Brighton and Sussex University Hospitals NHS Trust

Stonewall Workplace Equality Index Update (2019/20) & Plan (2020/21)

Trust Council

Tuesday 22nd October 2019

Stonewall DIVERSITY CHAMPION

LGBTQ+ Network

Nick Groves, Assoc. Dir. (3Ts)
Stonewall Project Lead

Stonewall WEI Benchmarking

Stonewall DIVERSITY CHAMPION

Stonewall
Acceptance without exception

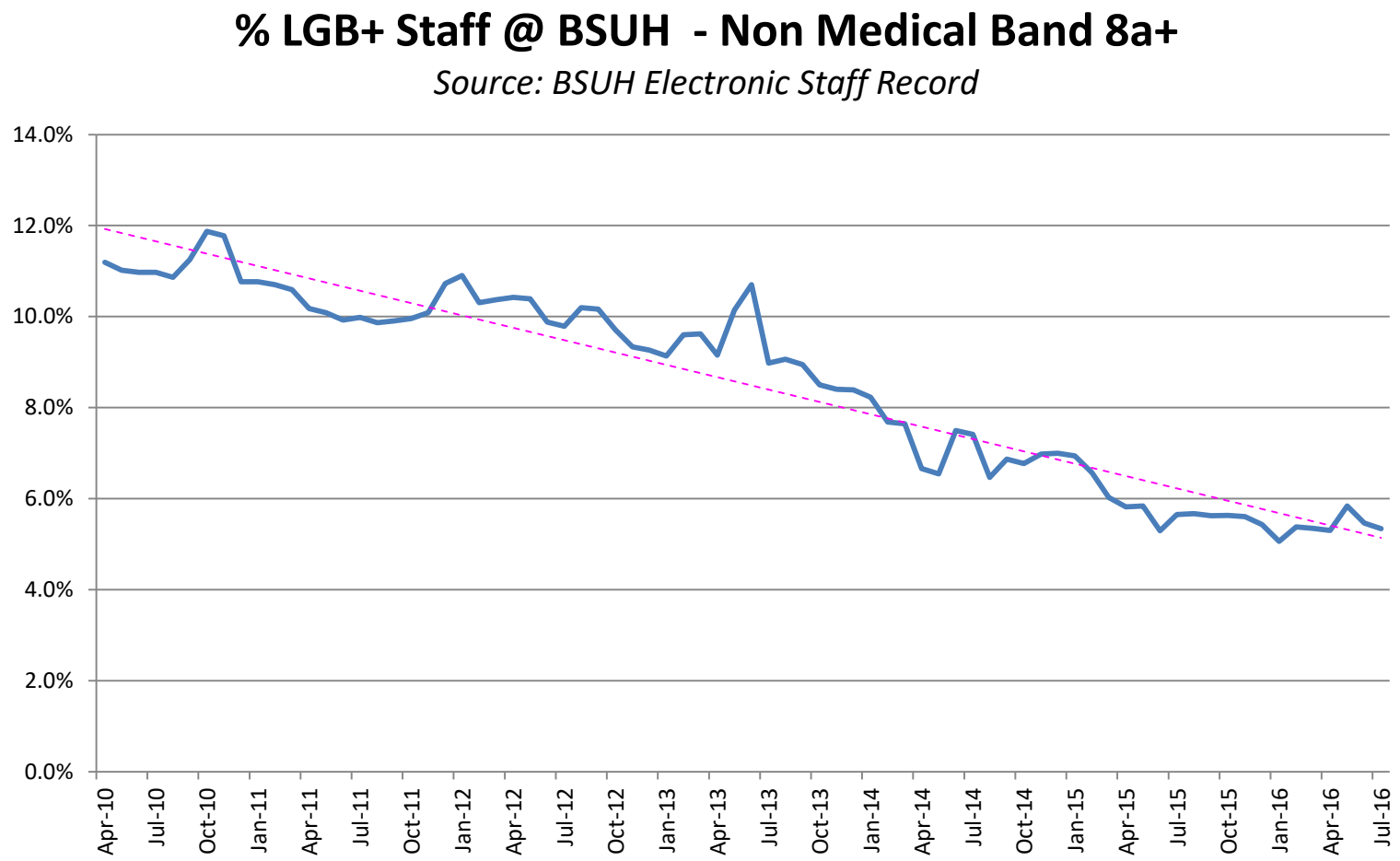
- Policies and benefits
- The employee lifecycle
- LGBT employee network group
- Allies and role models
- Senior leadership
- Monitoring
- Procurement
- Community engagement
- Clients, customers and service users

