**NHS Golden Jubilee – Health Inequalities - Delivery Plan Progress Report Apr-Sep 2021**

Key for status:

*Proposal – New Proposal/no funding yet agreed*

*Red - Unlikely to complete on time/meet target*

*Amber - At risk - requires action  
Green - On Track  
Blue - Complete/ Target met*

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| **RAG Status (mandatory)** | **Deliverables (mandatory)** *these can be qualitative or quantitative* | **Lead Delivery Body** | **Risks (mandatory)** *list key risks to delivery and the required controls/mitigating actions* | **Outcomes (optional)** *include outcomes if possible – repeat for each applicable deliverable/ add multiple outcomes if required* | **Strategies, plans & programmes**  *repeat for each applicable deliverable/add multiple programmes if required* |

| Sept 21 Status | Key Deliverable Description | Summary of activities etc. | Milestones/Target | Progress against deliverables end Sept 21  *(NB: for new deliverables, just indicate ‘New’)* | Lead delivery body | Key Risks | Controls/Actions | Outcome(s) | List any major strategies/ programmes that the deliverable relates to |
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|  | Remobilisation Plan 3 | Equality Impact Assessments of revised patient pathways  Introduce improved patient support  Employee occupational health risk assessments | Develop and implement unified booking process for outpatient and Surgical services  Information leaflets to be provided along with appointment letters outlining joining instructions via English and multi-language formats  BSL Sign Language interpreters and translators available on virtual consultations using multi-caller functionality  Ability for carers to attend appointments via multi-caller functionality.  Encouraging all staff who view themselves as BAME to complete their ethnicity information on eESS and to also request an up to date risk assessment;  Completion of Individual risk assessments considering profession, role and likely risk of exposure to Covid-19 with supportive conversations with all BAME staff to consider their psychological wellbeing and personal views/concerns about risk  Adjustments for individuals in higher risk groups, including remote working, redeployment to non-patient contact roles and special leave for shielding / self-isolation. | Complete  Complete  Complete  Complete  Complete  Complete  Complete | NHS GJ | NearMe Service  Patients’ familiarity with service  NearMe Platform, NHSGJ Translation Services.  Volunteer interpreter’s availability  Lack of staff engagement  Effectiveness of remote working in key roles (i.e. impact on those identified as at risk). | Guidance and support for patients and staff provided  Managed as core business as usual  Training and support provided  Ongoing management of remote working by eHealth. Business Continuity Plans, and Occupational Health assessments / support |  | NHS Golden Jubilee Remobilisation Plan  NHS GJ Equality Outcomes  National legislation, and NHS Scotland / NHS GJ national and local policies. |
| New | Diversity and Inclusion Strategy Theme 1: Education and Training | Relaunch of EQIA  Facilitation of Disability awareness training for hiring managers  Deliver the concepts of unconscious bias  Increasing staff self-awareness of preferred behavioural style | Develop new EQIA eLearning module (October 2021)  Produce “How to” guide (September 2021)  Provide a quick access link on Staffnet (October 2021)  Communicate new resources to staff (October 2021)  Development of bespoke training modules based on common disabilities including neurodiversity (to be launched Summer 2022)  Integrate concepts within mandatory Valuing Diversity Pt2 classroom/online training (May 2021).  Provide Bespoke sessions targeted at senior executives, senior management and recruiters – training provided by external supplier (tbc) (September 2021)  Inclusion of concepts within Valuing Diversity Pt2 (May 2021) | New  New  New  New  New  Ongoing  Training ongoing, targeted at senior managers and recruiters, but open to all staff.  Ongoing | NHSGJ | Lack of staff engagement | Oversight by Diversity and Inclusion Steering Group. Project Plan.  Communications and engagement plan | Promote, Inform, and embed the use of the EQIA process within organisational culture  Greater representation of disabled staff within the workforce  Spotlighting social barrier to recruitment and progression  Effectively working together | NHS GJ Equality Outcomes  National legislation, and NHS Scotland / NHS GJ national and local policies. |
