

## **RACE EQUALITY SCHEME 2005-2008**

**Revised from original report 2002 - 2005**

**Appendices (copies available via Trust Intranet site and on request from HR Department)**

- Appendix 1 Race Equality Scheme 2002 - 2005**
- Appendix 2 Race Equality Impact Assessment – Initial Screening of Functions – December 2004**
- Appendix 3 Race Equality Impact Assessment 2004 – Report on Findings – January 2005**

## Leadership and Corporate Commitment

### OUTCOMES:

- The organisation is recognisably committed to promoting race equality and good race relations and eliminating discrimination.
- The Board individually and together ensure race equality is part of the main business of the organisation at all levels and across all relevant activities
- The Board individually and together, challenge discrimination when it is identified.

WHAT	HOW	WHEN	JOB TITLE	EVIDENCE/PROGRESS
Public commitment by the Trust Board to promote racial equality & appointment of senior (Board Level) accountable person	Trust Board makes public commitment in staff bulletins and intranet. Named senior accountable people are the Director of HR and nominated Non-Executive Director (currently Anne Buck and Vina Mayor)	April 2004	Chief Executive	Staff Bulletin available
Produce a Race Equality Scheme with actions and timescales, that is agreed by the Trust Board	Working group set up to produce revised Race Equality Scheme  Impact assessments completed  Race Equality Scheme published	April 2004  Dec 2004  May 2005	Director of HR	Document produced Appendix 1 – Race Equality Scheme 2002 - 2005
Race Equality Scheme disseminated & accessible to all staff, partners, Non-Government Organisations & public.	Race Equality Scheme available on Internet and Intranet for staff and public. Cascade to staff via ward monthly meetings through Ward Managers, Matrons and Departmental Managers Send a copy of the Race Equality Scheme Action Plan to Bedford Race Equality Council	May 2005  May 2005  May 2005	Director of HR and nominated HR Manager	Internal and external website Hard copies provided to managers
Training delivered to Trust Board about their duties under the Race Relations (Amendment) Act 2000 &	External facilitators commissioned to provide training to all Trust Board members	Dec 2004	Director of HR	Training session handouts

the Board include race equality as part of their development plans				
Systems in place such that Trust Board receives progress reports and reviews plans on legally required aspects at least annually.	Establish regular (twice annually) agenda item for Trust Board meetings and provide progress reports	May 2005	Chief Executive Nominated Non-Executive Director Director of HR	Minutes from Board meetings Terms of reference for Equality and Diversity Committee and Diversity Network
Process in place such that Trust Board can take action on underperformance	Equality and Diversity Committee and Diversity Network  Nominated HR Manager trained to facilitate Positively Diverse project – Trust has made a commitment to undertake the Positively Diverse Project using feedback to develop the Trust’s Equality Strategy and identify strengths and areas for development	May 2005  Jan 2005  Commencing June 2005 – Dec 2006	Chief Executive Nominated Non-Executive Director  Nominated HR Manager	Reports published   Focus Groups, Staff Opinion Survey leading to development of Equality Strategy
Select a non-executive sponsor for Race Equality	Trust Board currently confirms this as Vina Mayor	September 2003	Chief Executive Nominated Non-Executive Director	Trust Board minutes – confirmed in April 2005
Select an officer, with expertise in equality and diversity, to support the accountable person	Equality and Diversity Committee currently confirm this as Kathy Lewis, HR Manager with expert input from consultants as required. Kathy Lewis trained to facilitate the Positively Diverse Project	January 2004  January 2005	Chief Executive Nominated Non-Executive Director Director of HR Nominated HR Manager	Equality and Diversity Committee and Diversity Network minutes
Establish structures and systems to deliver requirements identified in the organisation	The Equality and Diversity Committee established with multi-disciplinary involvement chaired by non-executive director and Director of HR. Diversity Network established for staff voice with	1995	Chief Executive Director of HR  Nominated HR	Equality and Diversity Committee Minutes

	feedback provided by nominated HR Manager. Undertake Positively Diverse project	Commencing June 2005 to Dec 2006	Manager	Staff Opinion Survey, focus group findings
Identify sources to deliver requirements and promote good practice	This is done through the Equality and Diversity Committee and Diversity Network meetings. The E & D Committee meet quarterly, the Diversity Network meets bi-monthly	May 2004	Director of HR Nominated Non-Executive Director Nominated HR Manager	Minutes of the two groups Terms of reference of the two groups

## Strategy and Services

### OUTCOMES:

- An equitable access to services for all races and ethnic groups
- Appropriate health promotion and illness prevention activities in place in response to the assessed health needs of local ethnic minority populations.
- Services are experienced by all sections of the community as: Fair, Meeting their needs, respecting their cultural identity, providing choice and local people feel empowered to exercise the choice available
- All sections of the community find the complaints system transparent and straightforward to use and find their concerns appropriately addressed
- Outcomes of treatment are similar across all ethnic groups

