
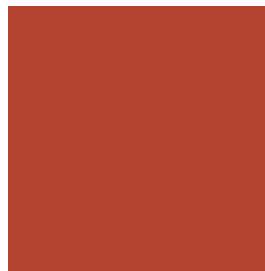
# Equality, Diversity and Inclusion Annual Report

2021



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# Foreword

This second year of Diversity Matters, Manchester University NHS Foundation Trust's (MFT) equality, diversity, and inclusion strategy, has been delivered in the context of the on-going COVID-19 Pandemic. COVID-19 has highlighted and exacerbated existing health inequalities both for the populations we serve and for our staff. In doing so it has strengthened our resolve to go further faster to embed equality, diversity, and inclusion into our core business.

To help make progress we have established a Health Inequalities Group to lead in tackling health inequalities. The Group has started by defining a core data set to understand how well different groups of patients access our services and to assess the outcomes of their care and treatment. This approach will be assisted by a new Electronic Patient Record called HIVE, which, when launched in September this year, will offer the opportunity to collect equality monitoring data so that we can understand any variations as a basis for working with patients and the wider community to understand the reasons for, and address, such differences.

A key to delivery will be the MFT workforce whose strength rests in its diversity, which is why we have continued programmes to create an inclusive workplace environment where everyone feels valued and that they belong for who they are, to increase diversity at senior leadership and to reach out to all our communities to recruit.

MFT's leadership is committed to creating a culture that welcomes diversity and which meets the diverse needs of patients, their families, and carers and of our staff. Senior leaders have taken part in Greater Manchester

and Trust wide programmes to increase their understanding of the causes of inequality and what as leaders they can continue to do. In addition, senior leaders across our hospitals, managed clinical services, community services and corporately have, throughout the year, met staff groups to understand their experiences of working at MFT and what would improve staff experience.

Leadership needs to go hand in hand with equipping staff at all levels with the knowledge and understanding about equality, diversity, and inclusion. We have an annual calendar of learning opportunities produced in conversation with staff about their learning and development needs. We held a series of Equality Talks throughout the year bringing in external and internal speakers, we utilised diversity dates as learning opportunities as well as to celebrate and have a wide range of resources available on our intranet.

I am therefore pleased to introduce this Equality, Diversity and Inclusion Annual Report 2021, which provides examples of our achievements over the last year. As we come together to celebrate the progress made, I would like to thank everyone for their contributions.

**Peter Blythin**

**Group Executive Director Workforce  
& Corporate Business**

# Context

Manchester University NHS Foundation Trust (the Trust) is the largest NHS Foundation Trust in England, employing over 28,000 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 2021 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 hospitals, managed clinical services and community services



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



North  
Manchester  
General  
Hospital



**Manchester Local  
Care Organisation**



**Trafford Local  
Care Organisation**

This report is reflective of our fourth full year as a single hospital service. The report details our performance during 2021 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](mailto: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><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Consider how our decisions will affect equality and reduce unfavourable effects.</li> <li>• Know who uses our services by equality and their experiences and reduce any differences that we find.</li> <li>• Carry on working towards the Accessible Information Standard.</li> <li>• Make sure that people with learning disabilities and autism get treatment, care and support.</li> <li>• Be the first Trust in the country to deliver Pride in Practice. This is recognition from the LGBT Foundation.</li> <li>• Make our way-finding and signage easier.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Consider how our decisions will affect equality and reduce unfavourable effects.</li> <li>• Know who our staff are by equality and their experiences and reduce any differences that we find.</li> <li>• Take a zero tolerance approach to bullying, abuse and harassment.</li> <li>• Work towards being a Disability Confident Lead employer.</li> <li>• Increase ethnic diversity at Board and senior management levels.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Board members and senior leaders will champion equality and diversity. Some examples include: <ul style="list-style-type: none"> <li>&gt; Talk about equality, diversity and inclusion</li> <li>&gt; Engage their staff</li> <li>&gt; Understanding how our decisions will affect equality and reduce unfavourable effects</li> <li>&gt; Have equality, diversity and inclusion objectives in their local delivery plans</li> <li>&gt; Use inclusive leadership competencies in recruitment and appraisal.</li> </ul> </li> </ul>
<p><b>The results we are aiming for:</b></p> <ul style="list-style-type: none"> <li>• Everyone who needs to can use Trust services.</li> <li>• Individual people’s health and care needs are met.</li> <li>• When people use Trust services they are free from harm.</li> <li>• People report positive experiences of Trust services.</li> </ul>	<p><b>The results we are aiming for:</b></p> <ul style="list-style-type: none"> <li>• Staff are free from harassment, bullying and physical violence.</li> <li>• Staff believe that the Trust provides equal opportunities.</li> <li>• Staff recommend the Trust as a place to work and receive treatment.</li> </ul>	<p><b>The results we are aiming for:</b></p> <ul style="list-style-type: none"> <li>• Board members and senior leaders demonstrate their commitment to equality, diversity and inclusion.</li> <li>• Board and Committee papers will identify equality-related impacts and how unfavourable effect will be reduced.</li> </ul>

# Section Two

## Our Patients

The first of our strategic aims is to improve patient access, safety, and experience for all. 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 embed inclusion into everyday practice.

### **Objective: Consider how our decisions will affect equality and reduce unfavourable effects.**

At MFT we have had an agreed Trust-wide approach to equality impact assessment for several years including training and quality assurance. MFT carries out an average of 300 equality impact assessments each year. Equality impact assessment has been especially important during 2021 as we have had to make service changes in response to the COVID-19 Pandemic. The following are examples of how we have used equality impact assessment to ensure continuous service improvement in the last year.

#### **Implementing Virtual Triage**

Traditionally, most referrals to MFT have been seen in face-to face consultant appointments. In some cases, this has resulted in longer waiting times particularly during the Pandemic and patients having to travel to a hospital when they could have been treated within the community or in their own home.

Virtual Triage is an alternative model using online appointments using the national e-Referral Service (e-RS) to determine the most clinically appropriate next steps for each patient on an individual basis. Designed by NHS England, Virtual Triage was implemented across the Trust from April 2021 ensuring that patients were referred to the right place first time whether that be via telephone/video consultation, in the community or within hospitals and managed clinical services. This also helped in reducing unnecessary visits exposing patients and healthcare workers to the risk of infection.

MFT undertook an equality impact assessment of Virtual Triage to understand the effects on different groups of patients. The assessment

identified the need to adapt the model to take into consideration the patient's 'story' to avoid misunderstandings or disadvantages in the care provided. It was also identified the need to maintain options for face-to-face appointments for example for patients with complicated clinical conditions and patients with accessible information and communication needs.

The Trust created a plan to ensure that Virtual Triage was beneficial to our patients.

- To ensure that the correct clinical information about our patients is referred, the referrer (GP) and MFT clinicians collaborated on the content of the referral information.
- We established a clinical audit process and a method for GP feedback with an aim to include equality considerations in the initial assessment.
- We held feedback and engagement sessions with local GP practices and hospitals, as well as patients to ensure a diverse range of perspectives were included in the implementation of this model.

## Patient Initiated Follow Up (PIFU)

Following a hospital appointment, it is often necessary to arrange follow-up appointments for ongoing care. Traditionally, these appointments are offered at routine intervals but in some cases, patients might need a follow-up appointment sooner than their scheduled session or they may agree with their clinician that a follow-up is not required unless their symptoms flare up or their circumstances change. Patient Initiated Follow Up (PIFU) gives patients the flexibility to request follow up appointments as they are needed rather than regular scheduled check-ups.

The equality impact assessment identified that PIFU may be less appropriate where there are safeguarding concerns, when patients

do not have capacity to make decisions, or when there are health literacy barriers. To help ensure all patients have access to PIFU, clinical assessments will include options to involve carers and family members where appropriate.




## Public Engagement in Decision Making

As part of MFT's response to the COVID-19 Pandemic, the Trust made several service changes to maximise space to treat patients across all sites safely, in line with infection prevention control guidelines and to support ongoing restoration of services. This meant that some services temporarily moved to a different hospital site as part of the COVID-19 response. While the changes were made in response to the Pandemic, some of them support our vision to provide a single hospital service that will deliver safer, better and more consistent care for people living in the City of Manchester, Trafford, and beyond. As such, there were several changes the Trust wanted to consider

on a permanent basis, hence embarked on a series of workshops with organisations of and for protected characteristics, such as age, disability, ethnicity, gender, religion and belief and sexual orientation, to understand their views about how these changes will affect people and what MFT could do to reduce any disadvantages.

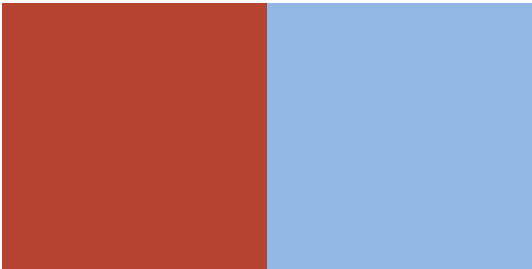
The workshop participants welcomed access to specialised support meaning better outcomes for patients. They also welcomed the standardisation of care, and the positive impact on recruitment and retention of staff.





Areas of feedback included the potential for additional travel distances and associated costs for patients, their families and carers. Participants suggested providing details of public transport availability, co-ordinating appointments to reduce the number of site visits and offering more notice for surgery. Other key areas of feedback included a focus on communication, especially for patients who have accessible information and communication needs or who have a first language other than English. Participants raised the risks of changes for dementia patients and patients with learning disability who were used to attending at a particular site.

In response to the workshops, services have made the following proposals:

- Ensure that information about transport between sites and community transport is provided to patients, their families, and carers.
  - Services will liaise with patients to ensure that they are aware of the full range of hospital and community transport services.
  - Each patient will be assessed to ensure that they are able to use the virtual pathways, and face to face provision will be made for those not able to access digital pathways.
  - Services will ensure that carers are fully informed of the new service arrangements with clear information provided and contact details in case of questions.
  - The Trust has dementia link nurses and learning disability nurses to support patients, their families and carers.
  - The Trust Estates Teams regularly review wayfinding on site to make sure wayfinding is as clear as possible. The Team has access guides on the Trust's internet site to help patients plan their journeys to, from and around hospital sites.
  - The Trust is putting in place a new Electronic Patient Record system called the HIVE, which will record:
    - Patient's language needs, which will be linked to the creation of patient letters.
    - Patients' accessible information and communication needs and link the record to patient letters; and
    - Patients' reasonable adjustments needs.
  - The Trust has a Disabled Peoples' User Forum to listen to the views and experiences of disabled people and enable them to influence decision making within the Trust. This aims to improve access to, experience of, and the quality of health care for disabled people within our hospitals, managed clinical services and community services.
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## Amplifying Patient Voice

MFT works in partnership with members of its Disabled People's User Forum to inform proposals for service improvement and service changes based on lived experiences. The Disabled People's User Forum has a pan disability membership, and this year has consulted on:

- Disability equality monitoring in MFT's new EPR system: Hive.
- Hidden Disabilities Sunflower Scheme at MRI.
- MFT easy read letter templates.
- Online and printed letters in accessible formats.
- NHS 111 service.
- Self-service registration kiosks.

More information below on NHS 111.

During the COVID-19 Pandemic, there was national promotion of the NHS 111 service to improve the outcomes and experience of people accessing urgent and emergency care during the Pandemic. MFT consulted with its Disabled People's User Forum to raise awareness of NHS 111 and understand any access issues, for example patients can contact the NHS 111 service via telephone call and the call function is compatible with an app which allows for a third party to be included in the call, this means that a sign language interpreter or a lip speaker can support the call. The awareness raising helped to keep patients who were thinking about attending an emergency department safe and allow them to maintain social distancing. NHS 111 assesses what service would be most appropriate for the person, then books them into the right service to meet their needs and, where appropriate, this includes timed appointment slots in emergency departments. This aimed to reduce the amount of time patients will be waiting in the department.



Do you want to discuss ideas about how we could make our hospitals more accessible?



Become a member of

# DISABLED PEOPLE'S USER FORUM

The Forum meets four times a year (carers and advocates welcome).

9th March 2022 • 11am-1pm

15th June 2022 • 11am-1pm

14th September 2022 • 11am-1pm

7th December 2022 • 11am-1pm

To find out more email [dpuf@mft.nhs.uk](mailto:dpuf@mft.nhs.uk)  
or phone 0161 701 6188



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

Equality monitoring is the process of gathering equality information in relation to patients and analysing the data to identify areas for improvement. The following are examples of how we have used equality monitoring to ensure continuous service improvement in the last year.

### **Maternity care for women from Black, Asian, and Minority Ethnic backgrounds**

The, “Mothers and Babies: Reducing Risk through Audits and Confidential Enquires”, (MBRRACE) 2019 and 2020 found that there was a four-fold difference in mortality rates for women from Black ethnic backgrounds compared to white women, and a two-fold difference for women from Asian backgrounds. The additional MBRRACE report 2020 showed that women from Black, Asian and Minority Ethnic backgrounds made up more than half (56%) of pregnant women admitted to hospital with COVID-19, and that Asian women were four times more likely to be admitted, while Black women were eight times more likely to be admitted to hospital.

Saint Mary's Hospital cares for over 14,000 women each year, of which 35% are from Black, Asian, and Minority Ethnic backgrounds. The hospital has taken the following actions to address the national findings.

Increasing staff knowledge that women from Black, Asian and Minority Ethnic communities are at higher risk of complications, especially from Covid-19. Information on the differences in outcomes was included in all mandatory study days for midwives, doctors, and support workers.

Saint Mary's Hospital has worked collaboratively with the three Maternity Voices Partnerships (based at Wythenshawe, North Manchester, and Oxford Road maternity units) and community organisations to engage with and signpost women to available resources.

Provision of a suite of ten key messages to promote safe maternity care to reassure, support and inform pregnant women and their families about the risks including those who cannot easily access information in English.