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| New | Diversity and Inclusion Strategy Theme 2: On boarding Diverse Talent | Encouraging applications from underrepresented groups  Identifying existing barriers for disabled applicants during the initial stages of the employee lifecycle | Review of visualisations and language featured on the NHS Golden Jubilee website with particular focus on the careers page. (Spring 2021)  Updating language, where possible to reflect best practice. (Summer 2022)  Facilitation of external audit by selected third party organisation. (October 2021)  Review and implement changes to policy, practice and procedure suggested within the audit, where practicable (Ongoing to 2025) | New  New  Report finalised, pending review by D&I group  New | NHSGJ | Failure to deliver aims. Lack of engagement | Oversight by Diversity and Inclusion Steering Group. Project Plan.  HR Recruitment Manager  Service Design and Equalities, GCIL, Stonewall, Staff Diversity Networks involvement  Communications and engagement plan | Attracting diverse talent  Removing barriers for disabled applicants |  |
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| New |
|  | Diversity and Inclusion Strategy Delivery Theme 3: Leadership and Organisational Development | Creation of discussion forums representing the nine Protected Characteristics and Fairer Scotland Duty including:  Build an understanding of the underrepresentation of diverse staff within leadership roles  Rebranding of the existing ‘Equalities Group’ to ‘Diversity and Inclusion Group’ including revised governance structure and updated Terms of Reference.  Foster healthy working relationships within teams | Facilitation and launch of staff satellite networks representing BAME, Disability and LGBTQ+ (October 2021)  Membership of national networks facilitated by the Scottish Government and NHS Scotland, including NHS Scotland National BAME Forum (Ongoing as necessary)  Introduction of ethnicity pay gap reporting. (Starting spring 2022, delivered Summer 2022)  Creation of Executive Leads to represent the nine Protected Characteristics / Fairer Scotland Duty to provide visibility from a leadership level. (April 2021)  Establishing membership across all clinical divisions and teams to foster ownership of the strategy and associated outcomes.  Highlighting and signposting processes associated with workplace bullying and harassment policies | Complete - Staff engagement, protected time for network activity. Local staff diversity network representatives  Member of national Ethnic Minority network. Working with other boards’ LGBT+ forums.  New  Complete  Complete  Policies are highlighted during Valuing Diversity training | NHSGJ | Lack of engagement  Lack of staff time to participate  Unavailability of data | Oversight by Diversity and Inclusion Steering Group. Project Plan.  Communications and engagement plan  Workforce lead assigned to develop data reporting  Executive leads agreed for protected groups | Providing visibility and representation for under-represented groups within the organisation.  Increased representation of overall diversity staff within senior leadership roles  Embedding diverse leadership within the organisation  Cohesive teams that are accessible to all |  |
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| New |
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|  | Diversity and Inclusion Strategy Delivery Theme 5: Inclusive Service Design | Embed targeted policies and processes to identify and mitigate barriers to accessing healthcare facilities and services for patients regardless of personal circumstance  Lead the field of accessible healthcare provision | Leading, facilitating and active participation within the Service Design Community of Practice (Healthcare Improvement Scotland) (SDCOP:HIS) under the theme of ‘Seldom hear voices’. (ongoing activity)  Strengthen relationships with local and national community groups (ongoing activity)  Engaging with external partners to bring forward the latest advances in accessibility, including technological advances (Ongoing activity)  Implementation of inclusive design principles through the hospital expansion programme (ongoing activity)  Collaborating with other Scottish Health Boards to share ‘best practice’ in the field of accessible/inclusive design (ongoing activity) | Active members in the Service Design Community of Practice.  Member of initiatives including Disability Confident (Champion status), Stonewall Diversity Champions, Equality & Diversity Leads Network.  Trialling Neatebox WelcoMe app implementation.  Applying Lessons Learned from Phase 1 Expansion to design of Phase 2 expansion.  Sharing Lessons Learned from Phase 1 expansion with Service Design Community of Practice | NHSGJ | Failure to deliver  Services are inaccessible to patients | Oversight by Diversity and Inclusion Steering Group. Project Plan.  Communications and engagement plan  Hospital Expansion Plan  Patient engagement activities | Reduction of Health inequalities  Inclusive design excellence |  |