Questions/areas of focus are updated every three years… Next year is Year 1 of new set

2015 Stonewall WEI

- BSUH scored **319th / 397**
- Lowest (worst) position since BSUH started working with Stonewall in 2005

12% to 5% in < 6 Years

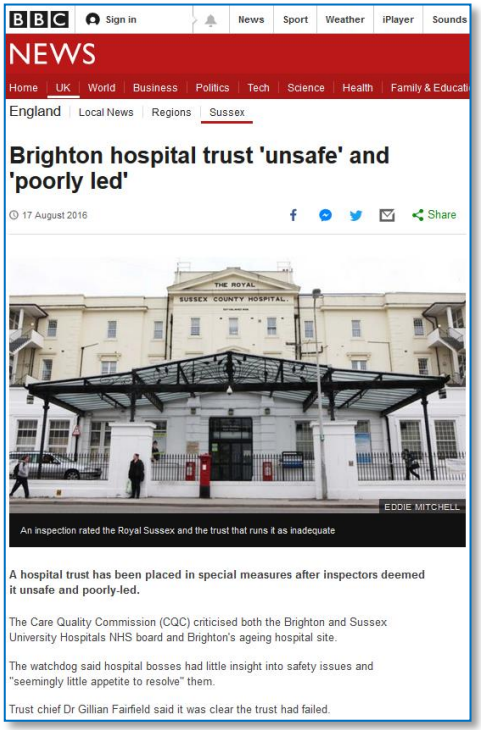


2016 CQC ‘Inadequate’

Care Quality Commission

Ratings	
Overall rating for this trust	Inadequate
Are services at this trust safe?	Inadequate
Are services at this trust effective?	Requires improvement
Are services at this trust caring?	Requires improvement
Are services at this trust responsive?	Inadequate
Are services at this trust well-led?	Inadequate

Staff from BME and protected characteristics groups reported that bullying, harassment and discrimination was rife in the organisation with inequality of opportunity. Data from the workforce race equality standard supported this. Staff reported that inconsistent application of human resource policies and advice contributed to inequality and division within the workforce and led to a lack of performance and behaviour management within the organisation. These cultural issues had been longstanding within the trust without effective board action.



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Brighton hospital trust 'unsafe' and 'poorly led'

17 August 2016 Share

An inspection rated the Royal Sussex and the trust that runs it as inadequate

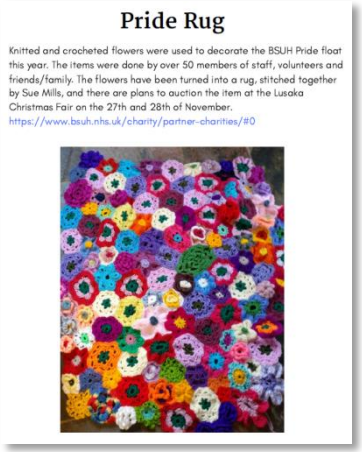
A hospital trust has been placed in special measures after inspectors deemed it unsafe and poorly-led.

The Care Quality Commission (CQC) criticised both the Brighton and Sussex University Hospitals NHS board and Brighton's ageing hospital site.

The watchdog said hospital bosses had little insight into safety issues and "seemingly little appetite to resolve" them.

Trust chief Dr Gillian Fairfield said it was clear the trust had failed.

