



PUBLIC SECTOR EQUALITY DUTY

ANNUAL REPORT

2023-2024

Public Sector Equality Duty

Introduction

The Public Sector Equality Duty (PSED, or “the duty”), which applies in Great Britain (England, Scotland, and Wales), requires public authorities to have due regard to certain equality considerations when exercising their functions, like making decisions.

The Public Sector Equality Duty (PSED) sets out the main statutory duty that all public authorities must, in the exercise of their functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment, and victimisation
- advance equality of opportunity
- foster good relations.

Public authorities are required to publish information annually on how they are complying with the equality duty. NHS authorities will also monitor and publish information on the patients who accessed their services in the previous financial year by each protected characteristic.

Our Workforce

Equality, Diversity, and Inclusion is managed across three departments: Workforce equality is led through our Workforce and Organisational Development team; patient experience through our Quality team and Membership by our Company Secretary. Each team is equally responsible for the progress required as part of the PSED.

Teams work closely together to progress our work on equality, diversity, and inclusion as well as health inequalities and the Trust has made good progress on its Health Inequalities strategy.

The people strategy has six chapters:

<u>Chapter</u>	<u>Commitment</u>
Equality, Diversity & Inclusion	We celebrate difference and are inclusive.
Health & Wellbeing	We prioritise colleague health and wellbeing.
Engagement	We seek views and act upon them.
Improvement	We continuously improve services for people.
Talent Management	We grow our own.
Workforce Design	We design services informed by patient and colleague experience.

These chapters and the activity within them are regularly checked via our biannual hot house events where we ask for feedback from colleagues to help inform the organisation what is

working well, what can be improved and any new, creative ideas we could bring to life to progress 'One Culture of Care.'

Equality, Diversity, and Inclusion (EDI)

Equality, diversity, and inclusion is important to CHFT. We have developed a 5-year plan to embed equality, diversity, and inclusion into everything we do in our Trust. We aim to build environments where there are happy, productive, motivated people in our organisation that respects and embraces difference in each other and in our patients. Having a diverse group of people working at CHFT means we have channels to share a whole range of ideas and solutions that, delivers inclusive and compassionate care. A place where everyone is treated equitably, respecting the diversity of all who work here and enable all colleagues to achieve their full potential, to contribute fully, and to gain maximum benefit from the opportunities available.

We are all, at any point in our lives, several protected characteristics at once. 80% of colleagues are patients and members of our community. Our approach is to celebrate difference, engage colleagues to learn about difference and tackle inequalities.

In 2023, we established an Inclusion Group reporting directly into the Workforce Committee, a main Board sub-Committee. The group's purpose is to oversee all workforce EDI activity in support of the achievement of Trust strategic and operational objectives. It is still in its infancy, but its early work has focused on responding to the national EDI improvement plan and identifying its immediate priorities. The Group will champion organisation responses to WDES and WDES staff survey feedback and it has initiated data reporting/analysis of ethnicity and disability pay gaps in readiness for new statutory reporting responsibilities. In addition, it is sponsoring the development of Trust wide EDI education/learning resources, helping to strengthen the leadership of equality network groups and implementation of an inclusion activity calendar that enables colleagues to fully participate in making the Trust an inclusive place to work.

All EDI activity is informed by: -

- Staff Survey
- Workforce data i.e., workforce profile, recruitment, disciplinaries, leavers
- Engagement with colleagues i.e., walkarounds, events
- Equality group discussions

We have Trust sponsored, colleague-led, equality network groups:

- Pride Network
- Race Equality Network
- Disability Network
- Women's Voices Network
- Armed Forces Network
- Carers Network

- International Colleague Network

We have hosted several EDI events in 2023 including Windrush Celebration Event, Black History Month, Ramadan packs, Veterans Awareness Day, International Women's Day, Diwali, National Inclusion Week, South Asian Heritage month and our very first CHFT Pride Parade. Over 350 colleagues in total have attended events throughout 2023. Plus, we have developed an EDI education suite which is available for all via our intranet page.

Wellbeing

Colleague wellbeing is a people priority here at CHFT. We have supported 1000s of colleagues through a range of interventions. Colleagues perform better when they are well, energised, fit, and valued. It is more important than ever that NHS workplaces become environments that encourage and enable staff to lead healthy lives and make choices that support positive wellbeing. Our One Culture of Care approach is our enabler to ensure colleagues take care of one another the same way we care for our patients.

Our core wellbeing interventions are our Friendly Ear service hosted by our internal wellbeing advisors and the Employee Assistance Programme hosted by Care First, who provide free wellbeing support 24/7, 365 days a week.

We have hosted two wellbeing festivals throughout 2023 focussing on themes such as stress and TALK (tiny acts of loving kindness). These events help the wellbeing team to connect with colleagues to highlight where colleagues can come to if they need some wellbeing support and discuss issues such as mental health, financial wellbeing and general dietary advice and fitness. Over 360 colleagues attended.

We have 87 wellbeing ambassadors in the organisation who are colleague volunteers who support teams locally and connect people to support quickly.

