

<b>Report to the Trust Board: 1 March 2023</b>	<b>TB 17/23</b>
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<b>Title</b>	2022 WeBelong Annual Summary Report
<b>Accountable Director</b>	Ajit Abraham, Group Director of Inclusion and Equity
<b>Author(s)</b>	Delvir Mehet, Deputy Group Director of People
<b>Purpose</b>	To update the Board on the delivery of the WeBelong inclusion and equity strategy for the period November 2021 - November 2022
<b>Previously considered by</b>	Inclusion Board, January 2023

This report highlights progress made during the period November 2021 to November 2022 with delivery of our WeBelong inclusion and equity strategy. This annual report provides the opportunity to be transparent about our goals and the work we are doing to achieve them.

Our original WeBelong strategy was published in November 2020, this set out goal of becoming a truly inclusive organisation. During the period since publication, we have made progress which we should recognise and celebrate acknowledging there challenges that still remain.

Our WeBelong strategy is a wide-ranging and ambitious plan covering the people that work in Barts Health, the communities we work in and the people we care for. The annual report covers the activities of all three pillars.

This report highlights some of the areas where we have made progress in the year which we are proud to celebrate. This includes continued positive progress increasing the diversity of our most senior colleagues and the launch and engagement of the Cultural Intelligence programme.

In our communities our work to provide opportunities for local people to access careers that are important and rewarding is a key highlight. In particular, Healthcare Horizons has now reached over one thousand young people locally and secured roles for 41 people.

Our work to ensure equity of access for our patients has had a very important impact reducing waiting times for patients with a learning disability from over 120 days to 7.5 days. To continue to address healthcare inequity we an Outpatient Equality Dashboard has been developed to bring transparency and to help identify opportunities to improve access to our services.

We recognise that there are still on-going challenges in delivering the aim of becoming a truly inclusive organisation, we have identified our key priorities and will focus on continuing to address these areas. Our plans for the next year will build on the progress to since WeBelong was first published and will focus on continuing to embed our work.

<b>Related Trust objectives</b>	
To create an inclusive organisation by taking a systematic Trust-wide approach to eliminating discrimination and racial inequality	

<b>Risk and Assurance</b>	Assurance in relation to the above objective
<b>Related Assurance Framework entries</b>	1. Failure to deliver agreed inclusion commitments impairs improvements in: organisational culture, staff experience, development of all talent, morale, recruitment and retention of staff and organisational performance

<b>Legal implications/ regulatory requirements</b>	The content of this paper is in line with our Public Sector Equality Duty requirements and relates to a KLOE under the ‘Well-led’ domain of CQC inspection framework.
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<p><b>Action required:</b></p> <p>The Trust Board is asked to note:</p> <ul style="list-style-type: none"> <li>• Our successes in the past year in delivering the aims of WeBelong.</li> <li>• The challenges we continue to face in becoming a truly inclusive organisation</li> </ul>
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# WeBelong

## Annual summary report 2022



▶ What have we achieved this year and how will we continue to embed inclusion into 2023 and beyond?