WHAT	HOW	WHEN	JOB TITLE	EVIDENCE/PROGRESS
Identify policies and functions relevant to race equality and prioritise.	Carry out 'Screening Audit' of all policies in place (and any new ones planned) throughout the Trust.	Dec 2004	Director of HR Nominated HR Manager Consultants	Documents prepared Appendix 2 – Impact Assessment Appendix 3 – Report on Findings
Ensure internal and external consensus on priorities.	List of policies that were prioritised for action presented to Trust Board, Equality and Diversity Committee, Diversity Network and Patients' Panel  Joint Staff and Management Committee consulted and approved Race Equality Scheme  Consult with public via the Patients' Panel	Dec 2004– Diversity Network Jan 2005–Trust Board March 2005 – Joint Staff & Management Committee May 2005– Equality and Diversity Committee. May 2005- Patients' Panel	Director of HR Nominated HR Manager Consultants as required	Report on Findings (Appendix 3) Trust Board Minutes Jan 2005 Diversity Network minutes Dec 2004  Joint Staff & Management Committee minutes (March 2005)  Equality and Diversity Committee minutes May 2005 Patients' Panel minutes May 2005

<p>Produce work schedule for tackling priority areas identified via the Impact Assessment</p>	<p>Priority areas: Telephone Guidelines – voice recognition system has a greater impact on people whose first language is not English, as it does not recognise various accents. It was suggested that direct dial numbers could be advertised in the Telephone Directory and in public places.</p>	<p>February 2005</p>	<p>Telecoms Manager</p>	<p>Impact Assessment and Equality and Diversity Committee minutes – this service has now been withdrawn due to number of complaints received from public and staff</p>
	<p>Bereavement Guidelines – has been cross-referenced to the Positively Diverse Guide.  Recommend a diversity champion to be trained on each ward.  Induction slots cover guidelines including guidance for clinical staff on what to do for different cultures &amp; religions. The guidance signposts staff where to find information during out of office hours and contact details for different religious leaders.</p>	<p>February 2005  To be agreed  Since 2003</p>	<p>Patient Services Manager Bereavement Officer  General Managers  Bereavement Officer</p>	<p>Impact Assessment and Equality and Diversity Committee minutes Updated Guidelines on Intranet  Induction programme evaluation data (held by HR)</p>
	<p>Child Protection Policy due to be updated during 2005 to include recommendations from the Bichard Report. The Trust has produced a new Criminal Records Bureau (CRB) Policy and Guidance in line with recent reports</p>	<p>By end of 2005  January 2005</p>	<p>Named Nurse for Child Protection  Assistant Director of HR (Ops)</p>	<p>Impact Assessment and Equality and Diversity Committee minutes  CRB Policy on Intranet</p>
	<p>Escort Policy – Radiology recently carried out an audit of patients being escorted by Porters without a second</p>	<p>Divisional Steering Group by July 2005</p>	<p>General Managers</p>	<p>Impact Assessment and Equality and Diversity Committee minutes</p>

	<p>person. This was recently discussed at the Clinical Risk and Governance Group meeting and it was found that in most cases 2 Porters escorted patients; however there is room for improvement.</p> <p>To go onto the agenda at Divisional Steering Group to consider the Trust's Escort Policy and develop new guidelines for all porters</p>	<p>Work completed by December 2005</p>		
	<p>Communications Strategy – the strategy should be revised to reflect the targeting of community groups, particularly in relation to various health conditions. The strategy should include the types of media used eg radio and newsletter, depending on the community group in question.</p> <p>Explore possibility of sending articles of interest to Bedford Race Equality Council for inclusion in their newsletters</p>	<p>October 2005</p> <p>To be agreed</p>	<p>Head of Communications</p>	<p>Impact Assessment and Equality and Diversity Committee minutes</p>
	<p>Consent and Do Not Attempt Resuscitation Policies – there should be a Trust-wide audit on how this is communicated to patients whose first language is not English. Could consider introducing pictures and diagrams to ensure understanding. Trust Board and Medical Director may need to work with consultants on these issues.</p> <p>To be discussed at Divisional Advisory meetings to agree guidelines</p>	<p>October 2005</p>	<p>Medical Director Director of Nursing and Patient Services</p>	<p>Impact Assessment and Equality and Diversity Committee minutes</p>
	<p>Provision of Professional Estates</p>	<p>March 2006</p>	<p>Director of Estates</p>	<p>Impact Assessment and</p>

	<p>Technical Advice to the Trust (Estates Code) – need to ensure that companies tendering for estates work provide evidence of their equal opportunities policies. Estates should ensure that local companies employing local people are also given an opportunity to tender for work. Carry out an audit of tenders on a 6-monthly basis.</p>		<p>Procurement Manager</p>	<p>Equality and Diversity Committee minutes</p>
	<p>Policy for Volunteers –Trust has over 300 volunteers. Attempts have been made to recruit volunteers from community groups, but this has not been successful. It was suggested that the Volunteers Manager, attend the North Bedfordshire Ethnic Health Forum to give a presentation on the role of the volunteer and ask for more input from community groups. Volunteers to attend a workshop on cultural issues.</p>	<p>January 2006</p>	<p>Director of Operational Support Services</p>	<p>Impact Assessment and Equality and Diversity Committee minutes</p>
	<p>Prisoners as Outpatients – the Trust's managers work within the policies used by the Prison Service and the Trust's diversity policies when prisoners require healthcare. Training could be identified to help managers ensure they are equipped to deal with the provision of healthcare for prisoners based on their needs where necessary.</p>	<p>In place and ongoing</p>	<p>Director of Nursing and Patient Services Waiting List Manager Out Patients' Co-ordinator</p>	<p>Impact Assessment and Equality and Diversity Committee minutes</p>
	<p>Outpatients Waiting List Policy – service has improved since the introduction of the call centre. Consider conducting an audit to gain</p>	<p>January 2006</p>	<p>Out Patients' Co-ordinator</p>	<p>Impact Assessment and Equality and Diversity Committee minutes</p>