A4 posters and a QR code to access the digital resources are displayed in a range of venues in community and clinical settings, recognising that community, faith and cultural networks are important in making sure the information is widely shared with all groups and their families.

To ensure that digitally isolated women have equal access to these important key messages, a booklet is available in 11 translated languages, for women to takeaway when attending clinics and other midwifery appointments.

The Vitamin D in Pregnancy Guideline has been updated and includes timely prescribing and access to correct vitamin D supplements for those women at greater risk.

Information about ethnicity, as well as other risk factors, are collated to identify those most at risk of poor outcomes.

Cultural ambassadors are being recruited to ensure health messages reach all communities.

## Recording of Patient Pronouns, Titles, Sex, and Gender

Manchester City Council estimates that approximately 1% of the city's population identifies as trans or transgender. Translating that to the Trust's patient population, we may care for up to 30 patients a day who identify as trans or transgender.

However, national research suggests that transgender patients access healthcare less often due to the experience of discrimination or fear of discrimination. Therefore, it has been important when designing the Trust's new Electronic Patient Record system, the Hive, to ensure that we record who is using our services including whether transgender patients are accessing hospital services when they need to.

The process of developing HIVE needed specialist legal support to enable the Trust to record information relating to transgender status, such as choice of pronouns, whilst remaining compliant with the Gender Recognition Act, 2004. It has been important to the Trust to resolve this legal complexity to improve access to and experience of our services, whilst improving clinical safety.

Once a legal solution was found, the Trust consulted with the Manchester transgender community to ensure proposals met their requirements. The consultation included transgender community members from MFT, external participants, and representatives from organisations of and for the transgender community including The George House Trust, The Proud Trust, and the LGBT Foundation. The consultation included:

- Gender identities available for selection.
- Titles available for selection.
- Pronouns available for selection.
- The use of preferred name or legal name in correspondence.

- Declaring information relating to transgender status.
- Information to support transgender people in declaring this information to the Trust.

Feedback from the consultation was extremely positive and the Trust has used this feedback to inform how the system will record and share information relating to sex, gender, and names. This means, among other innovations, that transgender patients will be able to declare their gender identity, pronouns and titles, and have this information recorded in a consistent way so that they do not need to repeat their information to different members of staff. If patients choose to do so, they can also add this information via our new patient portal 'MyMFT' without needing to declare directly to a staff member, which members of the consultation advised would make them more comfortable in declaring.

We are pleased to be taking these important steps in making our systems as inclusive as possible for our diverse communities of patients and service users, and hope that by making these important changes to our Hive system, our transgender community will feel more comfortable using our services. This work will also have a long-term impact by enabling the Trust to monitor the experiences of our transgender patients and reduce any differences in experience or care.



## Homeless Health

41% of homeless people report a long-term physical health problem and 45% report a diagnosed mental health problem. The Homelessness Reduction Act 2017 included a duty on councils and public authorities to prevent people from returning to the streets.

MFT has a Homelessness Reduction Policy that includes identifying and recording at admission to hospital if a patient is homeless. This enables planning for a safe and appropriate discharge from hospital. MFT also has a resource pack for health professionals listing homelessness related services, organisations, and support projects. The Policy was developed by a multi-agency city wide partnership, involving all three adult acute hospitals within MFT, to ensure consistency and parity in approach and service delivery across the City.

MFT has a dedicated Homelessness Reduction Act Working Group with involvement and participation from over 40 representatives of partner organisations including Manchester City Council, Manchester Local Care Organisation, Greater Manchester Mental Health, Manchester Health and Care Commissioning, Groundswell UK, HOST Trafford, Urban Village Medical Practice, as well as from local social housing providers. The Working Group's purpose is to provide a forum to discuss, plan, respond to and audit requirements placed on the Trust and partners through legislative elements of the Homelessness Reduction Act 2017, and, responding to the requirements of the Public Duty to Refer element of the legislation.



## Objective: 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 AIS 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 requirements, by defining a standardised framework for meeting these requirements.

### What we've achieved to date

- AIS Guidelines which set out roles and responsibilities in ensuring that the accessible information and communication requirements of our disabled patients are met.
- An e-learning module has been developed to help our staff understand the AIS. To date 1,840 staff have completed the AIS e-learning module.
- MFT provides all the accessible communication professionals that the AIS require us to through our interpretation and translation service. For example, British Sign Language interpreters, Makaton interpreters and lip speakers.
- In some of our patient record systems staff can already record a patient's requirements using the national AIS codes. This means patients access requirements are noted in their medical record.
- The AIS is being integrated into the new Electronic Patient Record system, the HIVE Synertec, which is an off-site printing services linked is linked to HIVE and can automatically print letters in accessible formats, including braille, easy read, and large fonts.

### Case Study

After identifying the need for more support for disabled pregnant women, Saint Mary's Hospital set up a referral process that ensures that disabled pregnant women are identified early in pregnancy, and that the Matron for Inpatient Wards at Saint Mary's Hospital can contact them individually to create a care plan.

This new process highlighted some issues in planning for reasonable adjustments for women with hearing impairments, with patients with hearing impairments not being able to hear a door knock when members of staff enter their room. To address these issues, Saint Mary's Hospital ordered some sensory signalling devices, with the support from the Estates and Facilities department. These devices come in two parts: with one part being a call bell given to members of staff who press them prior to entering the patient's room, and the second part being a flashing light box next to the patient to alert them.

These devices have other uses, for example they have a vibrating option which helps alert women in post-natal wards at night-time when their babies are crying.

These devices are being used within maternity services across all sites, and the feedback from patients has been positive.



## **Objective: Make sure people with learning disabilities and autism receive treatment, care, and support.**

People with a learning disability tend to have worse health outcomes than people without a learning disability and are more likely to experience several health conditions. On average, the life expectancy of women with a learning disability is 18 years shorter than for women in the general population. The life expectancy of men with a learning disability is 14 years shorter than for men in the general population (NHS Digital 2017).

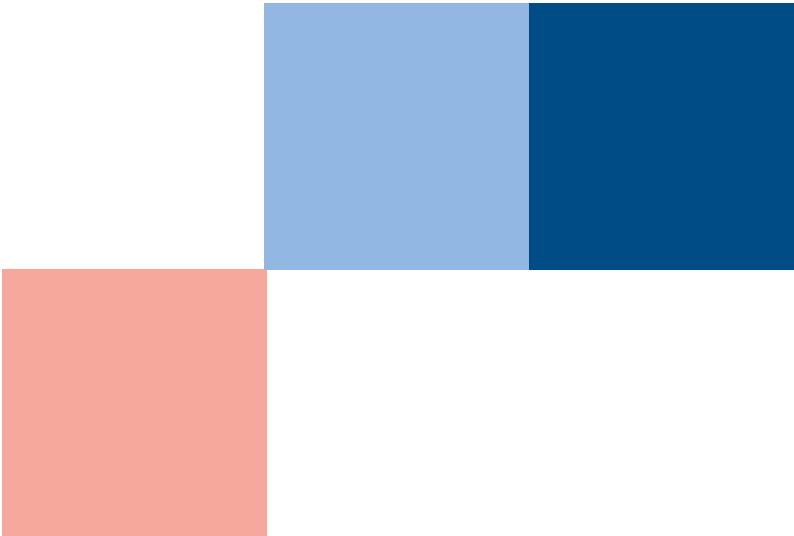
The NHS Learning Disability Improvement Standard helps health services measure the quality of care they provide to people with learning disabilities, autism, or both. MFT has an action plan to implement the Learning Disability Improvement Standard and a steering group oversees progress.

MFT encourages the use of a 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.

MFT has recruited Learning Disability Champions across the Trust and has increased the number of specialists learning disability nurses across our sites.

An e-Learning module on learning disabilities and /or autism has been updated and all staff are expected to complete it. The training was co-produced with learning disability and/or autism partners and patient/carer forums. MFT has also commissioned the University of Salford to undertake a staff learning needs assessment with specific regard to the care of patients with a learning disability. Learning Disability Champions are participating in this work which will inform the development of specific learning disability education programmes.

An organisational survey benchmarked the Trust against four standards – respecting and protecting rights, inclusion and engagement, workforce, and specialist learning disability services. The report highlighted areas as better than average when compared to other organisations.



## Examples of service improvements to meet the needs of patients with learning disability and/or autism.

- Specialist community adult learning service is in place.
- The Outpatients Departments at the Manchester Royal Infirmary piloted the Sunflower scheme giving patients quiet space for appointments and allocated staff member.
- Specialist mobility and respiratory interventions adapted to the needs of those with varying levels of physical and learning disabilities.
- Physiotherapy health co-ordination for patients with complex health conditions and learning disabilities and/or autism.
- Health assessment using accessible resources.
- Traffic light documents for improved care in hospital settings.
- Involvement in complex discharge planning to ensure safe and successful discharges.
- A Special Care Dentistry consultant who runs a dedicated clinic for patients with learning disability and/or autism. Dental Nurses have qualifications in special needs dentistry and many years of experience.
- Introduction of Planned Surgical Admission Pathway in Gynaecology: The Learning Disability Link in the department has developed a better communication system for staff with regards to any patients with learning disabilities and/or autism or dementia that attend the department. A Specialist Services/Hospitals Learning Disability Delivery Group has been established to ensure that patients who have learning disabilities and/or autism receive the best patient care. This is a multi-disciplinary operational/delivery group with oversight and responsibility for improving and resolving any operational/delivery issues relating to adult and paediatric patients with learning disability and/or autism within the specialist services.



## Objective: Be the first Trust in the country to deliver Pride in Practice.

The National Lesbian, Gay, Bisexual, Trans Gender (LGBT) Survey described a situation where LGBT+ communities nationally had poorer experiences and major concerns about accessing healthcare. At least 16% of survey respondents who accessed or tried to access public health services said that they had a negative experience because of their sexual orientation, and at least 38% said they had a negative experience because of their gender identity.

To improve health outcomes for our local LGBT+ communities, MFT was proud to be part of a vanguard of ten NHS trusts to pilot the new NHS Rainbow Badge Trust Accreditation Model.

The Accreditation Model was commissioned by NHS England. The Trust worked in partnership with, and was able to build on its existing, strong relationship with the LGBT Foundation, who delivered the pilot.

The NHS Rainbow Badge Pilot was focused on enabling trusts to improve patient care and staff experience. Participation in the pilot involved:

- A Policy Review
- Questionnaire assessment
- Staff and Service User Surveys.

MFT was assessed as Bronze-NHS Rainbow Badge Accreditation and has adopted the recommendations of the assessment in an improvement plan. Some of the key actions the Trust will be taking include:

- Implementing a transgender inclusion policy that covers staff and patients.
- Creating online LGBT+ resources for staff to access information relevant to specific services.
- Promoting the use of pronouns.





## Case Study: Child and Adolescent Mental Health Service (CAMHS)

MFT CAMHS works with people of all backgrounds inclusive of young people who identify as lesbian, gay, bisexual, or transgender (LGBT+). CAMHS has worked in partnership with Trans Youth groups to provide support for our LGBT+ patients, for example, holding 'Tea and Toast' sessions where patients can share their experiences. The feedback from service users indicates that the group is so important in supporting them to feel less isolated, scared, and confused and that they learn a lot from each other and the group facilitators.

CAMHS has also introduced LGBT+ Champions, who have been working with young people to develop better referral pathways to Gender Identity Clinics.

CAMHS hosted a Pride Road Show using a tool created by young people to assess how



LGBT+ friendly our CAMHS facilities were. CAMHS created a display board of all staff with pledges regarding being an LGBT+ ally. Staff wear rainbow lanyards and NHS Rainbow Badges to be visible about LGBT+ inclusion and identify their preferred pronouns in their email and letter signature lines.

## Case Study: Contouring Services

The Chest Wall Contouring Unit has been offering gender affirming surgery since 2001 at North Manchester General Hospital and is a leading Unit in the country in terms of theatre capacity for gender affirmation surgery and gender diverse healthcare. The Unit is dedicated to offering its patients an inclusive, affirming experience and educational support to all stakeholders. The Team is an ally of trans healthcare and has facilitated educational events. In coordination with the Undergraduate Office, the Unit is welcoming 4th year medical students to clinics every Thursday. The Unit has been recognised as an educational provider.

The Unit makes sure a trans inclusive environment is visible through actions such as a welcoming

board in the outpatients, gender neutral toilets, and using pronouns on name badges and email signatures. In addition, a dedicated monthly newsletter like the one below focuses on misconceptions, learning opportunities and aspirations of gender affirming care.





## Objective: Making our wayfinding and signage easier.



There are over 13.3 million disabled people and 4.5 million carers in the UK. In a healthcare context, a large proportion of MFT's patients, visitors and staff will have accessibility requirements.

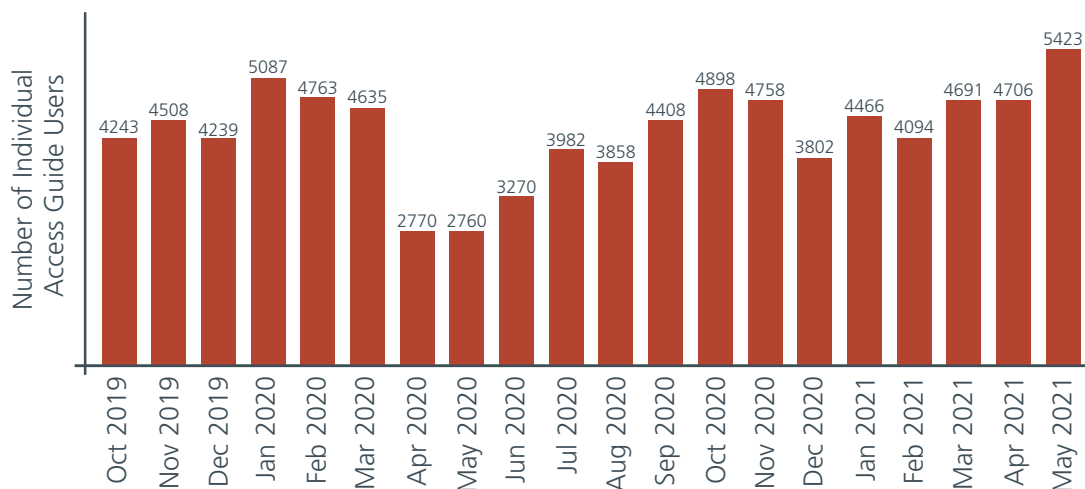
A lack of information regarding the accessibility of our sites may mean people do not try to access a service at all or that they have a poor experience when they do. In 2018, MFT partnered with AccessAble to undertake accessibility surveys of our estates and create online access guides. Each guide is created by a trained surveyor and the data included in

the guides is useful to disabled people with different needs and perspectives but can also be of use to anyone who needs information about the accessibility of our sites.