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Annual summary report 2023

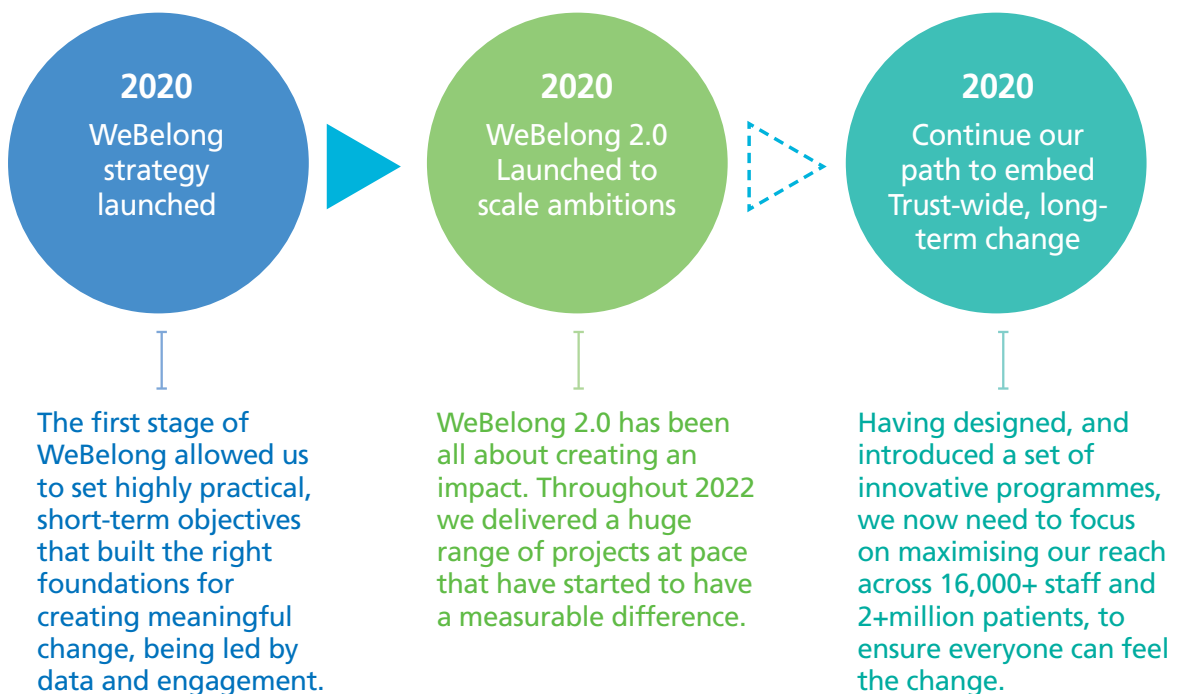
# Introduction

In November 2020, we launched the first stage of our WeBelong Inclusion Strategy. In the weeks that followed, the NHS entered the most challenging chapter in its history. In the face of the Covid-19 pandemic, we continued to do everything in our power to ensure inclusion and equity was embedded in the care we deliver, and for the people that work at Barts Health. Despite operational pressures, we set up strong inclusion governance, delivered innovative community employment initiatives, developed programmes for promoting equity of care and started to transform how we embed inclusion within our workforce. A summary of our achievements in the first year of WeBelong can be found [here](#). Whilst we had delivered a huge amount, we needed to ensure we could develop a sustainable approach that would embed a continuous focus on inclusion to address some of our remaining longer-term challenges.

As we looked back on what we had accomplished, and forwards to respond to the needs of the post-pandemic world, we refreshed our inclusion strategy in 2022. The strategy [outlined](#) a reinforced commitment to:

- Work in community partnership to **promote equity** by restoring services inclusively and, in our role as an anchor institution, address the wider determinants of health
- Deliver a **fair and just culture** which enables delivery of our WeCare values.
- Create an **inclusive leadership** community who lead for positive change and take accountability for delivering the impact required.

This report provides a brief summary of our progress against these goals and how we will look to the future to ensure our long journey to equity remains on a committed path.





# What have we achieved for our people?

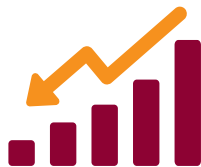
Over the past 12 months, our ethos has been that we cannot afford to wait for change to happen. We have been shortlisted for national awards and recognised by regional NHS Arm's Length Bodies for the relentless pace in which we have implemented projects and transformed processes. Like any complex change process, addressing inequalities that have historically persisted for decades will take years, however we have already started to see an impact. We were awarded a Levelling Up award for our work in increasing post-16 community opportunities.

This section highlights just some of the improvements, and actions we have progressed in 2022. These achievements represent an optimistic view of the future, providing we do not become complacent by ensuring inclusion and equity remain front and centre in our priorities. Some of the significant progress we have made is cause for celebration, however we must be mindful that there are still a number of areas that have not seen significant progress in recent years. These challenges are outlined in our publicly available Workforce Race Equality Report ([WRES](#)), Workforce Disability Equality Report ([WDES](#)) and Gender Pay ([GPG](#)) reports for period 2021-22.