	evidence on improvements			
	Bed Management Policy – raise awareness of the need for wards not to be mixed, even though Trust recognises that in times of bed crisis, this may not be possible.	December 2005	Director of Nursing and Patient Services Clinical Site Practitioners General Managers Modern Matrons	Impact Assessment and Equality and Diversity Committee minutes
	Privacy and Dignity Policy – problem recognised within Phlebotomy department. Some women feel uncomfortable about exposing their arms in public. Director reported that a private room has now been made available. Manager to ensure policy is revised to reflect the needs of patients. To consider further improvements to this policy including the provision of facilities for breastfeeding.	December 2005	Haematology Service Manager  Director of Nursing and Patient Services General Managers	Impact Assessment and Equality and Diversity Committee minutes
	Complaints Policy – ethnicity of people making complaints is monitored where possible. Reports available from the Datex system. Leaflets currently available on all wards and posters are placed around the Trust. Consider making information available in other languages on the Internet.	Nov 2004	Patient Services Manager Director of Clinical Operations	Impact Assessment and Equality and Diversity Committee minutes Leaflets
	Training and Development National Vocational Qualifications/European Computer Driving Licence (ECDL) Policies – recognise that there is little that can be done around the NVQ	Ongoing	Assistant Director of HR (Org Dev) Training Manager	Impact Assessment and Equality and Diversity Committee minutes Training Programme for Domestic (ESOL)

	framework only being available in English. It is possible to offer the ECDL in other languages and this will be reviewed.			
	Bathing Protocol – recognise that in the short term there is little that can be done to change this. In the longer term, as bathroom areas are updated, consideration should be given to introducing showers for those who prefer to bathe in running water.	To be agreed	Director of Estates Director of Nursing and Patient Services	Impact Assessment and Equality and Diversity Committee minutes 3-year Estates development programme
	IM&T Policy – The Trust could consider providing some information for staff in other languages to raise awareness of their right to obtain an email account and password.	March 2005	Director of Clinical Operations	Impact Assessment and Equality and Diversity Committee minutes
	Food Policy – last Menu Guide produced in accordance with the NHS Plan - 'Better Hospital Food'. Consultation with community groups will be carried out when Food Policy and Menu Guide is revised.	January 2004  To be agreed	Director of Operational Support Services Catering Manager	Impact Assessment and Equality and Diversity Committee minutes
Monitor existing policies, functions and services for differential effects on ethnic groups.	Major review of all policies carried out to assess the impact of policies, functions and services upon different ethnic groups. Involvement of senior managers from all clinical and non-clinical areas  Ensure staff, across all service areas, are involved to some extent in reviewing activities and policies for effect on race equality. Guidance available via the Intranet under Corporate Policies – Introducing New	January 2005  March 2005	Director of HR Nominated HR Manager  Litigation Manager	Minutes of meetings available and list of changes made Appendix 2 available on the Intranet for staff and on request from the HR Department for members of the public

	<p>Procedures asks all policy writers to consider the impact of policies and services on people from different cultures and backgrounds</p> <p>Take action on findings from monitoring and assessment and track progress over time</p> <p>Put systems in place providing information about changes in access, quality of care and use of services by ethnic groups.</p>	<p>In place and ongoing</p> <p>Ongoing throughout 2005</p>	<p>All policy writers and managers responsible for the delivery of services</p> <p>Head of Service Redesign</p>	<p>Minutes of Equality and Diversity Committee</p>
<p>Assess new policies, functions and services for differential effects on ethnic groups. Ensure that monitoring includes action &amp; targets on both ethnic monitoring and patient/public involvement.</p>	<p>System in place for all new policies and services to consider and take action upon any effects. System requires that policy Lead carries thorough consultation with staff, community and any other stakeholders.</p>	<p>Ongoing</p>	<p>All Policy Leads Clinical Risk and Governance Group</p>	<p>Impact assessment available on Intranet and on request via HR Department Equality and Diversity Committee minutes</p>
<p>Provide reports to Board on consultations and findings of monitoring and assessment of impact of policies and functions on race equality</p>	<p>Introduce a 6-monthly equality and diversity Trust Board report to cover all aspects of race equality. Exception reports produced as the need arises</p>	<p>From Dec 2005 and ongoing</p>	<p>Director of HR</p>	<p>Minutes of Trust Board meetings</p>
<p>Promote and provide services by various methods and in relevant languages as appropriate for community</p>	<p>Senior Managers involved in policy and/or service development will link with leads from Service Redesign Team to ensure service delivery meets local needs.</p>	<p>December 2005</p>	<p>All Policy Leads Head of Service Redesign</p>	<p>New policies on Intranet</p>
	<p>Review and evaluate language support services according to needs.</p>	<p>In place and on-going</p>	<p>Patient Services Manager</p>	<p>Regular reports submitted to Medical Staffing Committee, Clinical Governance Group,</p>