To make sure that the guides are up to date and show all the right information, they are fully checked each year by dedicated departmental leads; AccessAble then resurvey the area and update the guides as necessary. Small ad-hoc changes can be made via a specific online guide at any time and by anyone.

The table below shows the total number of individual users for guides from October 2019 to May 2021. On average, over the past 20 months, the Trust's access guides were viewed by 4268 individuals per month.

**Total Number of MFT Access Guide Users (All Hospitals)**



## Wayfinding

The Estates and Facilities Wayfinding Team in partnership with Sodexo; have been working hard to improve all aspects of wayfinding to ensure it is simple, accessible, and as accurate as possible.

The new Oxford Road Campus (ORC) wayfinding scheme is based on wider and more noticeable use of the ORC hospital colours (Maroon – MRI, Blue – SMH, Yellow – MREH and Green – RMCH) and improvement of the identification of zones A to N. These zones and colours have always been part of ORC wayfinding but have not been utilised in the obvious way that they are now.

At ORC, each lift along Hospital Street now has a large letter attached to it to denote the zone you are in. Staircores and lift lobbies will be painted in hospital colours and improved signage and floor directories will be installed to better our patients, visitors and staff understanding of where they are in relation to where they need to be.

The feedback we receive from our patient and service user groups is that the walls along Hospital Street (which is the main building thoroughfare and is very busy) often display information that is confusing, promotes staff only messages and is not relevant to ensuring our patients and service users get to where they need to be. Our walls are continually being cleansed to ensure information displayed is appropriate, accessible, and useful.

The ORC site maps, and departmental directories have been redeveloped and updated. New maps have been installed externally and internally and all electronic links to the older, inaccurate versions of the map have been updated.

The ORC site maps, and departmental directories are reviewed monthly and ad-hoc changes can be made to help ensure accuracy until the annual full map review and refresh.

The Wayfinding Team are working to ensure all the MFT site maps and directories are accurate and kept as up to date as possible. An internal wayfinding intranet page is under development which will be monitored closely.



# Section Three

## Our Staff

The second 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.

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

AT MFT we have had an agreed Trust-wide approach to equality impact assessment for several years. The principles of equality impact assessment were applied in developing our People Plan, *"All Here for You: Together we can"*.

MFT's People Plan sets out the actions we will take to deliver and support workforce transformation, change and sustainable growth over the next two years. The People Plan focuses on how our staff can work together to foster a culture of inclusion and belonging, provide equal opportunities for career development and progression that are fair, open and transparent, protect the health and wellbeing of staff and shape the future of MFT together.

The People Plan comprises five themes that were discussed widely with staff, managers, and senior leaders including our diverse staff engagement groups. The five themes are based on the different parts of an employee's time with us from seeing an advertisement for a job right through to being part of MFT and all that goes in between, as follows.

- **We want to work here;** MFT will be a great place to work.
- **We look after each other;** we care for you, as you care for others.
- **We are supported to be our best;** we care that you can develop your skills.
- **We feel valued and heard;** we show you how important you are and hear what you have to say.
- **We can shape the future;** our staff are at the forefront of shaping the future of care for our patients.



## Case Study: Amplifying Staff Voices

As evidence emerged about the disproportionate impacts of the COVID-19 Pandemic, MFT created COVID-19 Engagement Groups to share lived experiences. This has enabled rapid design of support to staff during the Pandemic.

The COVID-19 Engagement Groups are chaired by Human Resource Directors. The Groups feed into the Workforce Strategic Equality Group chaired by the Trust's Group Executive Director for Workforce and Corporate Business providing executive sponsorship and reporting directly into Strategic COVID-19 Command.

Examples of the impacts the Groups have had include increasing uptake of risk assessment, co-produced training videos and wellbeing packs and guides.

The Covid-19 Engagement Groups were shortlisted for the enei Employee Network for Equality and Inclusion excellence award. The Awards celebrate the excellent work being done by both teams and individuals within organisations who are truly making a difference.

**enei**

**Inclusivity Excellence  
Awards**

**Celebrating inclusive cultures  
and workplace belonging**



## Case Study: Amplifying Staff Voices

"As a BAME staff member, I felt that the Trust was acknowledging the increased risk to this group from COVID-19 and keeping us safe. The communication strategy supported by the BAME group, using novel methods such as video logs, was popular and helped carry the message across the Trust."

"By meeting as part of a larger team with our BAME and disabled colleagues we have been able to highlight the voices of our colleagues to create quick and rapid responses to challenges and celebrations of success.

A great example of this was the development of an IDAHO day film to showcase how we're tackling homophobia, biphobia & transphobia at the Trust.

The voices of our colleagues show how #TeamMFT won't stand for such discrimination and shows examples of tools available to banish this behaviour."

"The EDI team's vision for establishing the Disability Engagement Group helped realise the ambition of true staff engagement through compassion, kindness, and a genuine responsiveness to understand the unmet needs of their staff. They have listened to the lived experiences of the diverse group membership, demonstrated genuine concern, and turned that concern into action."

"The sense of belonging and value gained through membership of this group has been a lifeline for me. I will be forever indebted to them for helping me feel I am valued, respected, and can help our Trust bring about meaningful change to the patients and populations we serve."



## Staff Networks

The greatest resource that MFT has is its staff. As part of a broader workforce agenda to promote equality, diversity, and inclusion, there are currently three Staff Networks as follows.

- Black Asian Minority Ethnic (BAME) Staff Network
- Lesbian Gay Bisexual Transgender (LGBT+) Staff Network
- Diverse Abilities Staff Network.

The key aims of the Staff Networks are:

- Connect with other colleagues and provide a space for discussion of issues.
- Share lived experience, knowledge, ideas, and raise awareness of issues within the wider organisation.
- Influence change, offering a collective voice.

Staff Networks:

- Support staff.
- Enable MFT to gain a better understanding of issues faced by staff.
- Influence MFT policy.
- Act as a consultative mechanism for the MFT.
- To share experiences and provide mutual support.

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

Equality monitoring is central to understanding the profile of our workforce and staff experience. We need information about our employees by protected characteristics to understand whether we are providing equality of opportunity and experience.

The Gender Pay Gap Report is one example of MFT's equality monitoring. As a public sector organisation with over 28,000 employees, MFT is legally required to comply with reporting and action planning each year on seven metrics. The metrics are as follows.

- Mean gender pay gap.
- Median gender pay gap.
- Mean bonus gender pay gap.
- Median bonus gender pay gap.
- The proportion of men in the organisation receiving a bonus payment.
- The proportion of women the organisation receiving a bonus payment.
- The proportion of men and women in each quartile pay-band.

The Gender Pay Gap shows the differences in the average pay between men and women working in the same organisation. It is calculated between the mean (average) and the median (the mid value of a range of values). A positive value indicates that the average pay for men is greater than for women, whereas a negative value indicates the opposite. It is important to stress that the

Gender Pay Gap is different to Equal Pay. Equal Pay deals with the pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value.

The key theme from the 2021 report was that MFT has proportionately more men in the top quartile of its workforce, which results in a positive gender pay gap. This is particularly the case in the medical and dental workforce and removing these groups of staff from the calculations significantly reduces MFT's gender pay gap.

MFT has taken action to narrow the gender pay gap, which has resulted in a reduction in the gap between 2020 and 2021. Women at MFT are now more likely than men applicants to be appointed to Consultant posts, which implies that the number of females in the upper pay quartiles is progressively improving each year, which will support the Trust in narrowing the Gender Pay Gap.

MFT continues to track the process and impact of the local clinical excellence awards to ensure that the awards are accessible and open to all Consultants. The Trust encourages and supports applications to the national awards, but the Trust does not participate in the decision making.

MFT applies the national NHS pay frameworks of Agenda for Change (AfC) and Terms and Conditions for medical and dental staff. This means that AfC job descriptions are evaluated using the national job evaluation system to determine appropriate pay bandings and assure equal pay for equal roles. This system reduces the risk of any equal pay issues arising.

The MFT People Plan, has provided opportunity to increase gender diversity at the Trust. This includes targeted attraction and recruitment campaigns, reviewing the recruitment and assessment processes to regional and national labour markets and mitigating bias in the recruitment process. It also includes succession planning and talent management.



## Objective: Take a zero-tolerance approach to bullying, abuse, and harassment.

In 2021, MFT launched its Choose Kindness; zero tolerance to bullying, harassment and abuse action plan in response to the Staff Survey 2020. Choose Kindness outlines four inter-related work streams to create a culture free from such behaviours arising within our workforce.

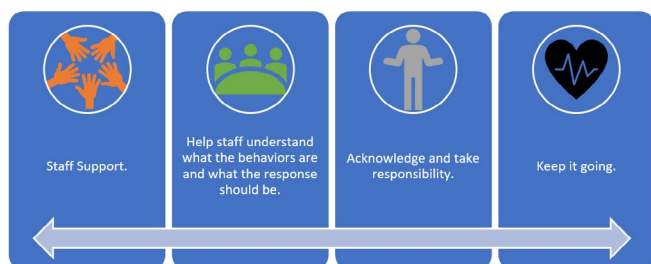
The first workstream is to Support Staff with a guide on support available to staff, staff training on how to have a conversation about unwanted behaviours, a dedicated confidential phone number and 'go to' people within departments that will provide our staff with consistent support. Hospitals and managed clinical services across MFT have held listening events with staff to understand staff experiences and have put plans in place to respond to what they have heard.

MFT will help staff understand the impacts of bullying, harassment and abuse and what the response should be, provide training for managers to challenge inappropriate behaviors, bystander training, promoting

anonymised case studies to evidence success of addressing bullying, harassment and abuse. Hospitals and managed clinical services across MFT have been rolling out Civility Saves Lives training to raise awareness about what constitutes incivility and the effects of incivility.

MFT will acknowledge and take responsibility to do better. The Trust launched Choose Kindness during national anti-bullying week, creating a communications plan including leadership led communications. The Trust is holding a Big Conversation about bullying, harassment, and abuse across all its hospitals, managed clinical services, community services and corporate services. We are reviewing our policy and resources and will be reporting regularly.

Finally, MFT will keep it going by integrating Choose Kindness into organisational development arrangements such as appraisals, increasing awareness of this campaign and celebrating, 'Choose Kindness; zero tolerance to bullying, harassment and abuse' day in November annually.



## Case Study: Clinical Scientific Services

In September 2021 our Clinical Scientific Services (CSS) launched CSS Civility with a focus on compassion, recognition, inclusion and respect. The launch included:

- A social media campaign with Senior Leader Sponsorship making clear the expectation of all staff. The campaign raised awareness and began a conversation about incivility empowering individuals to act where they either experience or witness uncivil behaviours.
- The development of resources and an intranet page containing information and links to external campaigns to give teams the resources needed to have local discussions about Incivility.
- A Civility series was delivered across all divisions with the aim of raising awareness of the impacts of incivility and clearly communicating the expectation of all our staff to be civil and respectful towards each other.
- The Wellbee Bus, a converted double decker, visited hospital sites over two weeks giving staff an opportunity to take a relaxing break, chat with colleagues and enjoy refreshments in a different setting to their normal working environment. Nearly 1000 staff from all divisions visited the bus and many more were able to grab and go with the takeaway option provided.
- The campaign continued during Antibullying Week and Kindness Week with staff being encouraged to be kind to each other, make pledges and share acts of kindness over social media channels.

This focus helps colleagues to:

- Better understand and explain what they are experiencing.
- Managers to better identify and address it.
- For all employees, including witnesses, to be able to call out the unprofessional behaviour and set expected standards of behaviour with one another.





## Objective: Work towards being a Disability Confident Lead Employer.

MFT recognises the huge amount of talent disabled people bring and is committed to recruiting and retaining disabled people and ensuring that disabled staff are given opportunities to fulfil their potential and realise their aspirations. MFT subscribes to the Social Model of Disability and recognises that people are disabled because of institutional and social barriers.

Our Workforce Disability Equality Standard has identified areas for improvement to reduce the barriers that impact most on the careers and workplace experiences of disabled staff. MFT is a Disability Confident Employer and work is in progress to be a Disability Confident Lead Employer. Listening events with disabled staff were held in May 2021 and improvement actions captured in a Workforce Disability Equality Action Plan. A Staff Disability Engagement Group holds the Action Plan and provides a mechanism to have open conversations with staff about their lived experiences.

The Engagement Group led on marking Disability History Month to raise awareness about disability equality. One of MFT's main administrative buildings, Cobbett House, was lit up in purple leading up to the national Purple Light Up Day on Friday 3rd December 2021, celebrating disability inclusion in the workplace and supporting Disability History Month. The colour purple is growing in its recognition as the symbol of disability. Staff were invited to wear purple any day throughout the month but specifically on Friday.

A Reasonable Adjustment Task and Finish Group has been established that is creating a consistent approach to centralising reasonable adjustments for staff. The work of the Task and Finish Group has been supported by a partnership with ACAS who have delivered reasonable adjustment training to staff and managers throughout the year.