Planning for Pride 2017



Pride Rug

Knitted and crocheted flowers were used to decorate the BSUH Pride float this year. The items were done by over 50 members of staff, volunteers and friends/family. The flowers have been turned into a rug, stitched together by Sue Mills, and there are plans to auction the item at the Lusaka Christmas Fair on the 27th and 28th of November.
https://www.bsuh.nhs.uk/charity/partner-charities/#0

Pride 2017: Proudly Led

2017/18: Rejoin Stonewall WEI

STONEWALL
TOP 100
EMPLOYERS

https://www.stonewall.org.uk/creating-inclusive-workplaces/workplace-equality-indices/uk-workplace-equality-index

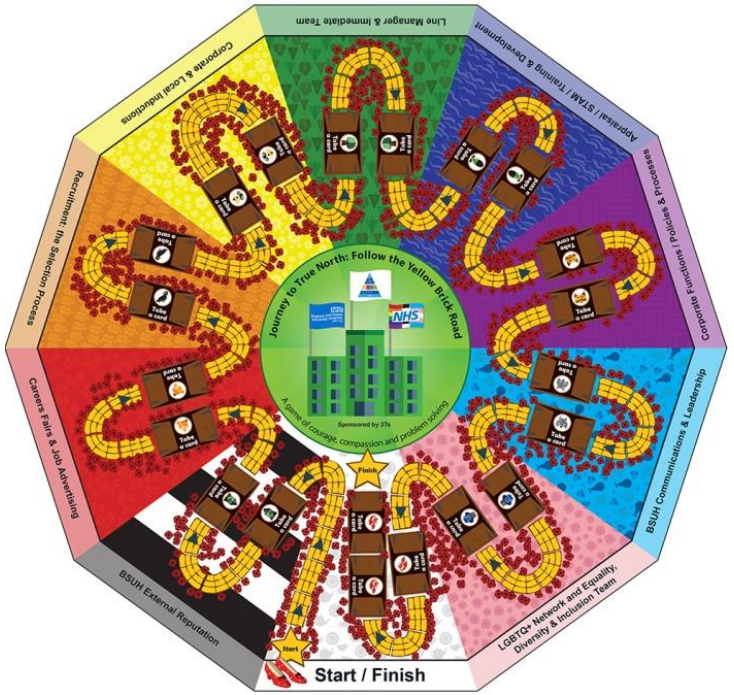
Yassine Senghor,
Stonewall Client Account Manager
with #LGBTHero Audre Lorde

LGBTQ+ Inclusion Conference 2019

Dame Marianne Griffiths

Ali Hannon, inclusion advocate

Pete Mercer, Stonewall



Stonewall 2018/19 Results

2018/19

- Score: 97 / 200 points
- Trans inclusion work: 51%
- **Ranked: 143 / 445** (Sector: 15 / 54)
- Avg. score for Top 100 Employer: 132
- 7 / 9 domains BSUH > overall avg
- 1 / 9 domains BSUH > Top 100 avg

NHS Trusts/FTs in Top 100

= 28 Central & North West London
58 North East Ambulance Service
= 77 Lincolnshire Partnership
= 84 University Hospitals Birmingham

Local Organisations in Top 100

= 72 University of Brighton
= 81 Sussex Police

2019/20

- Improve scores (overall, trans inclusion)
- Improve rank (overall, sector)
  - *Year 3 of 3-year cycle of questions*
- Break into Top 100 Employers

STONEWALL TOP 100 EMPLOYERS

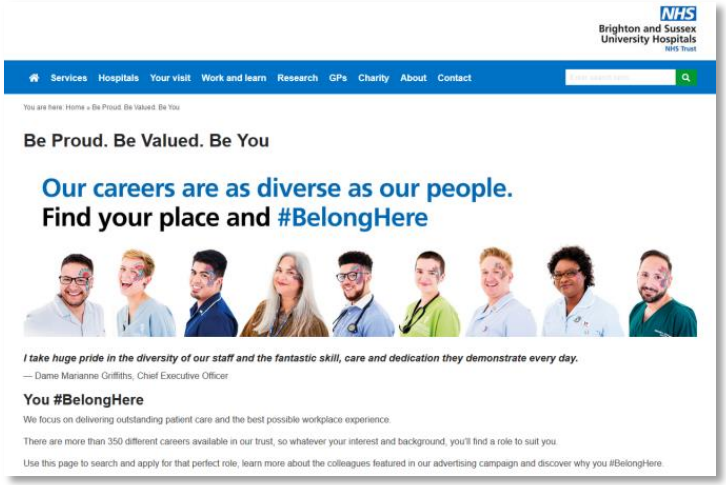
BSUH @ Prides 2019

Disability Pride BRIGHTON

Trans Pride Brighton & Hove

BSUH @ B&H Pride 2019

#BelongHere Recruitment Campaign



Stonewall 2019/20 Submission

- Submitted by Steering Group & Project Team on **6th September 2019**
- 10 domains, covered previous 12 months
- Staff Survey (10% available points) – closes **Friday 1st November**
- 180 questions, of which 88 freetext (x 150-500 words)
- 30,300 words or > 60 x A4 pages – plus supporting evidence