CHFT worked with West Yorkshire Health and Care Partnership to become a Menopause Accredited Friendly Employer in 2023. We have a Change Society (menopause) peer support network with 94 members, and they have been influential to support the organisation to ensure we have a menopause policy and gained the accreditation.

We have a dedicated colleague psychology team who are trained in EMDR and help inform our people approach through a psychological lens. The team have led a programme where 14 colleague volunteers are trained to host critical event peer support debriefs in the organisation.

There were four Schwartz Rounds held in 2023 with topics including, 'a day in the life of', 'why I do the job I do', 'tales of the unexpected' and 'scary moments'. 64 colleagues accessed the rounds in 2023.

Colleague wellbeing is one of the most talked about subjects on walk rounds. This feedback helps us to focus on reviewing and developing our approach.

We have designed a comprehensive wellbeing offer (including the benefit of a weekly wellbeing hour) that provides our colleagues the opportunity to sustain their workplace health and wellbeing. The offer focuses on four themes social, physical, financial, and mental. Activities include:

- Engaging, clear communications –supporting “it’s okay not to be okay” and reducing the stigma of mental health.
- Induction
- Refreshed appraisal approach including wellbeing check-in, including improved conversations regarding colleague development.
- Compassionate leadership programme – role modelling, harness curiosity, create time and space to talk.
- Connect and Learn Session – Health & Wellbeing Conversations
- Men’s health week roadshow
- 5 a side football tournament
- Top up shops – discreet food banks / recycled clothing for colleagues
- Cost of Living – focus on financial education, access to low-cost loans through salary finance, 24/7 support through Employee Assistance Programme, promotional material regarding what help is available on the local patch.
- SS Dance and Fitness - weekly sessions held on site.
- Wellbeing and relaxation sessions with medicine directorates in conjunction with local businesses
- Wellbeing and Engagement calendar of events [One Culture of Care Calendar - One Culture of Care Event Calendar \(pagetiger.com\)](#)

Engagement

At the heart of everything we deliver within the engagement team we ensure that One Culture of Care is at the heart, where we care for each other the same way we care for our patients.

Engagement activity is a collaborative effort where teams work together to get results.

Our annual staff survey results and quarterly People Pulse survey results will inform the direction and advise whether the activities we deliver are relevant and are effective.

Recognition and Appreciation

We all know our colleagues do brilliant things every day, whether that is something transformational or a tiny act of kindness that has a big impact. That is why we focus on appreciation. We have developed local appreciation toolkits including thank you cards, nomination forms for monthly star awards and information regarding our annual CHuFT awards.

Our monthly star award scheme has generated 196 nominations and 12 successful stars. Exceptional efforts from colleagues range from clinical to nonclinical and all demonstrated how they go above and beyond to ensure they deliver compassionate care for patients and one culture of care for colleagues. All winners are chosen by a panel of 5 colleague volunteers. Where winners are voted by the people and chosen by our people.

The annual CHUFT awards offered colleagues to nominate someone who had delivered excellence in 7 categories. 285 colleagues were invited to the event including golden ticket winners and colleagues who nominated others. The event was a huge positive impact with the lead up to the event where we had a record breaking 339 nominations, representing almost 750 colleagues and 8 winners. Beyond the event we held a CHuFT on the Road campaign where we visited 35 areas to celebrate nominations, the short list and the winners continuing our celebratory feeling across the Trust.

We hosted two appreciation events across the CHFT footprint. Giving colleagues an opportunity to shout about their colleagues and discuss the current appreciation programme asking for their views to shape the approach in the future. 60+ colleagues engaged in the appreciation events.

Long service awards have also been relaunched in 2023 and now includes the return of face-to-face events and presentation. 34 colleagues have so far attended two events with a further four events planned in 2024.

Learning and Development

Between 1st April 2023 until 31st December 2023, The Organisational Development Team delivered a range of interventions across CHFT with headlines including:

- More than 1000 colleagues have accessed OD interventions and tools so far in 23/24.
- At least 50 teams have benefited from an OD intervention so far in 23/24.
- Average Divisional Participation: (Corporate 15%, Community 15%, FSS 21%, THIS 5%, Medical 23%, Surgery 7%, PMU 5%, CHS 4%, Unknown 5%)
- Average Gender Participation: Female 80%, Male 20%
- Average Ethnicity Participation: White 82%, BAME 18%
- Average Disability Participation: Disabled stated 7%, non-Disabled 81%, Not Disclosed 12%
- Hot House sessions attended by over 100 colleagues across CHFT.
- 12 x bespoke OD management and leadership interventions delivered to Pathology, Quality team, FSS Leadership, APNP's, Endoscopy, Paediatrics and Finance. Themes have included leadership development, effective team communication, courageous conversations, 3R's, team building, WTGR, listening events and Insights profiling.
- Delivered 2 x Operational Leaders conferences attended by over 75 operational managers.
- Delivered 2 x Executive Leadership Conferences attended by over 75 senior leaders.