Job adverts include messaging to encourage applicants from a wide range of backgrounds and include a guaranteed interview for applicants with disabilities who meet the essential shortlisting criteria. Several applicants have been encouraged to apply for jobs following lived experience of long-term health issues and volunteering with services such as our expert patient programme.

## Case Study: Supported Internships

Supported Internships are employment-based courses giving students with special educational needs and disabilities the opportunity to develop employability skills. The Internships are based in the workplace and prepare learners for employment, building confidence, skills and abilities. MFT has operated a Supported Internship Programme for over seven years in partnership with a local non-profit support provider called Pure Innovations as well as The Manchester College, Trafford College and North Ridge High School. The Trust now hosts up to 40 interns a year across Oxford, Road, North Manchester, Wythenshawe and Trafford sites making it one of the largest employer hosts in the country. Learners undertake several

different placements in different departments over the course of an academic year as well as academic and employability training in a classroom setting on site. In 2021/22, the Trust was pleased to welcome a cohort of 32 interns back onto site for the first time following the Covid-19 Pandemic and support them into placements in areas across the Trust including facilities, wards, outpatients and with Sodexo. MFT has also begun to make links with other supported employment providers including Workfit and Breakthrough UK and looks forward to supporting more disabled people into employment with the Trust in 2022/23.



## Objective: Increase ethnic diversity at Board and senior management levels.

### Removing the Barriers Programme

MFT'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, MFT is significantly less diverse at Agenda for Change (AfC) bands 8a and above. 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 has developed the Removing the Barriers Programme in response to its WRES data to increase ethnicity diversity of staff across the Agenda for Change (AFC) bands 8a and above. The Removing the Barriers Programme currently comprises of three schemes as follows.

The Diverse Recruitment Panels Scheme (DRPS) has introduced the requirement of all recruitment at the Trust for roles at AFC bands 8a and above to have at least once member of staff from a Black, Asian, and Minority Ethnic background on recruitment panels. The DPRS has achieved an overall compliance percentage of 87% representation on recruitment panels.

The Reciprocal Mentoring Scheme (RMS) links a senior leader with a member of staff from a Black, Asian, and Minority Ethnic background to have regular one to one

mentoring conversations. The sharing of lived experiences has a positive impact on approaches taken by senior leaders and senior leaders share their knowledge and experience which supports with career development. Since the RMS launched, 100% of hospitals and managed clinical services, community services and corporate services have met and exceeded the engagement target for the number of senior leaders to participate.

The E3 Ring-Fenced Secondments Scheme (E3) provides staff from a Black, Asian, and Minority Ethnic backgrounds with the opportunity to gain Experience, Exposure, Education, through ring-fenced secondment opportunities. E3 ring-fenced secondments are formal stretch assignments that enable a member of staff to evidence their capabilities when applying for senior leadership roles in the future. The Trust is now working with recruiting managers to ensure more E3 ring-fenced secondment opportunities are available.

MFT's Workforce Race Equality Standard results show an increase in ethnicity diversity that indicates the Removing the Barriers Programme, and conversations about increasing diversity, are taking effect. Next steps are to design and roll out training for Removing the Barriers Programme members on job applications and interviews and a talent and leadership scheme.



## Removing the Barriers Programme

### Workforce Race Equality Action Plans

Throughout 2021 Senior Leadership Teams held Listening Events with their Black, Asian and Minority Ethnic staff to understand their experiences of working at MFT. They heard how Black, Asian and Minority Ethnic staff can feel that they are not worthy of progression and how discrimination can

be very subtle. They also all looked at their Workforce Race Equality Standard data and, using what they heard at the Listening Events and their data, they developed Workforce Race Equality Action Plans describing the actions that will take to increase diversity.



All RMCH and MCS colleagues are invited to join one of our virtual listening events.

These are open and informal sessions led by Stephen Dickson, RMCH/MCS Chief Executive, to explore and understand your experiences of working in RMCH and MCS' at MFT through a two-way dialogue. Your views will help to shape our Workforce Race Equality Scheme (WRES) action plan.

We hope that you will join us at the meetings dated below:

**DATE: Thursday 24<sup>th</sup> June 2021**

**TIME: 17:30 – 18:30**

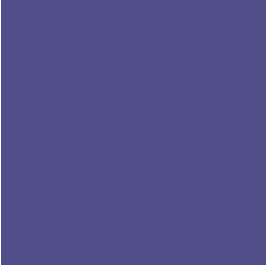
**DATE: Friday 25<sup>th</sup> June 2021**

**TIME: 12:30 – 13:30**

*"In the RMCH Family the views of everyone matter. Please join our events if you can to share your experiences and help to shape future opportunities at Royal Manchester Children's Hospital and our services across the city. #OurFamilyCaringForYours."*

Stephen Dickson, CEO for RMCH & MCS





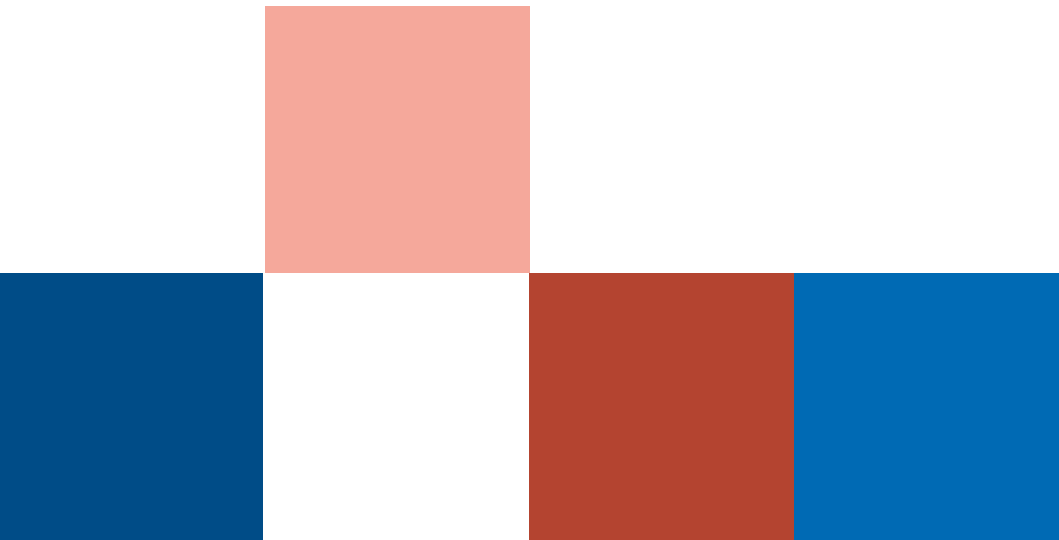
**Examples of the actions in the Workforce Race Equality Action Plans are as follows.**

Attraction

- Ensure vacancies are accessible to candidates from diverse backgrounds.
- Promote Careers Ambassadors Programme to increase diversity.
- Develop relationships with community organisations to reach diverse communities.
- Bias training.
- Strengths based Interviews.

Recruitment

- Obtain feedback on recruitment from Black, Asian and Minority Ethnic applicants.
- Use a variety of assessment techniques to allow for assessment of wider skills and talents.
- Coach recruiting managers to reassure that on-the-job development will be given to ensure reduction of self-exclusion if do not meet full criteria.
- Development of local mechanism to review decisions not to appoint Black, Asian and Minority Ethnic candidates where underrepresented.
- Review apprenticeship opportunities including funding/bursaries.





## Learning and Development

- Roll out bias training for recruiting managers.
- Improved communication of MFT Academy and other leadership training opportunities.
- Offer career development sessions for staff who want to enhance their careers.
- Engage with managers about creating Equal Opportunities Development Checklist promoting even allocation of opportunity among team members.
- Monitor the completion of appraisals and development plans by ethnicity.
- Identify groups to target communications promoting non-mandatory training where there is under-representation.
- Allow anonymous feedback on access to learning and development through staff forums and other "Your Voice" engagement.

## Progression and performance

- Identifying staff through the appraisal process for development opportunities and for promotional secondments such as acting up opportunities.
- Encourage the use of Protected Secondments.
- Review all Band 8a and above vacancies and make recommendations for E3 ringfence secondments.
- Meet with staff on the Removing the Barriers Programme to have conversations about progression.



## Section Four

# Inclusive Leadership

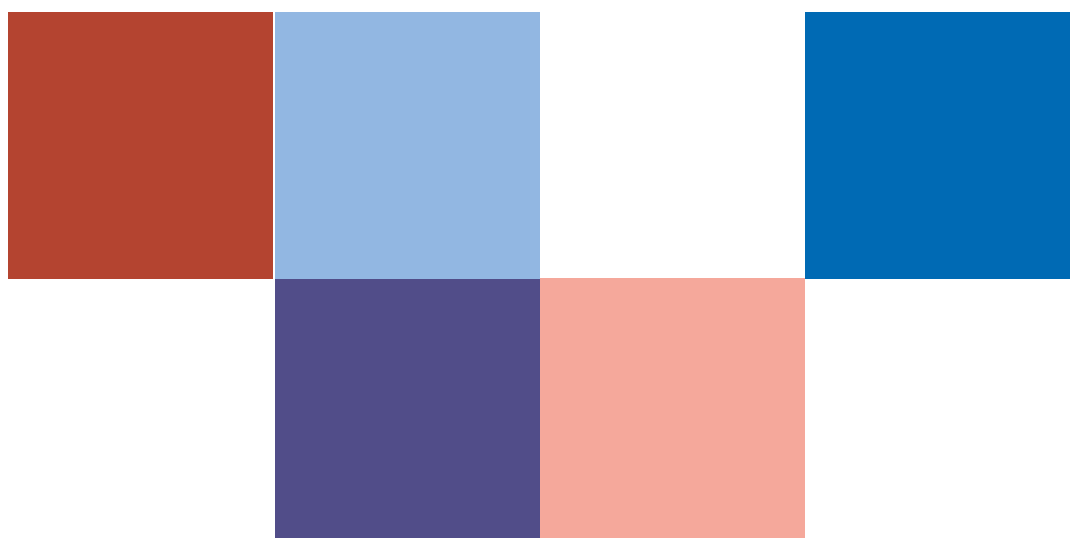
The third of our strategic aims is Inclusive Leadership. The Trust to be recognised as a vanguard for equality, diversity and inclusion creating organisational and system wide changes to improve equality outcomes for patients their families and carers, service users and staff.

### Inclusive Leadership Training Pearn Kandola

Throughout 2021, MFT's senior leaders attended a series of inclusive leadership workshops delivered by industry lead, Pearn Kandola. The workshops covered the behaviours of inclusive individuals and offered leaders the opportunity to reflect on their

leadership styles and explore how they could make changes to improve their inclusive leadership approaches.

The workshops focused on supporting leaders to explore how they could commit to continuing their learning on equality. It encouraged making time to engage with diverse staff groups to understand their experiences, and to understand what might need to change. This resulted in hospital chief executives and HR Directors holding listening events with staff to hear their lived experience, which have informed local workforce plans.



## Increasing diversity in decision making

Building inclusive and diverse workplaces which draw on the talents of all our people is vital to the Trust and is a key part of our People Plan. Inclusive environments enhance organisational performance, improve decision making, help employees to perform at their best and increases productivity. Success in improving gender diversity shows how cultures can change when we address the challenge. Diversity in decision making equates to depth and breadth of insight, perspective, communication skills and life experiences.

Therefore, MFT is taking action to increase diversity in decision making including in the governance of the new Electronic Patient Record System, the HIVE. Conversations took place with chairs of the HIVE Decision Making Authorities about the rationale for increasing diversity. The conversations were led by the Group Chief Operating Officer and Group Director of Workforce and Corporate Business, who provided leadership for the initiative. Members on the Removing the

Barriers Programme were invited to express interest in being part of HIVE Decision Making Authorities. Expressions of interest included the knowledge and skills colleagues could bring and their interests. These were matched to groups and colleagues co-opted onto groups.

Role descriptions were provided outlining responsibilities in making increased diversity in decision making successful. Chairs of HIVE Decision Making Authorities inducted co-opted colleagues and promoted an inclusive environment in which everyone can contribute.

## Be.Inclusive at MFT

All staff have a contribution to make for equality, diversity and inclusion to flourish. MFT is launching its Be.Inclusive at MFT Campaign, which is a Call to Action to all 28,000 staff to be Inclusionists and get involved in MFT's inclusion journey in creating inclusive services and workplace environments. The aim is that every single member of staff feels a sense of belonging

and that the diversity of our patients' needs are met. The campaign will launch during May 2022 to coincide with the Equality, Diversity and Human Rights Week. The campaign comprises of three inter-related workstreams Learn, Celebrate and Inspire illustrated in the diagram below.