				Clinical Risk and Governance Group and Executive Management Group
	Ensure provision of multi-cultural menus available for all patients. Information to be accessible to all ward/clinical areas via a Patients' Booklet.	January 2004	Catering Manager	Patients' Booklet. Review of service
	Ensure that all reception areas, particularly those involved in setting/offering appointment dates, have access to a multi-faith and multi-cultural calendar showing festival dates.	Jan 2004	Nominated HR Manager & Diversity Network	Diversity Network minutes Notice boards Intranet – Diversity website
	Trust Board committed to the development of multi-faith facility for Trust that can be used by patients, visitors and staff. Dependent on the sourcing of adequate resources	Ongoing	Director of HR and Nominated Non-Executive Director	Trust Board minutes
	Diabetes Clinics run 3 times per year specifically for local ethnic minority groups with interpreters available	2003	Diabetes Specialist Nurses	Report on usage of translators
	Set up of Quiet Information Room in the Oncology Dept that includes videos and leaflets in Gujarati, Hindi, Urdu & Italian	2004	Cancer Information Manager	Monitoring data
	Review Women and Children's service in terms of languages used in information leaflets and the use of interpreters.	March 2004	General Manager Women and Children's	This information is found on Orchard Ward notice board. Leaflets can be obtained. Interpreters available centrally from Patients' Advisory & Liaison
	Carry out comprehensive risk assessment of Portering Services as it	In place	General Managers Support Services	Risk assessments available via Support Services Manager

	relates to escorting patients and staff.		Manager	
Deal promptly with any complaints of racial discrimination	Review of system currently in place including consultation of how this could best be carried out. Pilot, evaluate, change and implement new way of working. Current Policies include: Zero Tolerance on Violence and aggression in the Workplace, Racial Harassment from Patients, Clients and the Public and Raising Concerns in the Workplace, which includes a confidential helpline. All HR policies reviewed every 2 years or as employment legislation changes. Consultation takes place with staff side and management representatives	Feb 2006	Patient Services Manager (patients and public)  Director of HR  HR Managers	Project proposal, evaluation report and published new way of working  Policies available on the Intranet  HR Policy Group meetings Joint Staff & Management Committee Minutes
Set and review objectives for race equality for all managers and teams. Set targets for race equality in access & quality of service. Provide measures of achievements of NHS priority performance/target areas by ethnicity	This will be done following the Impact Assessment Audit. All areas identified for action will set targets for access and quality, provide measurements for performance and be reviewed by senior managers on the Equality and Diversity Committee. (See appendix 2 for detailed list of areas prioritised for action and managers with lead responsibilities).	March 2006  Ongoing until March 2008	Overseen by Equality and Diversity Committee	Reports sent to Equality and Diversity Committee.
Demonstrate that complaints/compliments system is accessible to all groups.	Posters currently in place on all wards for information and on the Internet/ Intranet. New posters and signposting on the Internet/ Intranet will be introduced with some information in other languages	March 2006	Patient Services Manager	Internet/Intranet Leaflets
	Quarterly report produced showing numbers, themes, trends, percentages	In place	Patient Services Manager	Quarterly Reports to Trust Board

	and response times			
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## Patient and Public Involvement and Consultation

### OUTCOMES:

- Local people from all ethnic groups know what is available from local health services
- Local people from all ethnic groups have similar levels of satisfaction with services and consider that services work with their needs in mind
- Local people from all ethnic groups know about and actively use opportunities available
- To influence the development, delivery and monitoring of health services

WHAT	HOW	WHEN	JOB TITLE	EVIDENCE
Set out how diverse and changing local communities are involved in Baseline assessment, policy development, action planning and reviewing progress.	Revised Public Involvement Strategy in light of Impact Assessment carried out. Patients' Panel to be involved in identifying relevant policies for consultation and mechanisms for consultation. Patients' Panel has made a commitment to approach Bedford Race Equality Council with a view to develop partnerships	Feb 2005  April 2005	Director of Nursing and Patient Services Patient Services Manager Communication Manager	New Patient and Public Involvement Strategy Monitoring Data
	Set objectives and take action to widen involvement of all ethnic groups in e.g. Patients' Forums, user groups, complaints (see above)	By Nov 2005	Director of Nursing and Patient Services Patient Services Manager	Minutes of Patients' Panel Increased diversity of membership on Panel
	Ensure user involvement on the Maternity Service Liaison Committee	Ongoing (meeting every 2 months)	General Manager, Women and Children's Division	Trust Strategy objectives specific to Women and Children's Division
Establish local arrangements with ethnic minority voluntary organisations	Patients' Panel has made a commitment to approach Bedford Race Equality Council	March 2006	Communication Manager Patient Services Manager	Minutes of Patients' Panel meetings