Stonewall Staff Survey

https://www.snapsurveys.com/wh/s.asp?k=155912759332

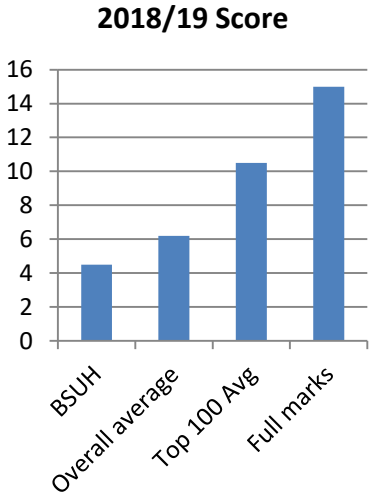
Code: 1077 for BSUH

Please click here to access the Stonewall Staff Survey

Stonewall 2019/20: Our Analysis

Policies & Benefits

- HR Policy Forum (25+ policies, 18 months)
- Trans Guidelines (37% Stonewall WEI entrants)
- Wider links (eg. Violence & Aggression diversity poster)
- Awareness among staff/managers



Step Up

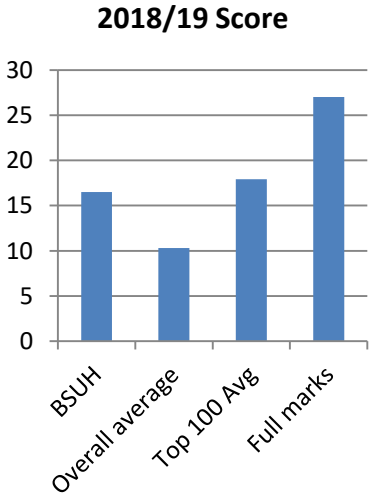
- Staff comms/training (systematic, comprehensive)
- Use of data for policy improvement
- 'Zero tolerance'? (Stonewall feedback)

WHAT YOUR EMPLOYEES SAY:

I know the process of reporting homophobic and biphobic bullying to my employer…
54% of your LGB employees said yes

If I was a victim of homophobic or biphobic bullying and harassment, I would feel confident in reporting it to my employer…
76% of your LGB employees agreed

Stonewall 2019/20: Our Analysis



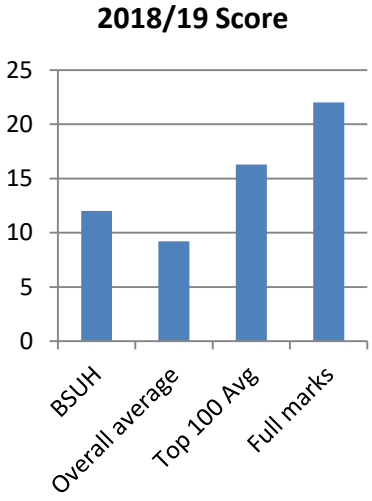
Employee Lifecycle

- *#BelongHere* Prides recruitment campaign
- HR/corporate processes: inclusion 'golden thread'
  - job adverts, LGBTQ+ webpage, Staff Stories, BSUH 'top 100 pages'
  - local induction checklist, appraisal form etc.
- Inclusion picture cards (recruitment selection)
- Inclusion employer of choice (HSJ roundtable)

Step Up

- Values-Based Recruitment / training
  - *765 managers involved in recruitment (Jan to Aug 2019, Trac)*
- Use of data for policy improvement