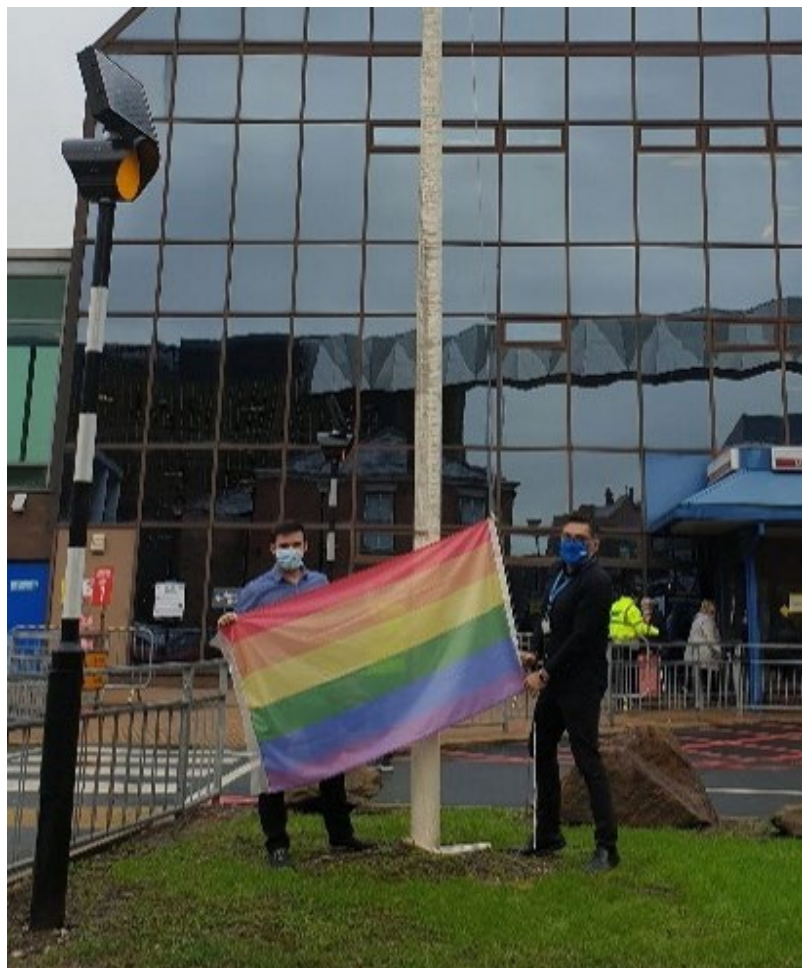
# Section Five

## Celebrating Diversity

MFT is proud to serve one of the most diverse areas in the country. We recognise the importance of celebrating the diversity of our communities and workforce; it is this diversity that makes us stronger. It means creating a culture where we can embrace and benefit from the rich knowledge, experience, and skills of our diverse population. The following pages share some of the celebrations over the last year.

### LGBT+ History Month

LGBT+ History Month celebrates LGBT+ people in all their diversity, raises awareness, and combats prejudice with education. The annual event, which takes place every February, began in 2005. The theme for 2021 was Body, Mind, Spirit. Various events took place to mark and celebrate the month. The LGBT+ Network launched a film and toolkit, inspired by research into LGBT+ employee networks in the NHS, followed by a live question and answer panel discussion. NHS England's LGBT health team held a virtual roundtable to discuss the issues affecting LGBT people living with cancer, including the current impacts of COVID-19. The Pride Flag was raised on the flagpole outside Manchester Royal Infirmary and at Wythenshawe. Pride flags were also distributed around the Trust to visibly support LGBTQ+ inclusion and articles listing webinars related to the month were published in the Trust's weekly newsletter MFTiNews.





## Ramadan and Eid

12th April to 11th May 2021, was the Muslim holy month of Ramadan, followed by the celebratory days of Eid al-Fitr. Ramadan is a time for spiritual reflection and prayer and involves a daily period of fasting starting at sunrise and finishing at sunset over the month. However, this year was different due to the ongoing COVID-19 Pandemic. In response to this, MFT produced a guide to inform staff and managers about Ramadan during COVID-19, and a guide for staff to support patients with information and practical advice.

MFT also provided Iftar boxes for our Muslim colleagues to break their fast whilst working. Each box contained a packet of crisps, a packet of dates, a cereal bar, and a carton of orange juice.

Also, this year staff took the opportunity to share what Ramadan means to them via vlogs. The vlogs were published in the Trust's weekly newsletter and shared on the staff intranet.



## Equality, Diversity and Human Rights Week

Equality, Diversity and Human Rights Week is the national platform for organisations to highlight the work done to create a fairer and more inclusive NHS. The week provides an opportunity for the NHS to reflect on, showcase and celebrate the amazing work going on. In 2021, Equality, Diversity and Human Rights week took place from 10th to 14th May. The theme at MFT was 27,230 individuals – One Trust.

MFT celebrated with:

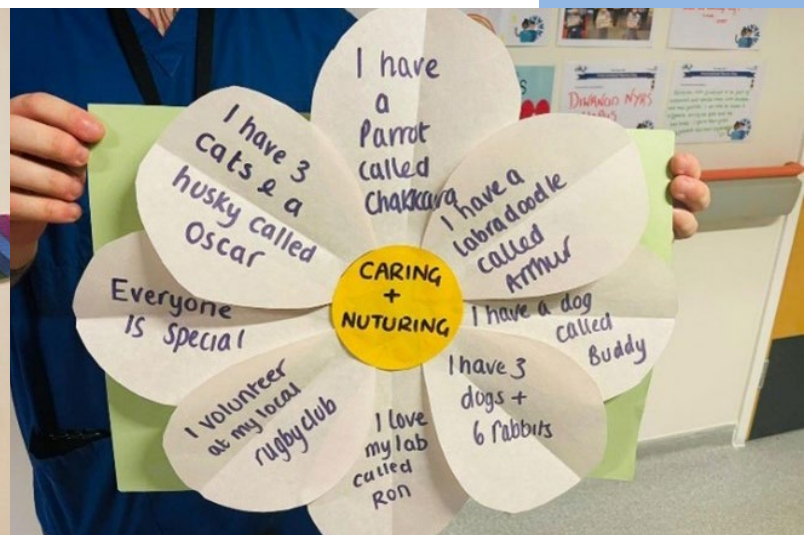
- A series of articles reflecting on the past year highlighting the amazing work that staff have done and thanking colleagues for their commitment towards equality, diversity, and inclusion.
- A video montage of photographs of colleagues around the Trust celebrating our diversity and promoting inclusion and the feeling of being One Team: MFT. The video was seen 20,089 times across all platforms.
- The Non-Gynaecological Cytology Team organised a treasure hunt game, with team members writing a description about themselves – a clue – that would help their colleagues to easily find them. On the day of the event, the clues were published and team members started searching in the department for each colleague to whom the clue belonged. The event was sponsored by Weleda and the winners received prizes donated.



- The Neonatal Unit at Wythenshawe Hospital put together a notice board in the staff room detailing the staff networks available, the role of an Equality, Diversity and Inclusion Advocate and how to raise concerns at work. They also made a board for staff to make pledges.
- The Research and Innovation Team organised a very popular 'Health Inequalities in Research' virtual event. The Team also published blogs.
  - > Dr Iain McLean, Managing Director for Research and Innovation – 'The five women who have inspired and shaped my career'.
  - > Olga Colaco, Research Nurse Manager – 'The importance of diversity to my role and our Trust'.
- The Covid-19 Disabled Staff Engagement Group hosted listening events to enable the launch of the Diverse Abilities Staff Network. It was a wonderful opportunity to engage with staff to share and hear about their work experiences. Fantastic points were raised, and great advice was given.
- The Group Equality, Diversity and Inclusion Team created a resource pack for staff to engage in team building activities. This amazing work can be seen in the photographs.



Clinical Activity Team, REH



RMCH Critical Care

## South Asian Heritage Month

The second South Asian Heritage Month at the Trust ran from 18th July to 17th August 2021. It aims to raise the profile of South Asian heritage and history in the UK through education, arts, culture, and commemoration, with the goal of helping people to better understand the diversity of present-day Britain and improve social cohesion across the country.

MFT celebrated with a month-long programme of virtual events including:

- Online blogs and vlogs from staff of South Asian origin
- A Zoom cook along class for our staff to learn about authentic South Asian cooking
- An Intercultural Music Showcase by 'So Many Beauties Collective'. This featured some of the North West's finest musicians who have come together during the pandemic to share music, celebrate each other's heritage, and develop new inter-cultural ideas. The ethos of the Collective is to work co-creatively with people in health and social care settings, providing opportunities for patients and staff to be actively involved in the creative process of making music.





## 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 national theme for the month was 'Proud to Be'. The Trust celebrated with a month-long programme of events and workshops, organised by the MFT BAME Staff Network, to celebrate, motivate, and educate our staff.

The Trust's Black History Month events included:

- Equality Talks: a series of virtual workshops on the subjects of, 'Race inequalities in the NHS', 'What it means to be anti-racist', 'Disparities in Childbirth' and 'Black Men and Mental Health'.
- Sharing and celebrating the achievements and resilience of our black colleagues and communities. Colleagues were invited to record their own responses to, "what you are proud to be", to inspire and share the pride people have in their heritage and culture – in their own way, in their own words.
- A series of vlogs showcasing the Removing the Barriers Programme created with the support of Programme members. The vlogs featured the Diverse Panels Scheme, Reciprocal Mentoring Scheme and the Removing the Barriers Scheme introduced by Toli Onon, Joint Group Medical Director, Vanessa Gardener, Chief Executive, Manchester Royal Infirmary, and Julia Bridgewater, Group Chief Operating Officer respectively.





## Disability History Month

18th of November to 18th of December 2021 was Disability History Month.

The month celebrated disabled people, challenged disablism and explored new ways to achieve equality.

This year Cobbett House, along with all sites across the Trust, lit up purple in support of Purple Light Up Day, celebrating disability inclusion in the workplace. The colour purple is growing in its recognition as the symbol of disability. Staff were also encouraged to wear purple on any day of the month.

The MFT Disability Staff Engagement Group planned activities throughout the month, coordinated by the Group Equality, Diversity, and Inclusion Team.

- Pop-up Disability History Museum - a series of artefacts that were used in the treatment of disabilities in the last century, kindly loaned from the Museum of Medicine and Health. The artefacts were displayed at the Education and Resource Centre at Wythenshawe Hospital. The display showcased how people perceived and treated physical and mental disabilities from the last century. We felt it was important to showcase how far we have come regarding how we now treat, diagnose, and recognise disabilities in everyday life.

- The Trust showcased the profiles of Disability Engagement Group members in celebration and their contributions. In addition, vlogs were produced to share staff experiences of living with a disability, sharing hopes for the future and the difference our disabled staff make.
- Electronic Staff Record awareness campaign to increase self-identification to raise the number of disabled staff recorded on the Electronic Staff Records.



MFT Chairman Kathy Cowell OBE DL and colleagues from the Disability Engagement Group and Equality, Diversity and Inclusion Team are pictured outside Cobbett House for the launch of the Purple Light Up Week 2021.

# Section Six

## Learning & Development

Learning and development supports staff to engage with equality, diversity, and inclusion practice. It does this by raising awareness and increasing knowledge and skills to take inclusive practice from good, to outstanding, to achieve our aim to be the best place to work and the best place to receive care. This bespoke annual offer comprises a combination of in-house training with a range of sessions delivered by internal and external experts.

*Example of an Equality, Diversity and Inclusion Learning and Development Offer Poster, below.*



### Equality, Diversity, and Inclusion Learning and Development Opportunities 2022

Calendar Month	Learning opportunity	Who the training is for	Date/Time
March 2022	Let's Talk About Race and Racism Workshop	All staff	Date: 21 <sup>st</sup> March 2022 Time: 14:00-16:00
May 2022	Supporting staff with reasonable adjustments	All line managers and HR professionals	Date: 16 <sup>th</sup> May 2022 Time: 10:00-11:30
	#WeSupportDeafAwareness Webinar	All staff	Date: 5 <sup>th</sup> May 2022 Time: 12:00-13:00
June-September 2022	<ul style="list-style-type: none"> <li>HIVE and the Accessible Information Standard.</li> <li>HIVE and service equality monitoring.</li> <li>HIVE and trans patient care.</li> </ul>	All staff	Coming soon!
August 2022	LGBTQ+ Awareness and Inclusive Practice Webinar	All staff	Coming Soon!
October 2022	Let's Talk About Race and Racism Workshop	All staff	Date: 21 <sup>st</sup> October 2022 Time: 09:00-11:00
	Equality and Diversity Advocates Awareness session	All staff interested in the Advocate role	Date: 14 <sup>th</sup> October 2022 Time: 10:00-11:00
	Black Cultural Anti-Racist Programme (BCAP) with the Caribbean and African Health network	All line managers and HR professionals	Coming Soon!
November 2022	Black Cultural Anti-Racist Programme (BCAP) with the Caribbean and African Health network	All line managers and HR professionals	Coming Soon!
	LGBTQ+ Awareness and Inclusive Practice Webinar	All staff	Coming Soon!
December 2022	Let's Talk About Race and Racism Workshop	All Staff	Date: 7 <sup>th</sup> December 2022 Time: 14:00-16:00
	Supporting staff with reasonable adjustments	All line managers and HR professionals	Date: 8 <sup>th</sup> December 2022 Time: 10:00-11:30
	Black Cultural Anti-Racist Programme (BCAP) with the Caribbean and African Health network	All line managers and HR professionals	Coming Soon!
Online learning	Deaf Awareness modules: #WeSupportDeafAwareness	All staff	Request a link to the #WeSupportDeafAwareness modules by emailing <a href="mailto:Equality@mft.nhs.uk">Equality@mft.nhs.uk</a>

If you would like to book onto one or more of the sessions listed please contact us at [Equality@mft.nhs.uk](mailto:Equality@mft.nhs.uk)

There are also e-learning sessions available to support you to advance equality on the MFT Learning Hub.

## Improving Reasonable Adjustments

MFT partnered with ACAS (Advisory, Conciliation and Arbitration Service), to deliver a set of bespoke webinars on reasonable adjustments. The webinars aimed to support staff with line management responsibilities, to support colleagues to access reasonable adjustments to achieve their full potential at work. The webinars were accompanied by two additional interactive training sessions aimed at HR staff, to support them in advising others on reasonable adjustments. To compliment the ACAS offer, guidance and resources

on the Access to Work scheme were also published and circulated to staff through Trust communications and networks, to support all staff to know how to access grants and support for reasonable adjustment.



## Let's Talk About Race and Racism

MFT has developed a Let's Talk About Race and Racism toolkit and facilitated workshops to have constructive conversations about race and racism and to support the Removing the Barriers Programme. Let's Talk About Race and Racism supports staff to explore the root causes of discrimination through stereotyping and prejudice as well as bias, microaggressions, anti-racism and allyship. The toolkit was co-produced with ethnic minority staff who gave their

lived experiences, shared with consent in the toolkit. The toolkit has undergone consultation through a series of pilot workshops held throughout July 2021. The consensus from the pilots was that trained facilitators would be required to facilitate the conversations and a Train the Facilitator Programme and recruitment has gone live in Spring 2022.