## For our workforce:



**Increased Black and Asian representation in Agenda for Change Bands 8a and above year on year, (from 27% to 37%, increasing 10% since 2017).** Appointing from shortlisting has also improved and we have launched an ambitious career development framework to drive this further.



**Significantly reduced the number of formal disciplinary cases, from 81 to 36 between 2020-21 to 2021-22** including a 40% decrease in cases involving Black, Asian or ethnic minority staff through revising Employee Relations processes.



**Increased the % of people believing career progression to be fair, for the first time since the pandemic, from 46.1 to 46.5% since 2021, including Black, Asian, Ethnic minority colleagues and people with a disability.** We also reduced the gender pay and bonus gap.



Recognised nationally, having been **shortlisted in the HPMA and Nursing time awards** and are constantly collecting feedback through QI style evaluations and to improve our approach.



**Launched a cultural intelligence programme, with over 1,000 people attending so far.** On average, those attending saw a 62% increase in cultural knowledge applying it to interactions with patients, colleagues and their friends/family.



**Ran learning and development, awareness sessions, and career development opportunities attended by over 1000 people,** including 170+ staff joining our mentoring programme. We also reduced bullying and harassment for the 3rd year in a row across our Black, Asian, ethnic minority staff and people with a disability.

## What have we achieved for our people?

### Testimonial for Case Study from Oluseyi Odugbesan (Inclusion Ambassador)

The inclusion ambassador program has been very instrumental to my career and personal growth. On a personal note, being that it has indirectly improved my interview skills.

I believe this program has been instrumental in changing the culture of Barts NHS Trust. I have always believed Recruitment is the first time Employees have a chance to peak into the culture within the Organisation, having Inclusion Ambassadors gives Barts Health Trust a good and favourable look.

I have been an inclusion ambassador for a few months and have done a fair number of interviews. I did notice a Trend that most candidates did not seem to have a good understanding of Inclusion and Diversity and gave really surface answers to the inclusion questions. This typically means interviewees must rethink inclusion and Diversity.

Even Managers have benefited from this program, looking at how to implement inclusion and diversity within their own departments and roles advertised.

As an HR Advisor, I have also sat in (as an inclusion Ambassador) Band 6 Interviews for a Team Leader Role. The manager had heard about the initiative through one of my HR clinic sessions and thought it would be a great addition given that the Band 6 position is also a leadership role.

The impact in the very few months has been gigantic in my humble opinion. From Applicants to Managers, everyone has had to rethink what Inclusion and Diversity really mean.

I also actively encourage managers to provide detailed feedback when and where requested.

The inclusion ambassador Form is also a safe space to discuss new ideas and strategies to improve our service and a great network for inclusion-based ideologies and discourse. I have learnt so much in these sessions.

The work the Inclusion team does is invaluable, and I can only hope more employees get involved, as we can only push this agenda forward together as a collective.

#### Feedback from other colleagues who have attended our CQ masterclass show the impact this has personally for them. Recent comments received include:

- A holistic approach to bringing about and sustaining positive organisational culture which brings out the best in everyone.
- It helped me expand my understanding of the workforce I am proudly part of.
- I want to bring culture into the conversation - team meetings, wellbeing and even thinking about working hours and processes that can be improved to be culturally inclusive of every member of the team as a unique individual.
- It was great to meet other colleagues we had great discussion how we can improve on helping our colleagues, the learning I took away was that we are all different and that we should celebrate our differences and respecting each other.



## What have we achieved for our people?

### Project SEARCH Case Study: Bibi

'Through my first two placements working in Back of House and then in the Housekeeping Team at Whipps Cross Hospital I learnt a lot of important skills such as organisation, communication and respect. These placements were a great experience for me and I received lots of positive feedback from the team. The Back of House Team even asked me to train another intern which was a huge compliment and gave me a real boost.