Stonewall 2019/20: Our Analysis



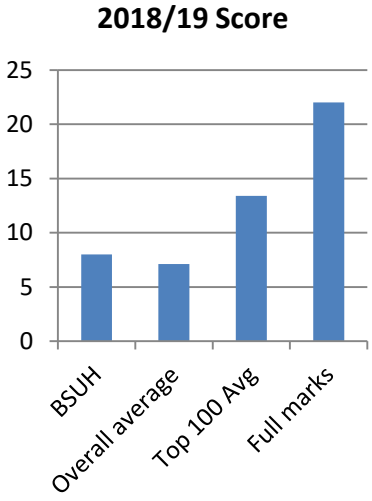
LGBT Employee Network

- LGBTQ+ Mentoring Scheme (27% Stonewall WEI)
- Disability Pride, Trans Pride, Brighton & Hove Pride
- Health & Wellbeing (sports, engagement, socials)
- LGBTQ+ Seminars (BSMS/Spectrum, BSUH/E&K)
  - mental health, armed forces, ageing, intersectionality, pre/post-reg. education curricula, trans & non-binary health
- Targeted investment – Annual Plan / Resource Plan
- 15 LGBTQ+ Networks – growing our reputation

Step Up

- ↑ diversity/awareness within LGBTQ+ umbrella (eg. collaboration with BAPIO)

Stonewall 2019/20: Our Analysis



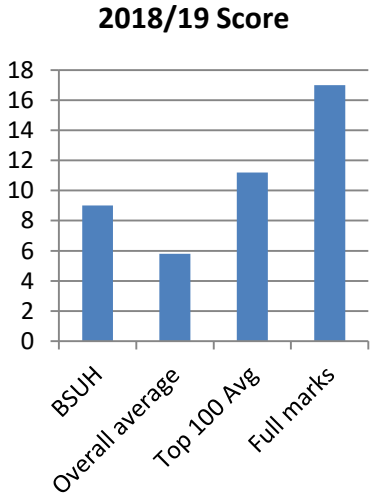
Allies & Role Models

- 2,000+ BSUH/rainbow lanyards, NHS/rainbow pins, badges (LGBTQ+ Network, NHS70, preferred pronouns)
- 250+ attendees at 1st LGBTQ+ Inclusion Conference
- Ally Staff Stories ('Role models')
- Board-level Role Models (14% Stonewall WEI), senior Trans Role Model (4% WEI)
- Gender & Sexual Diversity (GSD) Training

Step Up

- 'Super Allies' programme – structured training

Stonewall 2019/20: Our Analysis



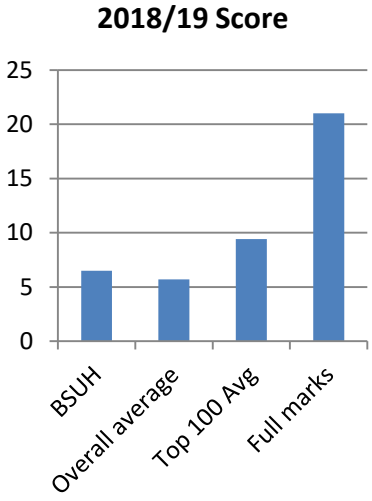
Senior Leadership

- Visible Board leadership (LGBTQ+ Inclusion Conference, BSUH@Prides2019, Staff Stories/role models)
- NED Lead for Inclusion
- Diversity Matters – CEO leadership
- Inclusion as 'golden thread' in corporate messaging
- Aligning programmes (including 'inclusion') – senior leadership support

Step Up

- STP Diversity & Inclusion – system leadership
- Academic partners / local geography – 'inclusion placement provider of choice'

Stonewall 2019/20: Our Analysis



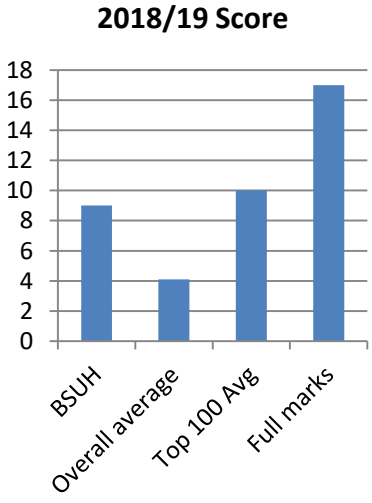
Monitoring

- High proportion of data (relatively)
  - *limited on Gender Identity by NHS/ESR*
- Data analysis (2018 LGBTQ+ Staff Survey, 2018 NHS Staff Survey / Sexual Orientation)
- Multiple GSD data sources (Annual Equality Report)