Talking about

**RACE & RACISM**

in the Workplace Toolkit





## Better Care for Trans Patients

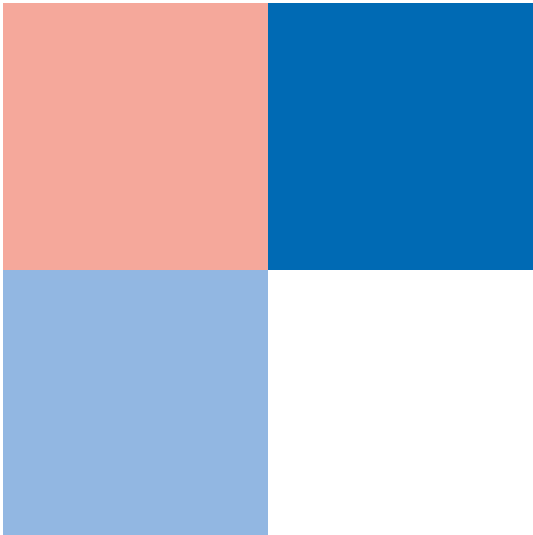
Throughout 2021 a series of 'Equality Talks' were held to continue to grow understanding about creating inclusive environments. One of the most well attended 'Equality Talks' was 'Better Care for Trans Patients' where the Trust

was joined by Josh Barraclough from the Yorkshire Ambulance Service who shared the Ambulance Service Trans Patient Care Toolkit. As a result, this year, Josh is supporting the Trust produce a transgender patient care toolkit for acute services.

## Equality and Diversity Coordinators and Advocates Training

The Trust has a well-established network of talented and dedicated Equality and Diversity Coordinators within our hospitals, managed clinical services, community services and corporate services. The Coordinators are supported by a wider network of colleagues who are Equality and Diversity Advocates. The Coordinators, supported by the Advocates, play a vital role in actively promoting, celebrating, and raising awareness of equality, diversity, and inclusion issues at a local level. To ensure that

Coordinators and Advocates feel supported and equipped to fulfil their roles, the Group Equality, Diversity, and Inclusion Team offer several training and awareness session throughout each year. These training and awareness sessions cover topics ranging from the basics of equality law, the Trust's equality, diversity, and inclusion strategy, and how to access internal and external resources to support inclusive practice.



# Section Seven

## 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. Each hospital, managed clinical service, community services and corporate services has an equality, diversity and inclusion group that feed into the Group Equality, Diversity and Human Rights Committee. They are chaired by a member of the Senior Management Team and supported by Equality and Diversity Coordinators.

A Health Inequalities Group has been established that reports into Group Equality, Diversity and Human Rights Committee. The Health Equalities Group leads on MFT's work to tackle health inequalities. A Workforce Strategic Equality Group has been in place since the start of the COVID-19 Pandemic. The initial purpose of the Group was to ensure that the decisions about safeguarding and supporting staff during COVID-19 were informed by and co-produced with diverse staff groups. The Group's remit has widened to issues of workforce equality more broadly.

Staff Engagement Groups provide a mechanism for regularly hearing the lived experiences of staff to shape and inform workforce equality priorities and initiatives. The Groups provide a way of rapid design when needed and a way of understanding issues of concern and escalating issues. The Staff Networks sit on the Staff Engagement Groups providing linkages with Network members.

Our Disabled People's User Forum comprises of current and past patients as well as members from the voluntary sector of and for disabled people. The Forum provides a mechanism for consulting with disabled people on service improvements and changes to understand the disability equality implications and ensure disability inclusive environments and services.





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

Peter Blythin

There is so much to be proud of at MFT but most of all our committed and dedicated workforce. Staff 'make the place' and everyone, whatever job they

do contribute in some way to the positive reputation of MFT.

This last year has been more challenging than usual because of the Pandemic but our staff have worked together in an uncertain environment to care for patients and to look out for each other. All told an outstanding contribution for the people of Manchester, Trafford, and Greater Manchester.

The Pandemic has certainly provided a new focus on the workforce. The Trust recognises the importance of creating an inclusive workplace, where all staff feel that they belong, can flourish, and achieve their fullest potential. Our MFT People Plan is our roadmap to creating a working environment that we all truly value and are proud of.

MFT wants to be an employer of choice that recruits and develops staff so that talented people choose to join, remain, and grow within the Trust. We want to hear the voices of staff so that their diverse experiences inform and shape decision making. Most of all we want to have a culture which embodies our values and behaviours.

We understand that our workforce determines our culture and with the experience of the Pandemic still being acutely felt, there is no greater time to reflect on what we need to do together to make a difference to the working lives of all staff.

I look forward to working with staff across the Trust in the coming year to ensure 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

MFT is committed to establishing a culture of inclusion and respect towards all people using our services, relatives, carers, staff and the wider public.

Championing equality, diversity, and inclusion and role modelling the right behaviours must happen at all levels of our organisation.

COVID-19 has highlighted and exacerbated existing health inequalities. The Pandemic has had a disproportionate effect on groups within the population including people living in areas of high deprivation, people from Black, Asian, and Minority Ethnic communities, and people with disability and long-term health conditions.

We continue to work together to tackle health inequalities, championing innovative ways to meet the needs of our patients. We are committed to taking demonstrable and responsive actions; and to move beyond our previous aspirations to improve access and outcomes for our patients.

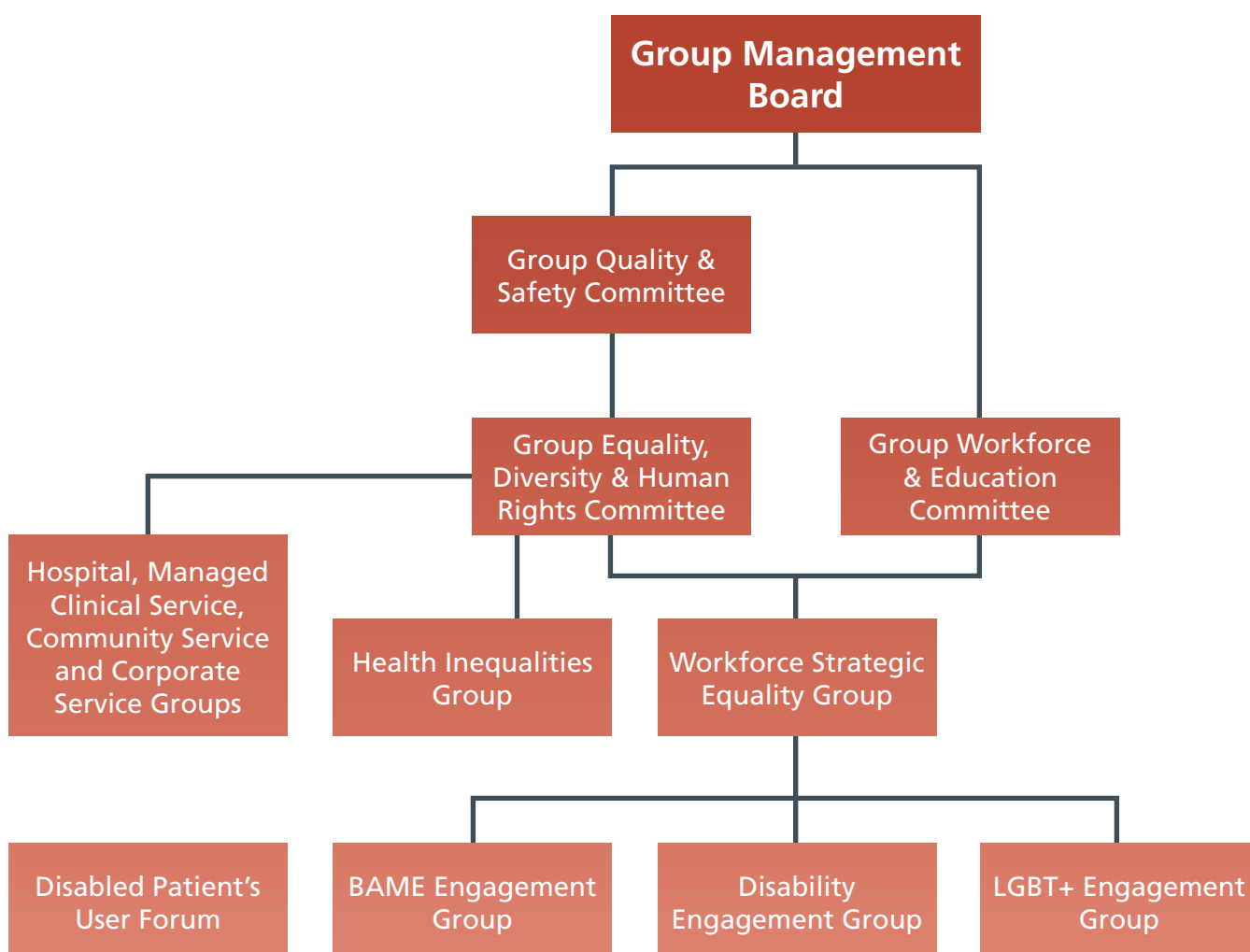
I am proud to chair the Group's Equality, Diversity, and Human Rights Committee (GEDHRC) whose aim is to ensure that principles of equality, diversity and inclusivity are woven into everything we do to ensure equity of care and outcomes for patients, service users, carers and parents; and a workplace where all staff feel they belong for who they are. The GEDHRC provides a way of sharing practice across MFT, monitoring progress and providing direction.

I am also proud of the advances MFT has made to increase the diversity of our workforce. Diversity is good for business; it makes for improved decision making and ultimately improves patient care. Our next workforce equality goal is to achieve that same diversity in our leadership. I look forward to working with colleagues across the Trust to achieve our ambitions.

## Group Equality, Diversity and Human Rights Committee (GEDHRC)

The Trust's governance structure shown below is built on the principle of leadership. A Group Equality, Diversity and Human Rights Committee (GEDHRC) leads on promoting the culture and positive conditions for equality, diversity, and human rights to flourish within MFT. The GEDHRC identifies and shares good practice from within and out with the Trust.

It oversees the development and implementation of approaches that require group wide consistency and monitors progress. The Committee provides assurance to the Group Quality and Safety Committee and through that Committee to the Board of Directors.



## Meet the Equality, Diversity and Inclusion Team

The Group Equality, Diversity and Inclusion Team is responsible for leading on developing, delivering, and reviewing Diversity Matters, the Trust's equality, diversity, and inclusion strategy 2019-2023. The purpose of the Team is to build the knowledge and confidence of staff across MFT to realise the Trust's aims of:

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

### **The Team carries out its purpose as follows.**

- Translates legislation and national advice, guidance and standards and legislation into policy and practice.
- Provides advice and assistance in response to enquiries.
- Provides advice and quality assurance about equality impact assessment.
- Runs programmes of work with hospitals, managed clinical services and community services.
- Designs, commissions, and delivers training.
- Creates learning resources.
- 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 of 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 MFT's Staff Engagement Group and supports staff networks, you will find information about these on the equality page of the staff intranet site.
- Runs MFT's Disabled Peoples' User Forum.
- 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.

## Conclusion

To deliver the Trust's equality, diversity and inclusion ambition, a four-year roadmap was developed as part of Diversity Matters. The roadmap 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 second year's actions outlined in the roadmap. However, more progress is needed in the following areas: tackling health inequalities including equality monitoring, increasing diversity in senior leadership, and maintaining focus on tackling harassment, bullying and abuse.

MFT is a fantastic organisation in a fantastic city, but that doesn't mean we can't do better – of course we can! But we can be proud of what we've accomplished in these challenging times and commit ourselves with humility to taking the next steps.

# Annex 1

## The Diversity of Our Patients

The Trust recognises that the diverse communities we serve and everyone who uses our services has different needs and 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 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.

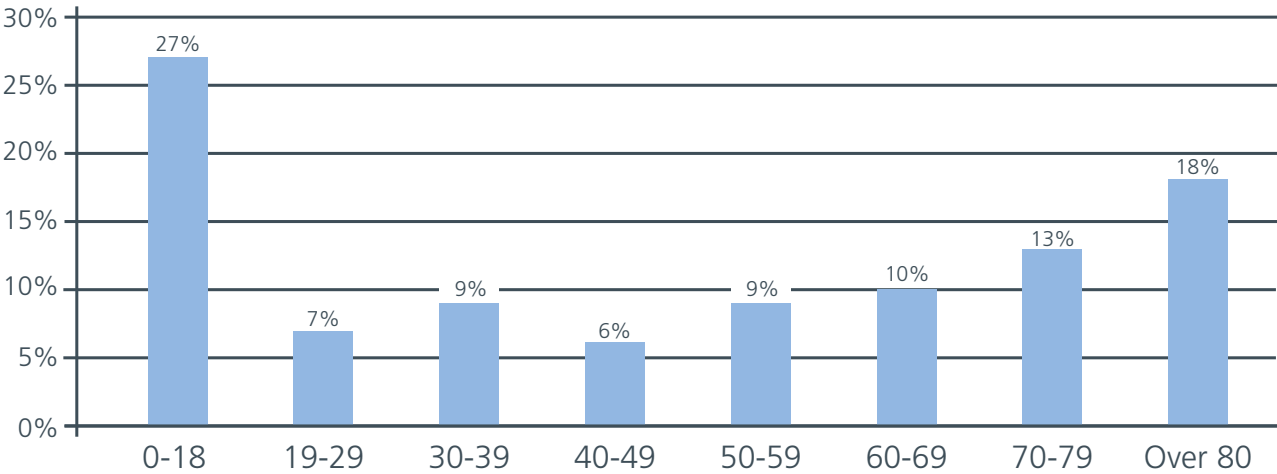
The following charts provide information detailing the diversity of our service users in 2021 by the protected characteristics currently collected across each of our sites.