I need to be busy so I loved how much there was to do in these placements such as picking up and delivering stocks around the hospital, taking patient orders, cleaning up meals and loading the oven and dishwasher. These physical tasks really suited me – although my colleagues and job coaches often had to remind me to slow down and take a break!

When it was time to choose my third rotation, I was offered a placement in the busy Accident and Emergency Department. Earlier in the year, the army had been brought into Whipps Cross Hospital to support the doctors and nurses during an increase in Covid-19 cases. Whilst there, the army organised all the equipment in the trolleys in A&E. They then took photos and made charts so the equipment could all be kept in order. The team working in A&E found this so helpful but they didn't have time to keep all the equipment in order so they asked Project SEARCH to provide an intern – and so the Whitefield Academy Trust Project SEARCH Manager and my job coaches put me forward. This was the first time a Project SEARCH intern had been placed here so I felt a huge responsibility to do a good job.

I had to look at the photos and charts and reload all the equipment in the right places. This meant I had to learn the names of the different types of stock. The Department was so busy and there was always so much to do but I felt as though I was making a difference and helping out the doctors and nurses who were working so hard.

The A&E Matron noticed how well the main stock cupboard was organised and said how much the staff and doctors appreciated my hard work and commitment. She said that I had made "everyone's job so much more streamlined and effective".

As a result of my placement, the A&E team realised that they needed someone to do this job on a permanent basis – I had obviously done a good job! The role was advertised and so I decided to apply. Even though I was no longer an intern, the job coaches supported me and helped with the application form and the interview. Although lots of other people applied for the role, I was chosen and I can't wait to start. I recently got married so things are just getting better and better!'

# What have we achieved for our community?

## For our community:



Inspired people to consider a career in the NHS, scaling **Healthcare Horizons** delivering 62 events reaching 1000+ students and engaging young people. 41 jobs secured for young people so far.



Engaged and connected with hundreds of people from across our community, through events, **community forums**, and outreach. Learning from the people we serve, we introduced groundbreaking new roles, such as the **Somali Community engagement officer**.



Strengthened **community employment**, offering 297 work experience placements, 700 virtual work experience platform sign-ups and giving further training to 500+ people.



Continued our journey to become an anchor institute to identify opportunities and supporting socially responsible investment through our **social value framework**.

## Other highlighted inclusion projects in the Trust

The details in this section present just a handful of projects. Other achievements include:

### Community:

- Scaled community engagement and conducted review of existing community forums
- Developed Community and Patient Participation Strategy
- Secured additional funding to support pan-NEL placement scheme
- Scaled Project Search to offer more work experience placements for people with learning difficulties
- Piloted social value procurement and invested in local organizations and business, including community groups

### Wellbeing/Workforce Inclusion:

- Developed refreshed health and wellbeing strategy
- Introduced wellbeing leads at each hospital site and extended dedicated psychology support service
- Established physical wellbeing hubs/spaces at each site
- Updated, and or developed various new policies, including flexible working
- Completed annual deep dive of themes from speaking up routes to understand key issues and hotspots
- Appointed Group Director of Inclusion and Equity to bring closer links to workforce/patient facing equality.
- Launched Career Mentorship and shadowing service (70% surveyed stated it has increased their career prospects)
- Developed Career conversation guidance, stretch assignment guidance, mentorship guidance and piloted scope for growth conversation model with Leadership academy
- Expanded intensive train the trainer model for BME and Women career development into its 39th cohort, and delivered a set of masterclass career sessions attended by hundreds of staff, with on demand content accessible to 900+ people
- Developed an innovative succession planning process to increase representation and create an in-house talent pool.
- Continued to deliver the inclusive senior manager appointment process with a pool of around 170 trained Inclusion Ambassadors acting as impartial panel members on all 8a+ interviews
- Refreshed our appraisals paperwork and guidance ensuring every member of staff has a personal inclusion objective.
- Agreed median Gender Pay Gap (GPG) target of 11% by 2025, with a dedicated GPG task force and action plan. In 2021/22 the median GPG decreased from 12.6% to 11.7%.
- Launched network development programme to support staff diversity co-chairs to evolve networks in 2023 to further accelerate the inclusion agenda.