Step Up

- Closing the improvement loop (data, analysis, reporting, action, re-testing, staff comms)

Stonewall 2019/20: Our Analysis



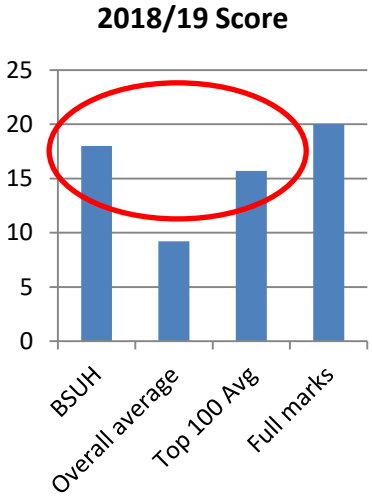
Procurement

- Gender & Sexual Diversity Training for Procurement Team
- Leveraging procurement/contract management for Social Value & inclusion
  - collaboration with Barts, CIPS (Chartered Institute for Procurement & Supply)
- NHSX 'Target Procurement Operating Model'

Step Up

- Operationalise Procurement Framework
- Whole procurement/contract management cycle (> just Procurement Team)

Stonewall 2019/20: Our Analysis



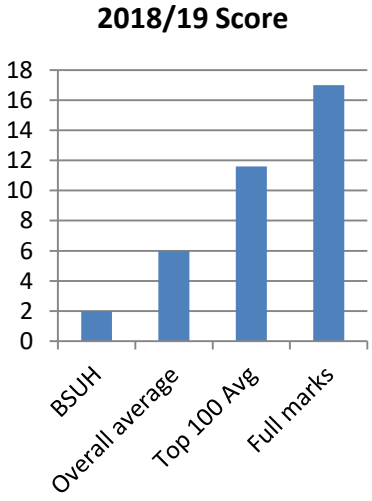
Community Engagement

- BSUH @ 3 x Prides
- Staff volunteered at Disability Pride, Trans Pride
- External comms ('demonstrate equality commitment')
- University of York / NHS Employers research
  - Role & function of NHS LGBTQ+ Staff Networks
- Collaboration with partners (Universities/BSMS re Inclusive Education Curricula, LGBTQ+ Seminars)

Step Up

- 2 x part-time secondments (BSUH@Prides2020 Leads)
- Targeted community support (eg. apprenticeships / TNB / homelessness)

Stonewall 2019/20: Our Analysis



Clients, Customers, Service Users

- Midwifery (Trans Pride 2019, inclusive/gender non-specific language)
- Patient Experience Team (structured LGBTQ+ community engagement) – Prides, LGBT Switchboard
- NHS Sexual Orientation Monitoring Information Standard – data analysis

Step Up

- Closing the 'improvement loop'
  - LGBTQ+ community engagement → data → insight → action → improvement → feedback

Stonewall: Next 12 Months

1. Sustainable LGBTQ+ Network

- Network Development – new volunteer roles, 2 x BSUH@Prides2020 secondments
- Super Allies programme – empowering grassroots support
- Data Analysis & Monitoring – using intelligence well

2. External Collaborations

- Procurement for Inclusion (CIPS, Barts Health)
- LGBTQ+ Seminar Programme
- Inclusive pre/post-reg. education curricula (BSMS, Universities of Brighton and Sussex)

3. Learning & Development

- Learning & Development packages (eg. 'Trans 101', 'LGBTQ+ Lived Lives' video)