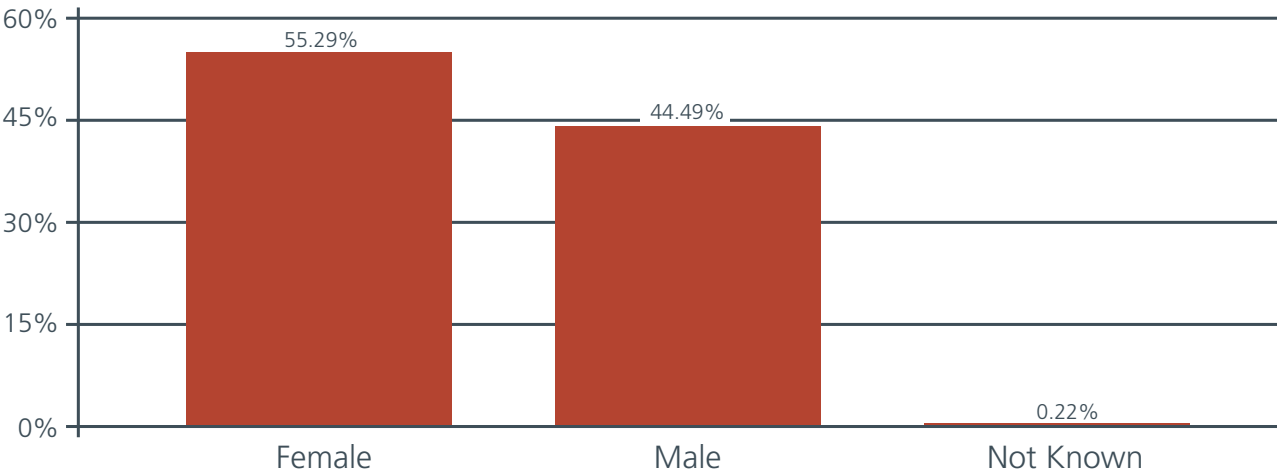




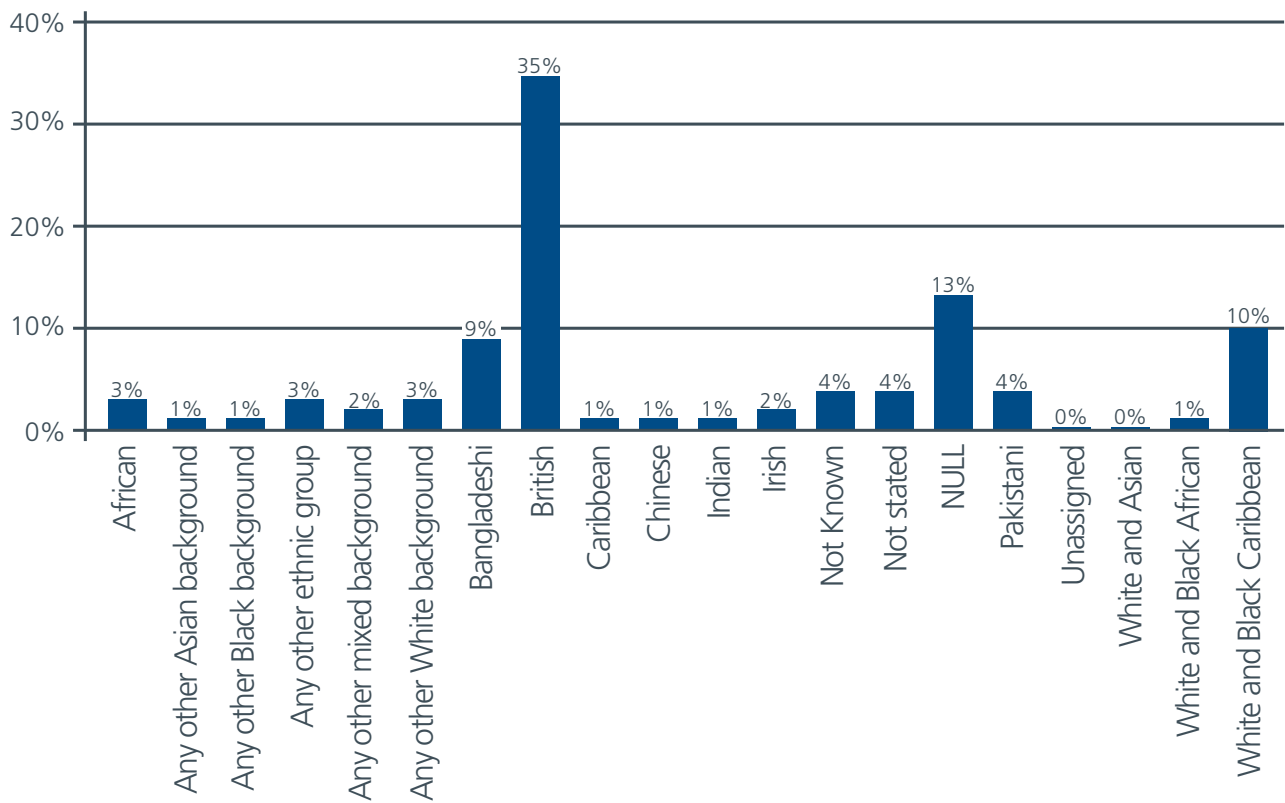
Age



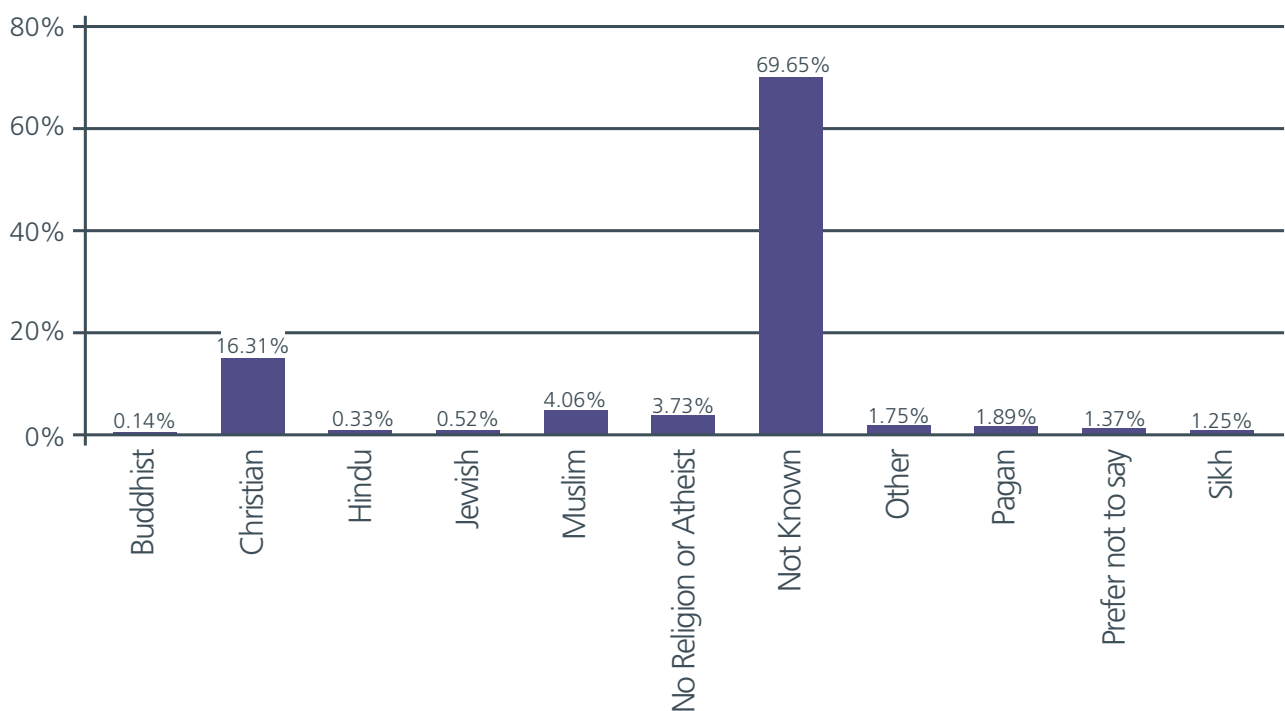
Sex



## Ethnicity



## Religion or Belief

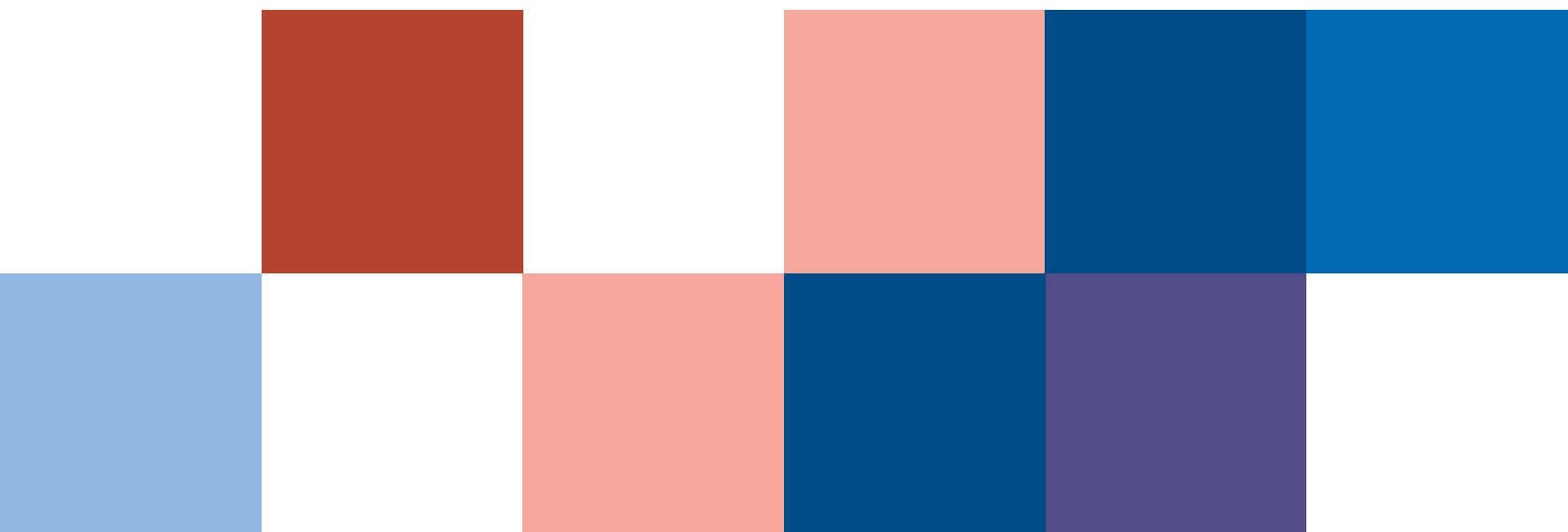


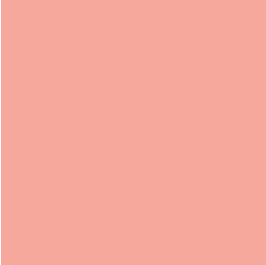
## Annex 2

# The Diversity of Our Staff

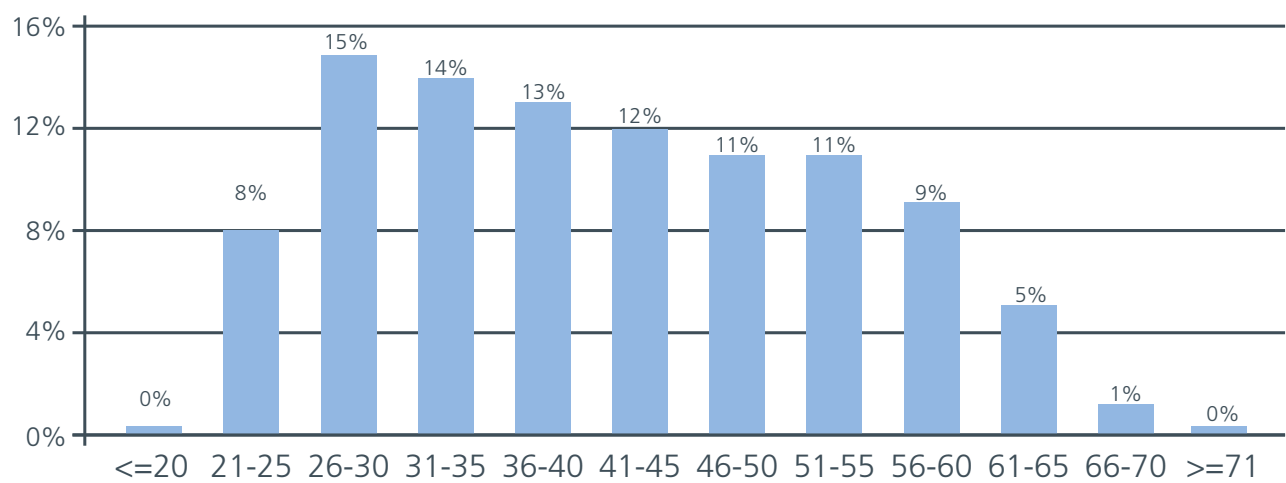
The Trust recognises the importance and benefits of a diverse workforce, and is committed to creating an inclusive, accessible, and fair workplace for all employees. The Trust values the contribution of all employees and recognises that it is diversity of experience, skills and knowledge which support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

The following tables provide information about the Trust workforce by protected characteristic from 2021.

