

Equality, Diversity and Inclusion Plan 2019-21

What are equality, diversity & inclusion?

Equality aims to create a fairer society where everyone can participate and has the same opportunity to fulfil their potential. This aim is underpinned by legislation which is designed to address unfair discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. There are 9 protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation.

Diversity acknowledges and values the full range of differences between people both in the workplace and in wider society. Approaches to diversity recognise that access to the workplace and an individual realising their potential at work can be influenced by a range of factors beyond the characteristics included within equality legislation, for example social, cultural, economic and educational background, professional experience, personality and working style.

Inclusion refers to an individual's experience within the workplace and in wider society, and the extent to which they feel valued, welcomed, respected and engaged.

Taking it Personally

At Sirona we live our Taking it Personally values. Inclusivity is integral to Taking it Personally.

Examples include:

- Treating people with courtesy and respect so they feel welcome
- Having a welcoming and positive attitude
- Being warm, friendly and interested in you
- Valuing and respecting you as an individual
- Communicating effectively with people so they feel valued
- Involving people, listening to people and answering their questions

Sirona's equality principles

We have six equality principles:

- Promoting accessibility
- Valuing cultural diversity
- Promoting participation
- Promoting inclusive communities
- Promoting equality of opportunity
- Reducing disadvantage and exclusion

Our Equality, Diversity and Inclusion Strategy

There are 3 activity areas to our strategy, and each is underpinned by specific actions that we are taking, which together form our Equality, Diversity and Inclusion Plan

Our Equality, Diversity and Inclusion Plan

Activity Area 1 – Engaging with all our communities

	What we have done	What we will do
Improving access for all service users	<p>Improved our processes to capture service users' equalities data</p> <p>Commissioned targeted research with underrepresented service groups in children's services ie Afro-Caribbean and Somali communities</p> <p>Employed staff dedicated to outreach activities eg Health Visitor for Gypsy, Roma and Traveller families</p> <p>We have promoted the Accessibility Information Standard across services including introducing an electronic template on EMIS</p>	<p>Commission wider research to understand the barriers to access for underrepresented communities</p> <p>Make changes to service delivery to widen access</p> <p>Provide evidence-based training for staff in cultural competency based on research findings</p> <p>We will continue to ensure we offer a range of methods and opportunities to ensure equal access to services.</p>
Promoting careers in health and social care to widen access	<p>Promoting job vacancies in local communities eg careers open days in local leisure centres and community venues</p>	<p>Through BNSSG-wide programmes we will:</p> <p>Lead and develop a clear BNSSG wide career framework for staff to see progression and training routes for health and social care careers</p> <p>Develop and embed a system wide approach to the marketing/promotion and branding of careers in health and social care.</p> <p>Work with schools, colleges and underrepresented groups to actively promote</p>

		health and social care careers
Resourcing model and community level engagement	Understand our local community and identify roles for job seekers	Utilise locality hubs as a place where the community can access advice on health, wellbeing and employment opportunities
Volunteering strategy	Identified and filled volunteering opportunities within our organisation	Commission our volunteering partners to mobilise additional volunteering opportunities

Activity Area 2 - Feeling welcome and engaged in the Sirona community

	What we have done	What we will do
Service user experience	<p>Sirona is committed to ensuring equity of access to all NHS services for people in its care. We ask people on first contact how they wish to be communicated with and if they require specific communication support and whether a communication professional for interpretation is required, their preferred contact method and the way they would like information presented.</p> <p>We have contracts with four Translation and Interpretation providers. Staff arrange the interpreter when the appointment is made and will make sure the appointment is of appropriate length to accommodate. Individuals do not have to pay for these services.</p> <p>We also offer translation services for our printed material and have invested in Browsealoud assistive software on our websites which adds speech, reading and translation to our sites</p>	<p>We will continue to build on what we have.</p> <p>We will have a core service offer at Locality level, however, in each one this will be tailored to the demographic served.</p> <p>We will consistently be looking for feedback via surveys, crowdsourcing and individual interactions and our model for engagement is described below.</p> <p>We recognise lived experience and work with individuals and carers as equal partners in their care.</p>

	facilitating access and participation for those with dyslexia, low literacy, English and a second language and those with mild visual impairments.	
Patient, service user and carer forums	<p>We introduced a closer blending of communication, experience and engagement activities to give us a fuller picture of the experience people have or aspire to have from Sirona and how we will use this to influence our delivery of services moving forward.</p> <p>This enables us to triangulate feedback across the three areas which make use of a range of different approaches and data sources i.e national and local reviews, Friends and Family Test scores and comments; engagement work, compliments, concerns and complaints plus social media.</p> <p>We believe good communications and engagement is part of everyone's day to day role. As a result we have specific service fora as well as a central service user database for specific pieces of work</p>	<p>The new Adult Community Health Services contract brings new opportunities for engagement and we plan to set up Local Engagement Groups within each Hub.</p> <p>Each will feed into a network-wide group chaired by the Director of Transformation.</p> <p>Our new Service User and Carer Council's chair will be co-opted to Sirona's Board.</p> <p>Sirona's Membership Group will be expanded to ensure the wider geographic area and new communities are reflected.</p>
New starter experience	<p>Introduced a new starter survey to understand the new starter experience for all staff</p> <p>Trained managers in fair selection</p> <p>Been awarded the Disability Confident Employer standard for supporting disabled applicants in the</p>	<p>Extend recruitment and selection monitoring to all recruitment activity</p> <p>Extend placement opportunities to enable people to be successful in applying for jobs</p>

	recruitment process	
Staff experience	<p>Created a culture which values and supports each individual as evidenced in our staff survey results</p> <p>Introduced equalities monitoring of staff disciplinary and grievance rates</p>	<p>Extend equalities monitoring to take up rates of non-mandatory training</p> <p>Introduce equalities monitoring of staff promotion rates</p>
Staff voice	<p>Introduced the following channels of communication for staff:</p> <ul style="list-style-type: none"> -Staff Forum -Admin Forum -Young Persons' Apprenticeship Forum -Trade union intranet pages -Staff Equalities Group 	<p>Create a new channel from our Staff Equalities Group for the voices of staff from minority groups to be heard more clearly at Board level</p>