<p>Identify potential exclusion and increased involvement of ethnic minority groups</p>	<p>Hold regular Health Awareness Activities for hard to reach communities.</p> <p>Example 1 Asian Community Days held by Cardiac Rehabilitation Nurses to promote an understanding of heart diseases</p> <p>Example 2 Information bus located at the Harpur Centre in Bedford staffed by consultants and specialist nurses providing information to the public on cancer services. Part of the Clued up on Cancer Roadshow sponsored by Anglia Television</p> <p>Example 3 – Cancer services provide a range of videos, DVDs and leaflets in up to 8 languages to meet patients' needs. New post of Cancer Information Manager introduced to the Trust, initially funded by Macmillan for 2 years. Trust has made a commitment to continue to fund the post beyond 2 years. Postholder is responsible for providing information on cancer services and treatments to all patients including information in languages other than English.</p>	<p>In place since 2003</p> <p>2002/03</p> <p>April 2003</p> <p>January 2005</p>	<p>Service Managers Communications Manager</p> <p>Cardiac Rehab Nurse</p> <p>Cancer Information Manager</p>	<p>Videos, DVDs and leaflets (Primrose Unit)</p>
<p>Set criteria, standards and targets for race equality in partnership with local people</p>	<p>Proposal to approach Bedford Race Equality Council with a view to devising standards and linking to the Patient and Public Involvement Strategy</p>	<p>March 2006</p>	<p>Director of Nursing and Patient Services Patients' Panel</p>	<p>Patients' Panel minutes of meetings</p>
<p>Provide training for staff to undertake Patient and</p>	<p>Where the need is identified, commission training for Patient Services Team and</p>	<p>Dec 2005</p>	<p>Assistant Director of HR</p>	<p>Trust Training Needs Analysis</p>

Public Involvement with ethnic minority groups	staff in other divisions to undertake these activities		(Org Dev) Services Redesign Team	
Use information from PPI to improve services	Provide information through to Service Managers. Use information obtained from complaints to the Patients' Advisory & Liaison service and Patients' Panel visits onto the ward. Use findings to report to General Managers and Trust Board and agree actions to ensure changes to front line services (if applicable). Develop ways of ensuring service users are contacted for comments on new policies and guidelines	In place and ongoing  Dec 2005	Patient Services Manager  All Policy Leads	Reports to General Managers and Trust Board

## Health

### OUTCOMES:

- The organisation is knowledgeable about the health and inequalities experienced by local people of all ethnic groups
- Priorities are influenced by the health needs of all ethnic groups
- Evidence based strategies and action plans are used to reduce inequalities
- Inequalities in health experience between ethnic groups are narrowing
- Premature mortality and excess infant mortality in certain ethnic minority groups is reducing

WHAT	HOW	WHEN	JOB TITLE	EVIDENCE/PROGRESS
<p>The organisation:</p> <p>Has published up to date information on the ethnicity of its resident/ catchment population and their differing health needs</p>	<p>2001 census information Diabetes register – Trust links with North Bedfordshire Diabetes register, which has been specifically set up to ensure everyone in the catchment population who has diabetes has a planned programme of care</p> <p>Work with Bedford PCT to ensure services meet the needs of local population. Staff attend Primary Prevention Action Group – North Beds Group in conjunction with PCT</p>	1995	<p>Consultant Nurse – Diabetes</p> <p>Chief Dietitian</p> <p>Cancer Services Project Manager</p>	<p>Diabetes register</p> <p>PCT Primary Prevention Action Group, minutes, actions and outcomes</p>
<p>Complements quantitative data sources with qualitative data obtained from its PPI activities, local consultation and research</p>	<p>2001 Census data combined with information on Diabetes Register by ethnicity, language and nationality. Outcomes from North Beds Primary Prevention Action Group. Attendance on North Beds Diabetes Advisory Group, which includes patient representatives and representation from ethnic minority</p>	Ongoing	<p>Consultant Nurse – Diabetes</p> <p>Chief Dietitian</p> <p>Cancer Services Project Manager</p>	<p>Diabetes register</p> <p>PCT Primary Prevention Action Group minutes, actions and outcomes</p> <p>North Beds Advisory Group minutes, actions and outcomes</p>

	group			
Has arrangements in place to monitor and analyse - Changes to the population - and health experience by ethnicity	Census data monitored Diabetes register Work with PCT via Primary Prevention Action Group for advice and guidance on outcomes	Ongoing	Consultant Nurse – Diabetes  Chief Dietitian  Cancer Services Project Manager	PCT Primary Prevention Action Group minutes, actions and outcomes
Sets objectives and targets for racial equality in its public health and regeneration programmes	Work with PCT to ensure responsiveness in line with their objectives and targets  Information from Diabetes register	Ongoing	Consultant Nurse – Diabetes  Chief Dietitian  Cancer Services Project Manager	PCT Primary Prevention Action Group minutes, actions and outcomes  Diabetes register
Sets objectives and targets on race equality within its NSF and other implementation plans eg smoking cessation, teenage pregnancy	Diabetes NSF looking at equity of service, access to service. Trust supports the patients prioritised by need in the NSF. Uses community diabetes nurses for support and raising awareness  Dietetics has worked in SRB areas providing nutritional advice and guidance to deprived areas with high ethnic minority and low income white populations  School project set up working on teenage health issues related to diet  Trust employees – regular health promotion activities co-ordinated via the Occupational Health Dept including smoking cessation, alcohol, latex gloves,	Published 2001, delivery since 2003 (10 year plan)  2002-2005  2004 and ongoing	Consultant Nurse – Diabetes  Chief Dietitian  Occupational Health Nurse	NSF  SureStart Project (SLA now ceased)  School project plan  Health promotion awareness leaflets