# What have we achieved for our patients?

## For our patients:



Launched a new interactive **Outpatient Equity Dashboard** in April 2022 to monitor and identify disparities in missed appointment rates (DNAs), waiting times and other service performance measures by age, gender, ethnicity and level of deprivation.



Created a **Population Health Profile** that captures important data about our local communities in Tower Hamlets, Newham and Waltham Forest; including the **wider determinants** that influence their diverse and unique health needs.



Performed engagement activities to understand reasons for high missed outpatient appointment rates (DNAs) among **young, black men** and **patients living in the most deprived areas**. This will inform design of interventions in 2023.



Introduced monthly Trust-level Board reviews of **patient waiting times by equity dimensions** (age, gender, ethnicity, level of deprivation and learning disability status).



**Reduced the difference in waiting times for a surgical procedure between patients with a learning disability and those without** from >120 days to 7.5 days, between July 2021 and December 2022.



Developed new **smoking cessation services** at all sites to support inpatients to give up smoking; together with a **midwife-led maternity service**.

## Other highlighted equity projects in the Trust:

Equity in the care we provide patients:

- Worked with local voluntary organisations to improve access to services for deaf and hard-of-hearing patients at Royal London Hospital
- Conducted an equity analysis of our new Remote Emergency Access Coordination Hub (REACH)
- Evaluated the equity of access to COVID medications
- Developed and have started piloting interventions to improve the experience of patients with sickle cell disease
- Worked the therapy leads across the Trust to help identify opportunities to improve equity
- Newham hospital created a site group to increase focus on equity in the services they provide
- Improved equity reporting, and now regularly publish and monitor data on the equity of our waiting lists

# Using community engagement to improve maternity outcomes

## Barts & Women's Inclusive team Bi-weekly maternity drop-in sessions

Through our Somali Community Engagement lead funded by Barts Charity we have been able to work with maternity colleagues to set up community outreach mid wife sessions for Somali women. We know this cohort are a high-risk group in terms of their maternity outcomes, the MBRRACE report of 2021 shows Black women are still four times more likely to die in pregnancy and childbirth, the following provides an example of how an intervention led the work to a successful outcome.

Mrs. A is a Somali woman who had already given birth to four children. When she began experiencing typical symptoms of pregnancy, such as fatigue and nausea, she was sure that she was pregnant once again. She tried to book an appointment with her GP to inform him, but due to decreased appointment times and language barriers, she was unable to communicate her situation properly. After explaining her symptoms as best as she could, her GP insisted that she was not pregnant and referred her to the opticians instead.

Feeling dissatisfied with the outcome of her appointment, Mrs. A tried to book another appointment to get her pregnancy on record but was told that the wait would be a minimum of four weeks. She knew that she could not wait that long, as her symptoms were getting worse, and she was certain that she was pregnant.

Mrs. A came across our community-led maternity drop-in sessions at her local Somali community centre (Women's Inclusive Team) via a WhatsApp broadcast message. She attended a session, where both a midwife and interpreter were available, and was immediately booked her first antenatal appointment. It was during this appointment that Mrs. A learned that she was already 19 weeks pregnant, explaining why she could recently feel her baby moving inside her.

Although she had missed the opportunity to undergo some important tests and scans in the early stages of her pregnancy, Mrs. A was extremely grateful for the midwife's help and the support she received from her community centre. Without these resources, she may have gone without the vital antenatal care that she needed, which could have led to complications during her pregnancy and birth.