Activity Area 3 - Thriving across communities

	What we have done	What we will do
Supporting people to have a voice and embedding co-production.	<p>We have agreed as part of our 2019-20 Business Plan to move towards the Coalition for Collaborative Care/NHS England Co-production model.</p> <p>An example of co-production introduced this year includes The Centralised Booking Team Service for Paediatric Appointments followed feedback from parent/carers in Bristol and South Gloucestershire. See Appendix 2</p>	<p>Work with individuals and community organisations to co-produce and co-design new services.</p> <p>The new Adult Community Health Services contract brings new opportunities for engagement and we plan to set up Local Engagement Groups within each Hub.</p> <p>Each will feed into a network-wide group chaired by the Director of Transformation.</p> <p>Our new Service User and Carer Council's chair will be co-opted to Sirona's Board.</p> <p>Sirona's Membership Group will be expanded to ensure the wider geographic area and new communities are reflected.</p>
Building on strengths to	Adopted the Thrive	Engage all staff in the Sirona

make a positive change to the lives of service users, the wellbeing of staff, the capability of volunteers and the sustainability of communities.	<p>approach in our Children's Services</p> <p>Refreshed the Sirona care approach</p>	<p>care approach</p> <p>Engage all staff and volunteers in the Sirona equality, diversity and inclusion approach of "meeting people where they are"</p>
Staff career progression through succession planning based on competencies	<p>Created career pathways within our organisation in order to widen access</p> <p>Been chosen to lead the development of career pathways across health and social care employers in Bristol, North Somerset and South Glos</p>	<p>Introduce formalised succession planning based on competencies to our organisation to enable career progression based on merit</p>
Role modelling inclusive leadership behaviours to support individual needs and system change	<p>Embedded our Taking it Personally values and behaviours in our organisation. Our latest staff survey in March 2019 showed: 92% of staff feel that their manager is supportive when they need it, and 69% of staff feel there is an inclusive culture within Sirona</p> <p>Chief Executives development programme funded by BNSSG</p>	<p>Assist in the procurement of a system leader development programme for BNSSG</p> <p>Engage all staff across our newly expanded organisation in a shared set of values and behaviours</p>

Why are we doing this?

Equality, diversity and inclusion are matters of social value and social justice for us. Our aim is to "meet people where they are" in order to help them towards:

- Valuing themselves and others
- Rewarding work
- Access to more resources
- Better health
- Fulfilled lives
- Sustainable, self-supporting communities

How we will ensure accountability and track our progress?

- Accountability for delivering this strategy and supporting plan is held by the Board of Sirona care & health.
- Progress will be monitored bi-annually by the Board
- We will use external independent experts; communities of practice and networks; patient, service user and carer forums; and staff networks and forums to provide advice and guidance.

Legal responsibilities

Sirona care & health is committed to meeting its obligations under the Public Sector General and Specific duties of the Equality Act 2010 and this strategy reflects our commitment to have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from with protected characteristics where these are different from the needs of other people
- Encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low

The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities. It requires equality considerations to be reflected into the design of policies and the delivery of services, including internal policies, and for these issues to be kept under review.

Appendix 2

Wendy Best, Head of Communications, Engagement and Experience

An example of co-production - Centralised Booking Team within Community Children's Health Partnership

We spoke to representatives of Bristol Parent Carers and South Gloucestershire Parent Carers as we had planned to create a toolkit for people waiting for a paediatric appointment. While there was valuable input into what was needed for a toolkit, the overwhelming desire was for a single phone number.

They told us how it was difficult

- to get through to the right team,
- to speak to someone who knew about your child
- to find someone who would call you back.

We listened to this and developed the Centralised Booking Team which was launched on 23 April.

This is for people to use once they have been referred to a Paediatrician. It is one single number with a dedicated team with access to information across Bristol and South Gloucestershire and if they haven't got the required information, they will find it out and respond.

We are also working with Nura Aabe from Autism Independence to ensure that we have the right information to meet the needs of the Somali community when faced with a diagnosis of autism. This work is ongoing.

To develop the one-number we needed we needed to find out what was important to parent/carers.

They told us:

- Please be honest about the length of waiting time; we'd rather know it was going to be a few months.
- Look at the language of the letters - some of you took the time to send us edits and go through drafts; a huge thank you to you.
- Continue to involve us - and we are really keen to do that.

We worked with teams across the Community Children's Health Partnership, including booking clerks, paediatricians, medical secretaries and school health to review processes

Within Sirona, we had a dedicated lead from HR, IT, business intelligence, communications and operational managers

What were the changes?

One contact telephone number for all families across Bristol and South Glos

Relocation of staff from 4 localities, into one central booking team now located at Eastgate House

New online telephone system with call queuing, reporting function and hands-free for team

Co-produced letters for parent/carers

And within 24 hours of the Team being launched we received this feedback from a "mystery shopper" in South Gloucestershire:

"We were excited to hear this and hope it will achieve what it sets out to do, we were so excited one of the team here in the office at South Glos PC HQ tested this new service to find out about the wait they can expect for their child's referral made in February 2019. We can confirm, they got through to human straight away and their enquiry was dealt with really promptly."

The next sentence said:

"So far so good but do keep us informed about how this new service works for you and your family, as always we want to ensure that services are improving and building upon what works well and are always ready to make your voices heard!"