

WRES Action Plan 2018/2019



Guy's and St Thomas'
NHS Foundation Trust

EQUALITY OBJECTIVE	RATIONALE	MEASUREMENT	BASELINE MEASURE	TARGET	ACTION
<p>Increase overall visibility of ED&I at Trust Board and Senior Leaders</p>	<p>Maintain communication of staff survey results and action plans.</p> <p>Support the Trust to demonstrate its commitment to ED&I in response to findings from WRES, and other key measures.</p>	<p>Improved Annual staff survey Annual WRES Friends and family Benchmarking exercise, patient feedback, and Networks feedback</p>		<p>Improving all staff's experience. Improve engagement scores in staff survey. Improve WRES scores with reduced disparity between groups.</p>	<p>Various approaches phased over the life of the objective. These will include: Greater awareness to Trust Board and Senior Leaders around equality issues (using patient /staff stories to highlight issues. Commence Trust wide reverse mentoring project aligned with current coaching and mentoring work robust shadowing opportunities. Engaging/involving Senior Leaders with celebrations and events throughout the year to further improve visibility of inclusion.</p>
<p>Develop the understanding of managers and employees in managing the formal disciplinary process</p>	<p>More BME staff than white staff are entering the formal disciplinary process.</p>	<p>Staff experiencing discrimination shown in staff survey</p> <p>Staff experiencing harassment bullying, or abuse via staff survey</p> <p>The volume of cases entering</p>	<p>2.5 x more likely for BME staff to enter the disciplinary process compared to white staff.</p>	<p>By 2019 WRES submission we will reduce the disparity by 10% achieving 2.25 more likely</p>	<p>To identify the mechanisms and causes of the disproportionality so that trusts can address the root causes;</p> <p>To implement and evaluate models of better practice, improve understanding of the mechanisms and causes of this disproportionality so that it can be reduced or eliminated over time. This will include implementation of integrated approach to the triage process. With a robust decision tree model and supporting material such as videos on dealing with challenging behaviour.</p>

		the formal disciplinary process			<p>To achieve statistically significant reductions in the disproportional numbers of BME staff entering the formal disciplinary process.</p> <p>Evidence based model with Workforce relations team support to provide alternatives to disciplinary.</p> <p>Monthly data return with analysis of themes, and demographical data on staff member entering the disciplinary.</p> <p>Roll out of the training, using a targeted approach for those areas that are the highest priority based on existing data,</p> <p>A review will be undertaken at the end of the second year to assess the impact the support materials has had as well as to identify any additional steps to reach the 2019 target.</p>
<p>To reduce the disparity of appointment from shortlisting between white and BME staff</p>	<p>Data shows that shortlisted applicants from BME groups are less likely to be appointed to posts specifically senior posts i.e. Band 5-9 jobs than people from white groups</p>	<p>WRES Annual Diversity Data report</p>	<p>White candidates are twice as likely to be appointed than BME candidates</p>	<p>By the WRES 2019 submission we will narrow this gap by 10%. Reducing our disparity to 1.8</p>	<p>Improve awareness, understanding and roll out of unconscious bias training to all staff involved in the recruitment and selection process.</p> <p>Robust structured interview assessment form that is transparent, including a scoring methodology which is reflective of the trusts values.</p> <p>Audit for all band 8a successful and unsuccessful applicants and managers.</p> <p>Improve shadowing and secondments opportunity to support internal career progression to senior posts with development training programmes.</p>

					<p>Set up developmental programmes to support unsuccessful candidates in making successful appointments.</p>
<p>To improve the representation of BME staff in senior posts</p>		<p>WRES Annual Diversity Data report</p>		<p>Provide information and guidance on how to progress in certain professions within the Trust.</p>	<p>Job shadowing and secondment opportunities are offered in areas where it is possible for the service to accommodate. The Trust's Workforce Policy and Learning & Development Strategy advocate such positive initiatives to further retain talent in the organisation.</p> <p>Promote success stories of staff. Publicising success stories of BME staff and who are in senior leadership positions. This will be an ongoing initiative in order to keep the agenda as a high priority.</p> <p>Focus on developing career progression guidelines for Administrative Staff. This model will also be used for other professions.</p>

<p>Percentage of staff who personally experienced discrimination at work from manager or other colleague</p>	<p>Continue to promote the Trust Staff Networks that have a key role in developing and overseeing the implementation of action plans to improve the experiences of staff from all protected characteristic groups. In particular BME, Disabled and LGBT staff networks.</p>				<p>BME Network, will be involved in ongoing work to support the action plan of the WRES. LGBT network involved in the development of the Stonewall, Pride and initiatives. Network members have contributed to the development of change ideas to put the Trust. Dyslexia/Disability network to implement initiatives to improve the working lives of staff .The network will form part of focus group for the implementation of WDES in April 2018. Working with other teams to identify the main areas for discrimination.</p>
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