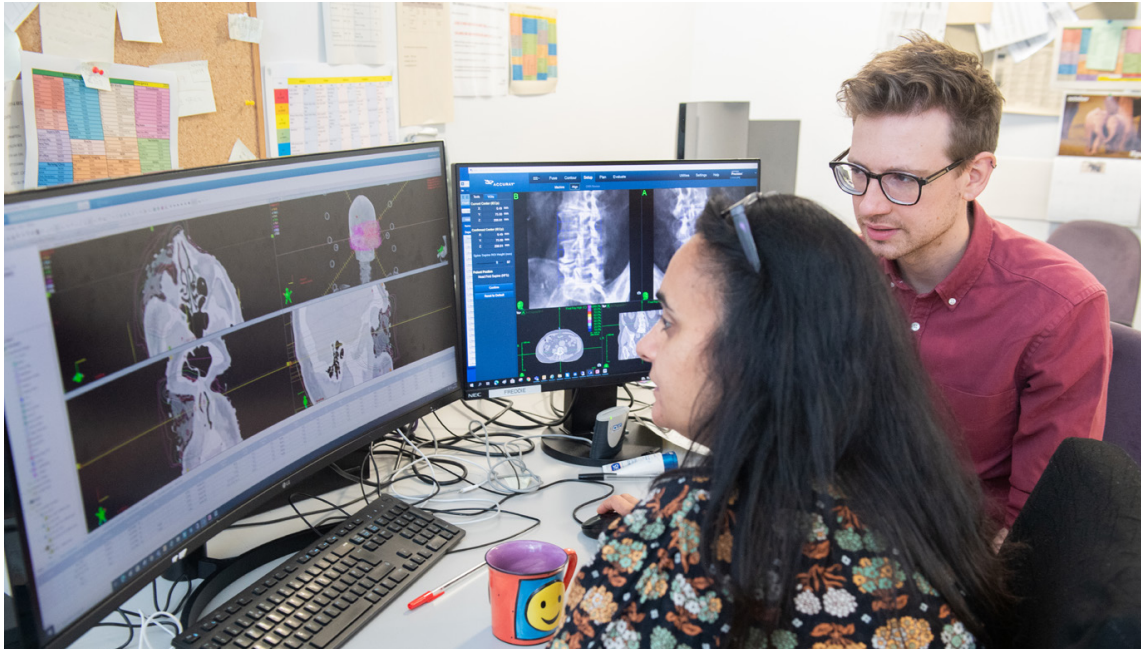
Mrs. A story highlights the importance of accessible and culturally appropriate care for pregnant women, regardless of their cultural or linguistic background. By providing the necessary support and resources in community-based locations, we can ensure that every mother receives the care and attention they deserve throughout their pregnancy journey.

It also shows how community engagement and outreach can engage marginalised communities in ways that they feel comfortable with and improve patient safety and clinical outcomes.

It also allows clinical colleagues to provide care at locations outside the normal hospital-based clinics and evidences the importance of community outreach with individuals and communities where understanding access and navigating maternity pathways are an issue, this project is increasing the numbers of Somali women accessing maternity care improving their patient experience and maternity outcomes.



# Using Technology to Target Engagement and Improve Access



## Outpatient Equity Dashboard

The Trust recently introduced new technology to help identify opportunities to target engagement and, ultimately, to improve access to our services. The Outpatient Equity Dashboard, which the Barts Business Intelligence Unit has created as part of the Trust's Addressing Inequalities in Care Programme, allows users to review access to different types of outpatient appointments and waiting times against several equity dimensions such as age, ethnicity, gender, and level of deprivation.

Since the launch of the dashboard, the Trust has identified two groups significantly more likely to miss an appointment: black males between 20 and 45 years of age; and, those living in deprived postcodes. We have increased targeted engagement with both of these groups.

- Working with colleagues from QMUL, and community partners, we are carrying out a series of engagement events with young, black males in our three boroughs. We have learned about sources of information for health messages, and which ones are most trusted in each of our boroughs, and about how we might improve how we communicate information about appointments. In future sessions, we hope to identify some potential interventions to trial over the coming year.
- Engagement with patients from deprived postcodes, found that many patients were unaware of the national travel cost subsidy, which allows eligible patients to claim back the cost of their travel to an outpatient appointment. We are initiating a pilot this spring, at Whipps Cross, to raise awareness of this subsidy among staff and patients.