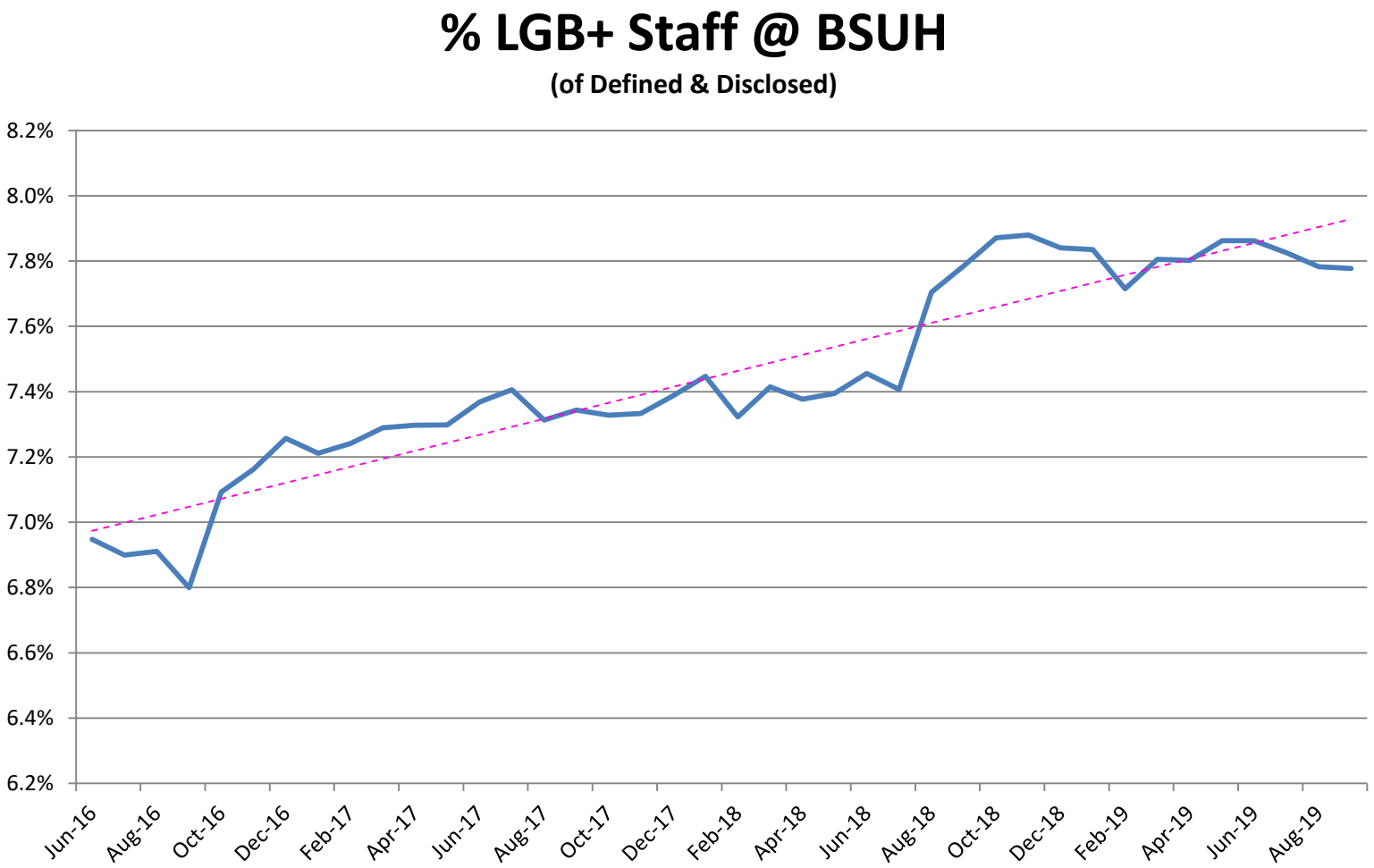
4. Recruitment Lifecycle

- Values Based Recruitment (HR led)
- Apprenticeships for LGBTQ+ youth at risk of homelessness [concept stage]
- Pre-application tool – inspiring Band 2-4 applicants (behavioural insights on diverse recruitment)