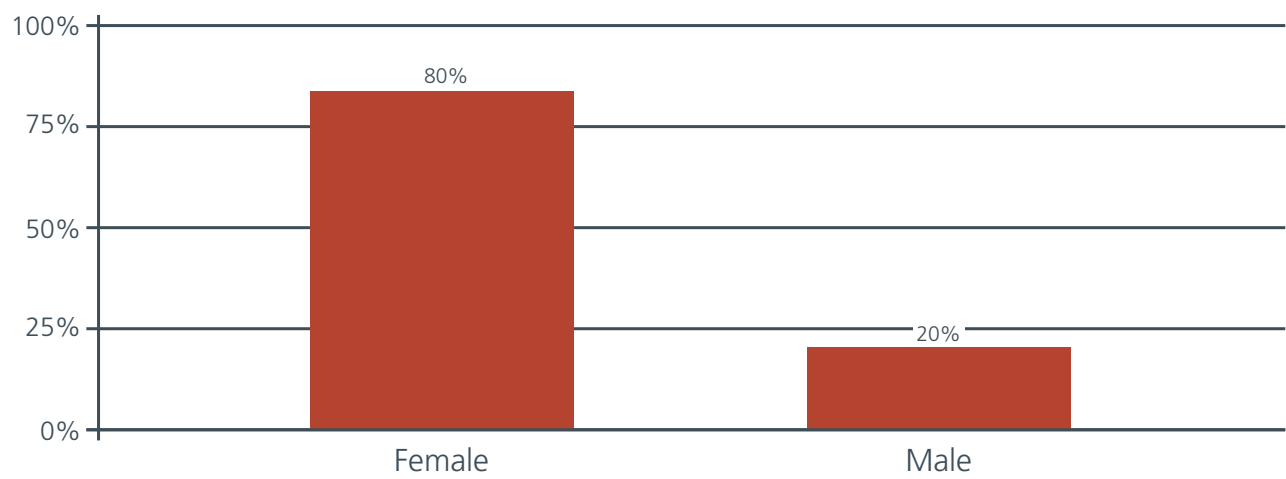




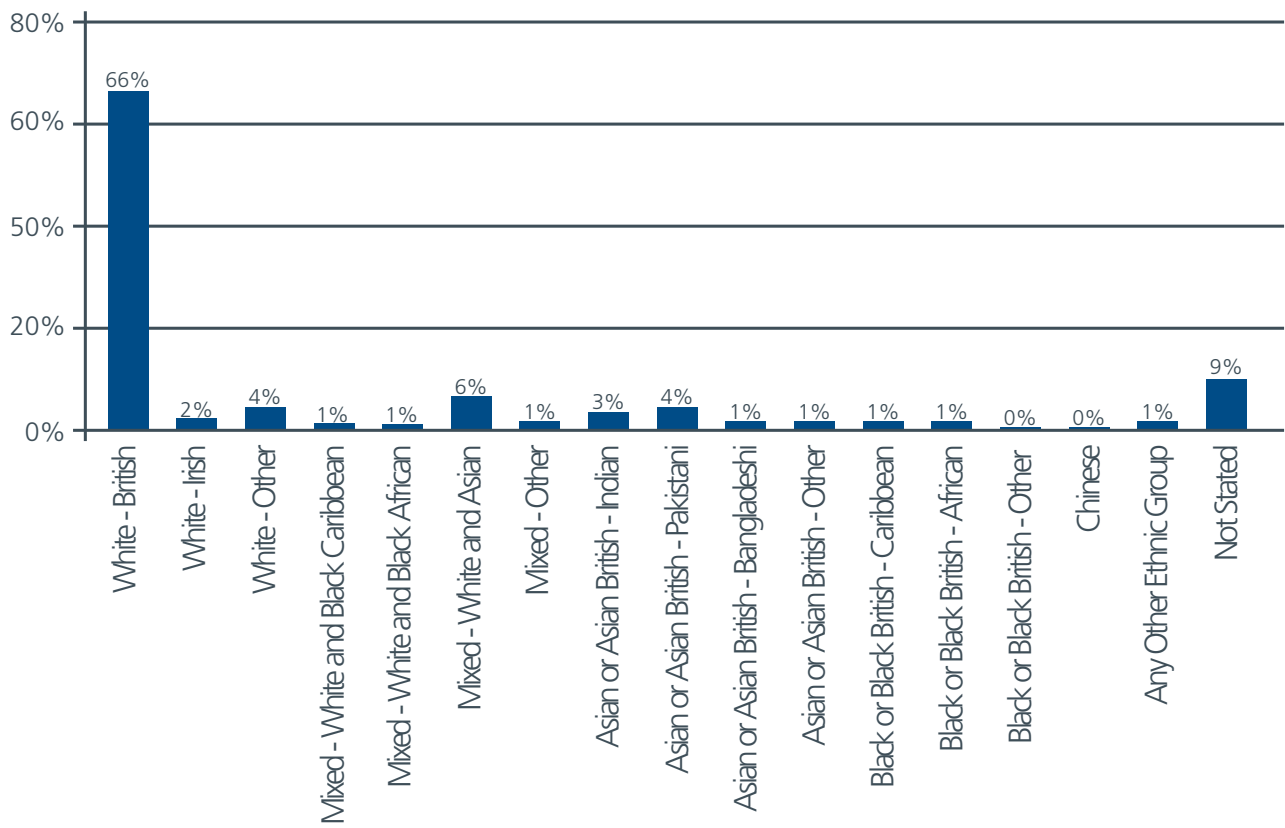
Age



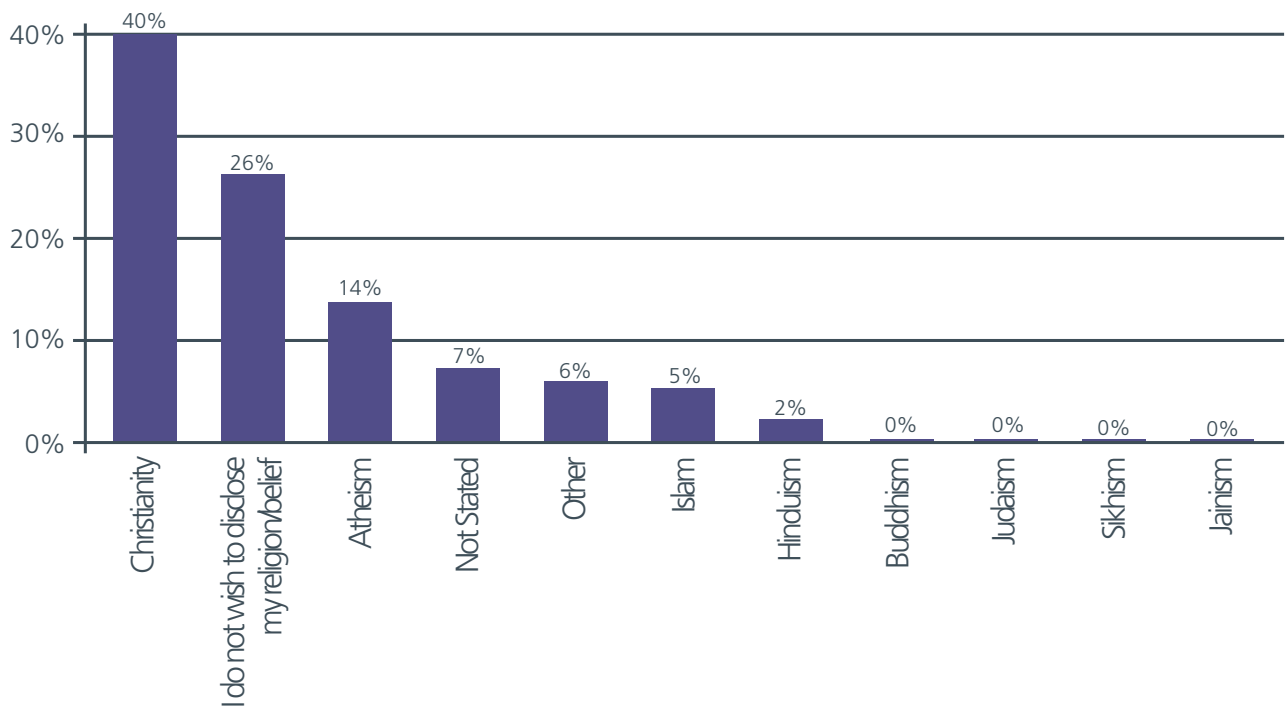
Sex



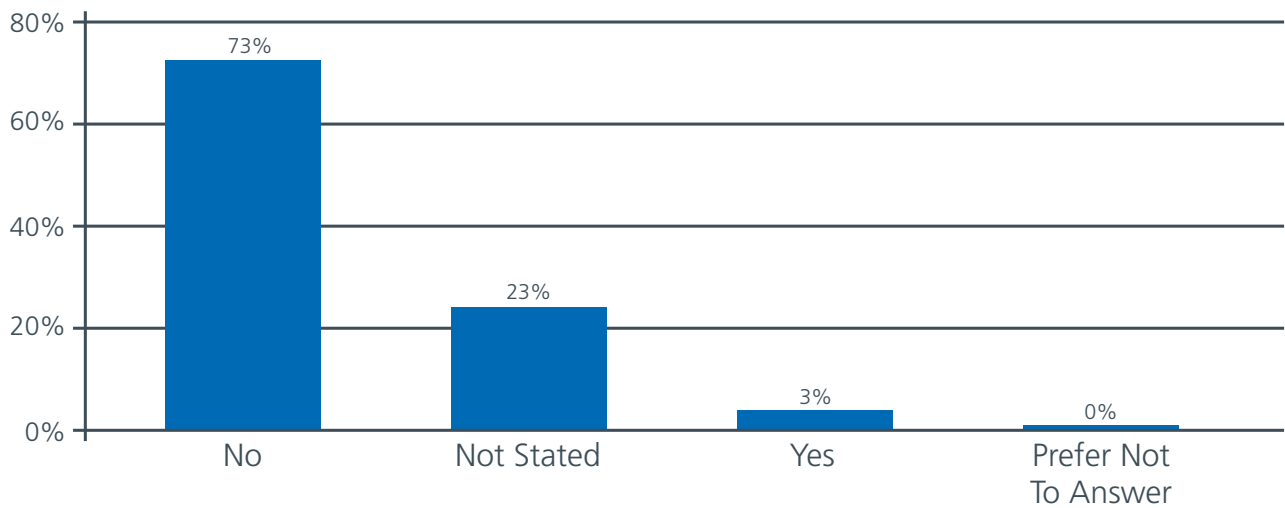
## Ethnicity



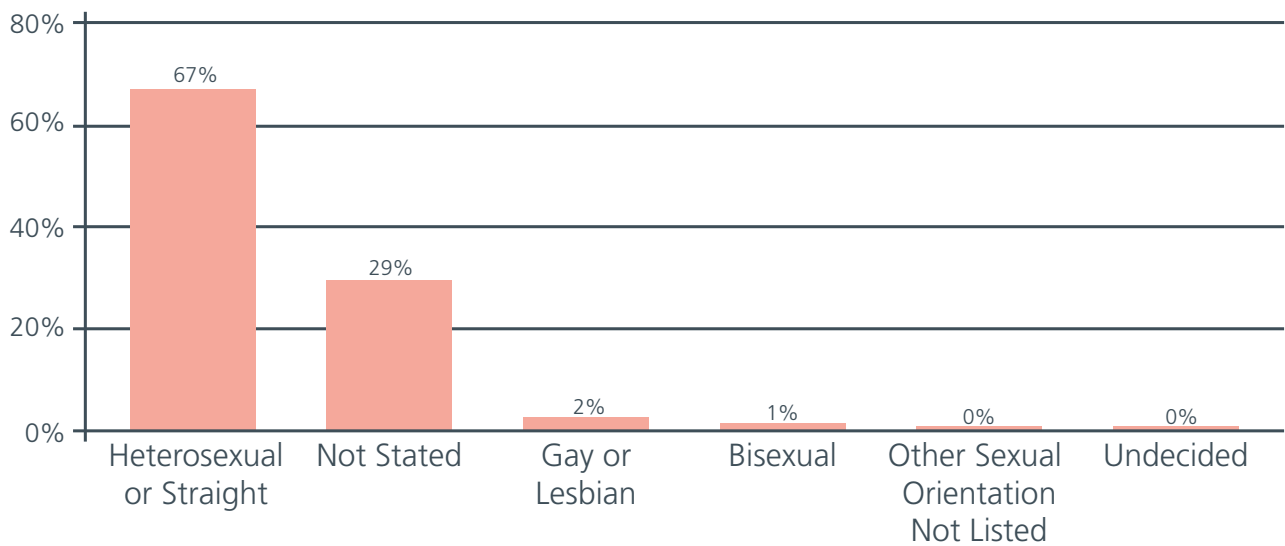
## Religion or Belief



## Disability



## Sexual Orientation





# Annex 3

## Additional Resources

Equality, Diversity & Inclusion at MFT  
[www.mft.nhs.uk/the-trust/equality-diversity-and-inclusion/](http://www.mft.nhs.uk/the-trust/equality-diversity-and-inclusion/)

Healthwatch Trafford  
[www.healthwatchtrafford.co.uk](http://www.healthwatchtrafford.co.uk)

Healthwatch Manchester  
[www.healthwatchmanchester.co.uk](http://www.healthwatchmanchester.co.uk)

Equality and Human Rights Commission  
[www.equalityhumanrights.com](http://www.equalityhumanrights.com)

Government Equalities Office  
[www.gov.uk/government/organisations/government-equalities-office](http://www.gov.uk/government/organisations/government-equalities-office)

NHS Employers Diversity and Inclusion  
[www.nhsemployers.org/your-workforce/plan/building-a-diverse-workforce](http://www.nhsemployers.org/your-workforce/plan/building-a-diverse-workforce)

Manchester Health & Care Commissioning  
Equality Information  
[www.mhcc.nhs.uk/about-us/equality-diversity](http://www.mhcc.nhs.uk/about-us/equality-diversity)

Greater Manchester Health and Social Care  
Partnership  
[www.gmhsc.org.uk](http://www.gmhsc.org.uk)

NHS England Equality Hub  
[www.england.nhs.uk/about/equality/equality-hub](http://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](mailto:Equality@mft.nhs.uk)**