We plan to continue using this technology to target engagement so that, ultimately, we can improve access to our services at Barts Health.

# Taking Inclusion and Equity into 2023


Our inclusion and equity workstreams have gone from strength to strength since launching WeBelong. Our focus is now about continuation and scale, ensuring the impact of projects penetrate hospitals and that we establish closer links with inclusion and wellbeing ensuring we celebrate our people. We now have a set of well-coordinated workstreams spanning community engagement, workforce inclusion, health equity and becoming an anchor institute. These teams have made notable progress delivering projects to improve care or workforce experience, which has started to be seen in our staff survey. Whilst we have seen improvements across a range of metrics, key challenges remain, including:

- Representation in the most senior positions (bands 9-VSM) for Women and Black, Asian, and ethnic minority staff
- The percentage of people with a disability who feel comfortable reporting bullying, or feeling pressured to come into work
- Enabling inclusion projects to reach all our staff considering the size of our organisation
- Working with partners to address the wider determinants of health
- Improving access for those who live in the most deprived postcodes.
- Engaging with patients from “seldom heard from” communities


The 2022 refreshed WeBelong strategy [outlined](#) some of our priorities for the future to address these challenges, with detailed action plans being available in our latest Equality Delivery System (EDS) report. We believe that our areas of focus remain the right areas for 2023 and will spend another 12 months focusing on delivering impactful programmes, but critically ensuring that the reach of these programmes is increased. The interventions we have developed have received positive feedback – we just need to make sure that everyone can benefit and feel the difference in their day to day. We will continue to reach more people through community engagement to listen and learn how to improve our services and we will use the powerful insight we have gained through our health equity work to improve the equity of access, outcomes, and experience of our patients. For our workforce, our focus for 2023 will be:




**Cultural Intelligence, EDI Learning and Development:** Scaling our EDI essentials programme, introducing inclusive recruitment training and delivering accredited cultural intelligence sustainably across the Trust to ensure our people are aware, competent, and passionate about inclusion.




**Career Development:** Introducing further programmes to our inclusive development framework, including a dedicated programme to nurture diverse VSM talent, as well as embedding the huge variety of existing development options into business as usual, increasing access and impact.



**Fair and Just culture:** Working across our hospitals to ensure consistent application of processes, policies and best practice. We will also refresh our Inclusion Signposter programme to increase confidence in speaking up, ensuring we can support our people when they need us most.



**Increasing Engagement, Working with Diversity Networks:** Continue to support and develop our staff diversity networks to be a safe space for colleagues, as well as driving change. We will also endeavour to better celebrate our staff and ensure inclusion opportunities are easier to access.



**Increasing our reach will underpin our priorities.** 2023 is a continuation of our work, delivering at scale and ensuring impact translates into our hospital sites.

Whilst we have many further steps to take in our long walk to equality, our data has shown us that each step is taking us closer. We are optimistic that the path ahead is clear and will continue this journey into 2023 and beyond to deliver the change our workforce and community deserve.

# Key Resources and Contacts

## WeShare:

- [WeBelong homepage](#)
- [Events Calendar](#)
- [Personal Development](#) and [Career Guide](#)
- [Trust Policies and Guidelines](#)
- [Ideas](#) for taking action to be more inclusive