5. Patient Experience

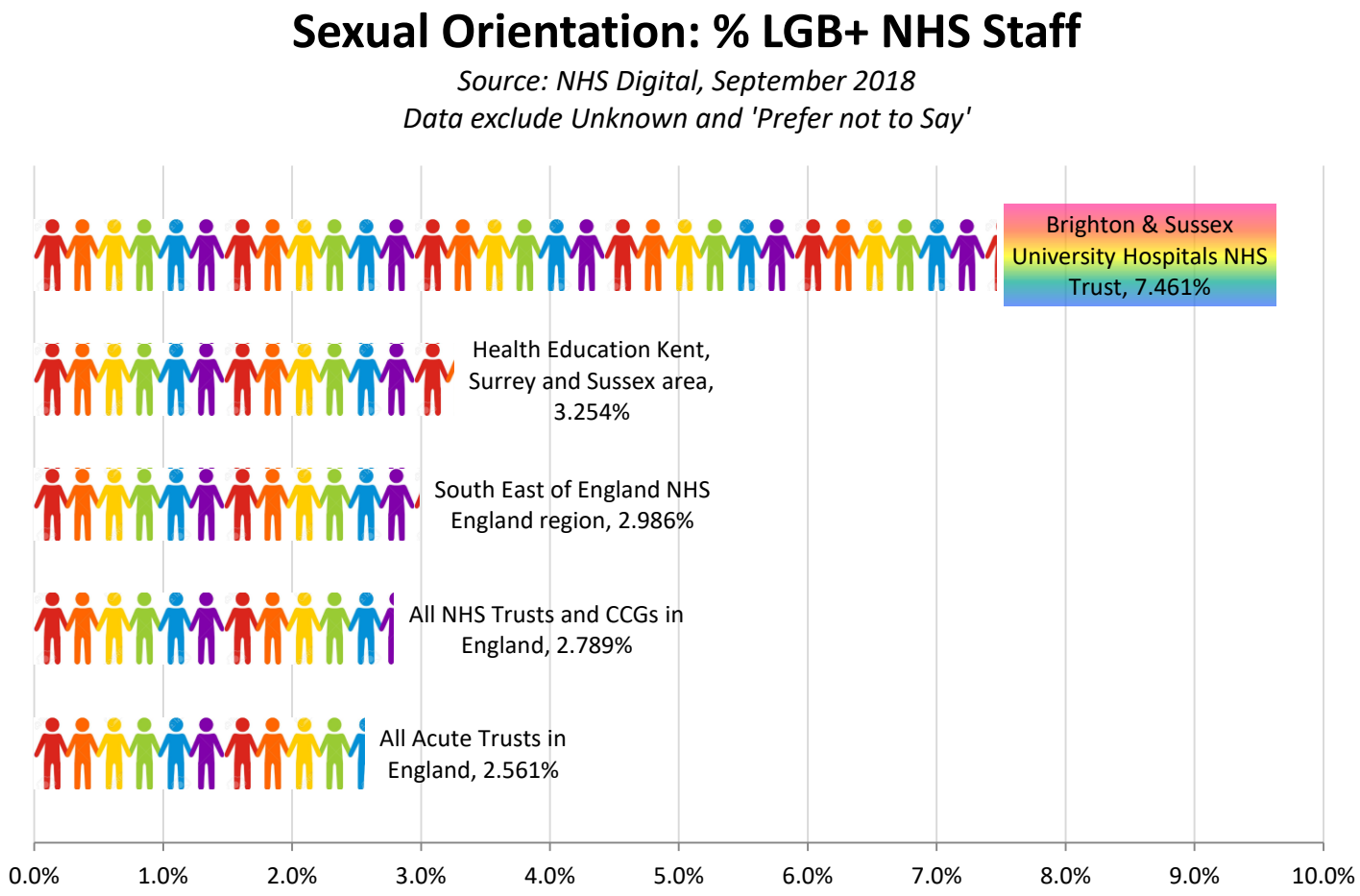
- Best use of hard metrics (eg. SOMI Standard) & soft intelligence – 'closing the loop' (community engagement → data → insight → action → improvement → feedback)

Is it Working?



Source: BSUH Electronic Staff Record

Is it Working?



Personal Stories

BSUH NHS LGBTQ+ Network @BSUH_LGBTQ · Aug 8

"I was thinking of leaving BSUH to be nearer my partner, but because of this initiative (working towards @stonewalluk Top 100) I feel like it would be a step backwards so decided to stay & entice her over!"

Perhaps Rebecca's partner could #BelongHere!

Be Proud. Be Valued. Be You - Brighton and Sussex ...

--- Dame Marianne Griffiths, Chief Executive Officer We focus on delivering outstanding patient care and

bsuh.nhs.uk

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Stonewall DIVERSITY CHAMPION

LGBTQ+ Network

Brighton and Sussex University Hospitals NHS Trust

NHS

Stonewall Project: Update & Plan

Thank You!