	needlestick injuries, stress, health and beauty, allergy, Hepatitis B awareness sessions. Also introduced regularly exercise classes			
Analyses and interprets information gathered and reports regularly on progress	PCT responsibility – Trust works in partnership by attending Primary Prevention Action Group	Ongoing	PCT	Primary Prevention Action Group
Works with other public health colleagues and the relevant public health observatory to identify and use effective interventions and improve the quality of and access to information on ethnic minority health	Attendance at North Beds Primary Prevention Action Group	Ongoing	PCT Consultant Nurse – Diabetes Chief Dietitian Cancer Services Project Manager	PCT Primary Prevention Action Group minutes, actions and outcomes
Has a community engagement programme that provides insight into the health experience of local ethnic minority populations and their felt health needs	Attendance at North Beds Advisory Group, which includes diabetes patients, jointly chaired by a GP and a patient from an ethnic minority group  Various health promotion activities (see impact assessment information)  Work in conjunction with Ethnicity and Diversity Forum to raise awareness with community groups eg Bangladeshi women, Italian church, provide support for PCT health promotion events, links with dietitian working for the PCT  Provides leaflets in other languages on a range of health promotion areas	Ongoing	PCT  Trust staff from all areas of health attend events to raise awareness in conjunction with PCT	PCT Primary Prevention Action Group minutes, actions and outcomes       Information from Diabetes Register and 2001 Census
Ensures staff throughout the organisation are aware	Trust induction improved and updated Currently working on embedding cultural	Recently reviewed in 2005	Director of HR Nominated HR	Trust induction programme Equality and diversity policies

of the diversity of the local population and their health needs	competency into all Trust training programmes Train the Trainer programme for Trust staff to deliver to other groups of staff Policies and procedures Training for Trust Board	2006  2004 & 2005	Manager Learning and Development Manager	Trust training programmes
Promotes race equality and good race relations and tackles racism as an integral part of its public health and regeneration programmes	Trust works in conjunction with PCT	Ongoing	PCT	
Demonstrates the effect of its activities on population health by ethnic group	Trust works in conjunction with PCT	Ongoing	PCT	
Works effectively with others on the root causes of ethnic and race inequality across the local health partnership	Trust works in conjunction with PCT	Ongoing	PCT	

## Workforce

### OUTCOMES:

- Staff of all ethnic backgrounds experience the organisation as a fair and rewarding place to work and want to stay
- Staff in all services, directorates and partnerships actively promote race equality and good race relations in their work and are confident in their ability to challenge racism
- Staff reflect the community they serve at all levels in the organisation
- Recruitment rounds lead to ethnic minority candidates gaining jobs at all levels and in all areas of the trust's activities

WHAT	HOW	WHEN	JOB TITLE	EVIDENCE/PROGRESS
Make arrangements to meet the employment duty of the Race Relations (Amendment) Act 2000	Appoint HR lead for Race Equality with remit to tackle employment duty	2001	Director of HR	Appointment/Job Description
Set targets to improve accuracy and completeness of ethnicity monitoring of: staff in post; applicants for employment, training and promotion; staff receiving training; benefiting or experience detriment as a result of performance assessment procedures; involved in grievance or subject of disciplinary procedures; and, who cease employment.	Link recruitment targets to Census information for Bedford area and monitor Link with other HR staff, general managers and Trust Board to put targets in place and consider resource implications. Monitor all grievance, disciplinary, sickness and capability cases by ethnicity. Monitor all exit interview questionnaires by ethnicity	2001	Director of HR	Terms of reference of Equality and Diversity Committee
		2005		Trust Board reports
		2005	HR Managers	
		June 2005	HR Managers	Trust Board reports
Review monitoring information, take action and publish report	6-monthly monitoring data (as required under the Race Relations (Amendment) Act provided to Equality and Diversity Committee	2002	Assistant Director of HR (Org Dev) Nominated HR	6-monthly reports and minutes of Equality and Diversity Committee