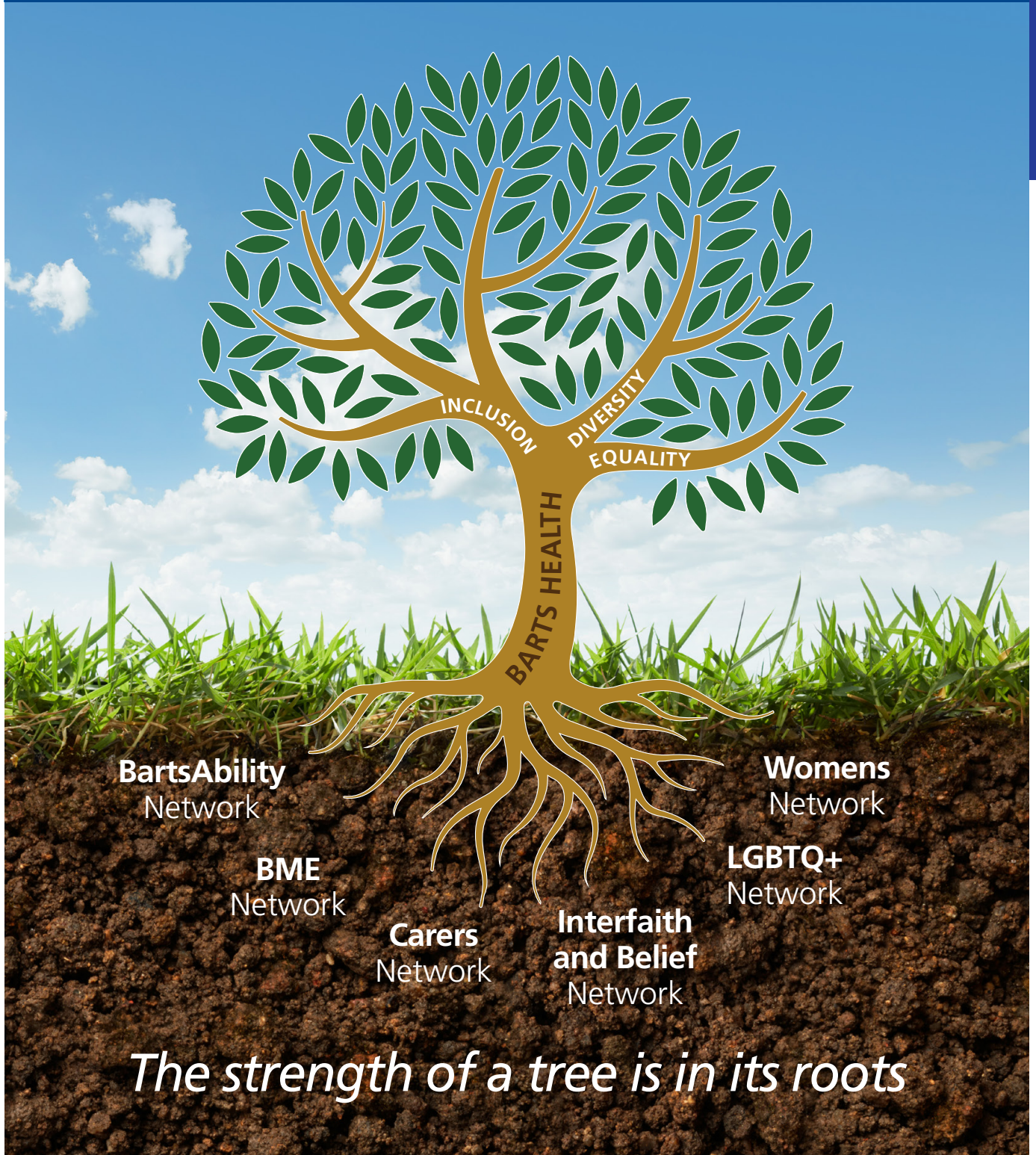
## Website:

- [Annual Reports](#)
  - [Gender Pay Gap 2022](#)
  - [WDES 2022](#)
  - [WRES 2022](#)
- [WeBelong public page](#)
  - [WeBelong one year on report](#)
  - [A Place Where WeBelong](#) (phase 2 of the strategy)

Network	Group Co-chair
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<b>Women's Network</b>	Eva and Manpreet: <a href="mailto:bartshealth.bartswomensnetwork@nhs.net">bartshealth.bartswomensnetwork@nhs.net</a>



# Barts Health Staff Diversity Network



*The strength of a tree is in its roots*







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