	Take action via identified priorities		Manager	
Arrange for all staff to be trained on their rights and responsibilities under the Race Relations (Amendment) Act	Race Awareness workshops provided Equality Module in Bedford Manager  All other training needs identified via annual training needs analysis	In place 2004 and ongoing Ongoing	Assistant Director of HR (Org Dev) Training Manager	Evaluation of Race Awareness workshops and Bedford Manager programme Annual training needs analysis Training Plan
Make links between race equality workforce requirements and Improving Working Lives (especially Objective 1 of the HR Performance Framework); Working Together (Objective 2 of the HR Performance Framework); Vital Connection; and Investors in People	Development of multi-faith facilities for staff	April 2005	Director of HR	Trust Board Minutes
	Revision of staff uniform policy to meet religious needs of staff	March 2005	Assistant Director of Nursing and Patient Services	Intranet – Corporate policies
	Establish a Diversity Network for staff	September 2003	Nominated HR Manager	Diversity Network minutes Intranet
Reduce bullying, racial harassment and violence in the workplace	Policy developed and mandatory training for frontline employees Monitor grievances, disciplinaries, exit interviews and identify trends	August 2004 and ongoing monitoring	Director of HR Assistant Director of HR (Org Dev) HR Managers	Intranet Evaluation of training Case reviews Risk management reviews
Support staff to promote race equality at work through ethnic minority staff networks and confidential reporting.	Diversity Network set up	September 2003	Nominated HR Manager	Diversity Network minutes Intranet/Terms of Reference
	Staff can raise concerns via a confidential telephone line using the Raising Concerns in the Workplace Policy or informally via line managers, HR Team		Litigation Manager HR Managers	Monitoring of number of concerns raised via helpline, grievances and disciplinaries
Involve local community and voluntary groups in recruitment, induction and professional development of staff.	Increase links with Patients' Panel to improve consultation process	April 2005	Director of Nursing and Patient Services Asst Director of	Patients' Panel minutes

			HR (Org Dev)	
Support and encourage refugee health professionals to seek work in the Trust.	All applications are considered (four successful applications to date)	2002	HR Manager for Workforce and Pensions	Workforce reports
Ensure that staff turnover, sickness levels, early retirement and grievances are reducing.	HR Managers are working with line managers to improve knowledge and competence.	In place and ongoing	HR Managers and all line managers	Workforce data Monitoring by HR Managers
	Bedford Manager programme include modules covering managing sickness absence, grievances and disciplinaries	Summer 2004	Assistant Director of HR (Org Dev)	Evaluation of programme
Make links with local economic regeneration activities to ensure Trust's recruitment strategies support local employment needs.	Trust represented at Bedford's Healthier Partnership and Milton Keynes South Midlands Growth Partnership	In place and ongoing	Trust Chair	Minutes of Partnership meetings
	Trust works in partnership with local JobCentrePlus to ensure vacancies are accessible to the public, particularly those who reside in local regeneration areas	May 2005	Assistant Director of HR (Ops)	Vacancies advertised via JobCentrePlus

## Partnership

### OUTCOMES:

- Local and other partners recognise the organisation as a champion for race equality in all its activities
- The organisation successfully exercises its influence outside its direct partnership activities e.g; with local private sector employers and the local media, to challenge racism and promote race equality

WHAT	HOW	WHEN	JOB TITLE	EVIDENCE/PROGRESS
Set up systems for receiving feedback from external monitoring agencies such as Patient Forums.	All Patient Surveys are reported to the Executive Management Group, Trust Board and Matrons' Network and actions agreed in accordance with statutory guidance	In place and ongoing	Patient Services Manager Litigation Manager	National Patient Surveys Forum visit reports Independent reviews from the Health Care Commission of complaints received by the Trust
Actively promote race equality within Local Strategic Partnership and initiate joint activities and shared targets	Director of HR and nominated HR Manager attend Strategic Health Authority Black and Minority Ethnic Leads and Black and Minority Ethnic Network meetings. Ideas shared and partnership working in place.  Trust has made a commitment to the National Leadership and Race Equality Mentoring Programme. Currently have 4 staff participating in the scheme. Co-ordination of the scheme carried out by Strategic Health Authority	In place  On-going	Director of HR Nominated HR Manager	Minutes of Black & Minority Ethnic Leads and Black & Minority Ethnic Network meetings via Strategic Health Authority  Strategic Health Authority reports

## Finance and Procurement

### OUTCOMES:

- The organisation invests to promote racial equality and good race relations
- The organisation ensures contractors comply with their responsibilities under the Race Relations (Amendment) Act 2000

WHAT	HOW	WHEN	JOB TITLE	EVIDENCE/PROGRESS
Ensure that Financial Plans take into account the investment needed to implement initial requirements of Race Relations (Amendment) Act 2000 (e.g. management time, basic training, upgrading Information Communication Technology, language services.	Divisional Managers to identify priorities and Finance Director to ensure fair and transparent processes	In place and ongoing	Director of Finance & Performance & Divisional Managers	Trust Accounts
	Trust's training needs analysis	Annually	Assistant Director of HR (Org Dev)	Trust's Training Needs Analysis and Annual Report
	Trust's impact assessments and use of external consultant to provide expert advice and support	April - Dec 2004	Director of HR Nominated HR Manager	Impact Assessment (Appendix 2)
	Training provided for facilitation of Positively Diverse project and use of external consultant to provide expert advice and support	Training - Jan 2005 Project- June 2005 – Dec 2006		
Ensure that contracts with other bodies include the requirements to comply with the Race Relations (Amendment) Act 2000	All procurement contracts and Contracts for Services contain clause in tendering documentation.	2004 and ongoing	Director of Finance & Performance Director of Estates Procurement Manager	Trust contracts of services
Put monitoring systems	Audit contracts on a sample basis and	2005	Director of	Monitoring data

in place	prepare a report for Executive Management Group and Trust Board		Finance & Performance Director of Estates Procurement Manager	
Ensure that Mainstream Budgets take into account the implications of identifying and meeting needs of all ethnic groups such that: PPI engages with all communities; language support meets local needs; health needs of ethnic minority groups are addressed; and, workforce meets the health care needs of their diverse patients.	<p>Translation Budget</p> <p>Patients' Panel Budget for consultation</p> <p>Consultation with community groups on new services</p> <p>Local radio and press coverage</p> <p>Staff training – Race Awareness workshops, Bedford Manager, Positively Diverse, use of consultant expertise to assist in the implementation of Race Equality impact assessments and Positively Diverse project</p> <p>Patient profiling</p>	In place and ongoing	<p>Director of Finance &amp; Performance</p> <p>Patient Services Manager</p> <p>Service Redesign Team</p> <p>Communications Manager</p> <p>Asst Dir of HR (Org Dev)</p> <p>Deputy Dir of Finance &amp; Performance</p>	Trust Accounts
Ensure that the Local Delivery Plan quantifies funds to promote equality and reduce inequality	Principles underlying the Local Delivery Plan recognise equal access to services. Trust responds in line with criteria agreed with the Primary Care Trusts eg introduction of dexa scanning. Trust should develop other ways of monitoring	In place and ongoing	Director of Finance & Performance	Local Delivery Plan

	different health conditions to show they are committed to developing services that may impact on particular ethnic groups via patient profiling. Examples include heart disease and stroke.		Assistant Director of Finance & Performance	Patient Profiling
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## ICT Information Communication Technology

### OUTCOMES:

The organisation:

- Compares the ethnic profile of its users with that of the local population;
- Documents progress on narrowing the disparity between ethnic groups in all relevant aspects of its business;
- Maximises opportunities for staff to access information to support their work e.g; internet, library, research findings, national policy, etc

WHAT	HOW	WHEN	JOB TITLE	EVIDENCE/PROGRESS
Put systems in place to ensure access to timely, accurate and complete data on ethnicity of both staff and patients as an integral aspect of its data quality work.	Trust's patient information system (Pims) contains a field for collecting ethnic group. Part of data collection processes ie on admission, when called for or offered appointments. Monitored by the Healthcare Commission.	In place and ongoing	Director of Clinical Operations All Admin & Clerical staff responsible for data collection	Regular reports produced and monitored to check completion of ethnic group. Performance reports produced by speciality and forwarded to Directorate managers
Ensure that staff have the skills to collect and analyse the data.	All Pims users made aware of their responsibility for collecting the data and provided with departmental training. Data Quality training to be introduced	In place and ongoing  Dec 2005	Directorate Data Quality Leads supported by Data Quality Co-ordinator	Evaluation of Pims Training  Increased targets on the collection of data via status reports
Establish milestones for rolling out patient profiling and links with Primary Care Trust to ensure that resources are available for this	Bedford Primary Care Trust to supply ethnic minority demographic information to the Trust (local and national).  Trust to look at the prevalence of certain conditions (eg Diabetes, Congenital or Coronary Heart Disease, Stroke ) in the local area compared to the national picture; to analyse proportions of patients from ethnic groups accessing services related to these conditions eg Congenital	June 2005  Dec 2005	Deputy Director of Health Improvement and Public Health for Bedford Primary Care Trust  Deputy Director of Finance & Performance &	Highlight reports to be provided

	or Coronary Heart Disease→cardiac rehabilitation programme; to provide highlight reports to Divisions for comment and action		Performance and Divisional Managers	to divisions by Performance Department
Ensure that high quality data is available in accessible formats to health professionals and service managers	Reports on patient based data	In place and ongoing	Director of Clinical Operations	Patient Based data reports
Demonstrate how data is used to identify areas of concern and monitor action taken.	Six-monthly workforce and recruitment reports provided to Equality and Diversity Committee Annual Equality and Diversity Trust Board reports	In place and ongoing  Dec 2005	Director of HR Nominated HR Manager Executive Management Group Trust Board	Equality and Diversity Committee minutes  Executive Management Group reports  Trust Board minutes
Make information on good practice and evidence on race equality available to teams and individuals	Articles published via a variety of media and Trust training programmes/ workshops	In place and ongoing	Director of HR Head of Communications Assistant Directors of HR Nominated HR Manager Director of Nursing and Patient Services Patient Services Manager	Diversity Network Intranet website, Team Brief, Hospital News, Trust induction, Bedford Manager Programme.      Patients' Panel minutes
Create links with Information Communication Technology and Patient & Public Involvement to ensure that information meets the needs of local	Quarterly reports in place on number of complaints to the Patients' Advisory & Liaison service  To be monitored by ethnicity  Reports from Patients' Panel	In place  July 2005	Director of Clinical Operations  Patient Services Manager	Quarterly Reports to Trust board   Patients' Panel reports

Final – May 2005

community care.				
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