- Over 100 colleagues have accessed the 2-day collaborative WTGR workshops.
- 21 colleagues have graduated from our 'Empower' inclusive personal development programme with season 5 underway.
- 343 colleagues have participated in 'connect & learn' workshops.
- 22 team and managers have completed TED training.
- 36 Teams and managers have undertaken OCOC charter training.
- More colleagues are accessing apprenticeships than ever before, especially those at Level 5 and above in Management and Strategic Leadership
- We have surpassed last year's appraisal uptake where we currently stand at 83.16%.
- We will develop career pathways for colleagues at all levels and within all professions and put in place a plan to address any gaps or risks.

Widening Participation at CHFT

Over the last 12 months, the Apprenticeship & Widening Participation Team have continued to evolve and create a new range of entry pathways for local people to access work readiness and employment opportunities here at the Trust. This includes progression into entry clinical and nonclinical apprenticeships, volunteering, work experience and a variety of pre-employment routes including, T levels, NHS cadets, the Prince's Trust and aspirational raising activities and employability development.

One of the main objectives of this work is to help "grow our own", with particular focus on supporting underrepresented groups from across our local communities. The development of a range of external partnerships has been pivotal in the success so far as we strive to:

- Harness and leverage the power and commitment of local people whilst retaining the absolute best local talent in our local communities.
- To be the local apprenticeship "employer of choice" in Huddersfield and Calderdale.
- To ensure the staff base is representative of the people we serve and reaching out even further.
- To ensure promotion of the hugely important role of "pre-employment pathways" and progression into paid bank, substantive entry roles and apprenticeships.
- To encourage and support CHFT colleagues to follow a career path that suits them and their life making full use of resources such as the apprenticeship levy and the continued offer of "in work support" including careers advice and guidance.
- To use our Health & Social care employer status as a key driver for economic and social recovery, particularly impacting those who face additional barriers and from underrepresented groups.

What have we achieved?

We have supported 88 residents into CHFT employment and apprenticeships from our widening participation pathways:

- 33 have progressed from the Prince's Trust

- 5 from volunteering
- 20 from Kickstart
- 20 from SWAP
- 10 from Project Search

60% of those who progress into employment reside in the top 5 IMD areas locally so further demonstrates how the team are ensuring we reach the most deprived areas within our communities.

Widening Participation activity has so far reached over 4500 young adults across Kirklees and Calderdale delivering a range of in person and Microsoft Teams careers and aspirational based activities. Targeting high schools, further education institutions and local community, statutory and charitable organisations with a range of workshops via outreach helps to promote applications into the Trust, apprenticeship masterclasses, 'Sector spotlight' Q&As, aspirational visits to the Trust and bespoke trust careers events in local institutions.

The Widening Participation Team has also developed a range of external partnerships that promote extracurricular activities for local disadvantaged young people including NHS Cadets - a youth volunteering programme delivered by St John Ambulance. This is a personal development and volunteering led program for over 250 young people so far targeting aged 14-18 - across 3 cohorts each academic year - which prioritises underrepresented groups across Kirklees and Calderdale who have been disproportionately affected by the pandemic. Outside of London, West Yorkshire has the second highest take up of NHS Cadets in the UK, with 103 cadets currently registered on our most recent start (January 2024). Crucially, 20% are Young Carers, 45% receive free school meals, 30% cadets have at least one or more NEET (not in education, employment, or training) indicators, 10% were previously excluded from school and 45% of the 103 cadets are from Black, Asian and minority ethnic communities.

The Trust is also supporting 'Project Search' for people with a Learning Disability – this offers a year-long supported internship combining classroom-based learning delivered by Calderdale College and work experience in the Trust. The aim is to boost opportunities to learn new skills to help secure fulltime, paid employment. This academic year Project Search is made up of ten young people, all which have Education and Healthcare Plan (EHCP) plans and 20% are from Black, Asian or minority ethnic communities. Last academic year 6 out of 8 interns progressed into full-time employment.

The team have also developed an offer to support colleagues with job applications and interview practice so to help reduce anxieties when applying for progression opportunities. We have delivered targeted sessions to support our BAME and disabled colleagues. A partnership with 'REALISE Training' has been successful who deliver functional skills in math's, English and digital skills to colleagues seeking upskilling. 35 colleagues have so far registered over the last 6 months.

The Prince's Trust pathway runs quarterly for cohorts of up to 10 young, disadvantaged adults aged 18-30. Participants gain 4-6 weeks work experience as ward helpers with the potential to progress into apprenticeship pathways where appropriate. Prince's Trust cohorts have welcomed over 95 young people into CHFT in total with 33 candidates progressing into entry level apprenticeships.

CHFT's targeted volunteering project has so far recruited over 120 young adults into CHFT in 2023/24 (funding expires in March 2024). Of those, 75% are aged 19-24, 70% White British, 30% Black, Asian or minority ethnic. This is targeting young adults - 16-30 - from underrepresented groups, interested in working for the NHS with referrals received from a range of educational, statutory, and charitable partners. 5 volunteers have also progressed into apprenticeships.

A "New to Care" pathway is currently in development and will seek to provide access to Health Care Assistant vacancies regardless of previous experience or qualifications. The "bootcamp" approach seeks to provide a blueprint for future HCA recruitment and provide opportunities for those in our communities who may not have previously considered a career in health care.

Apprenticeships at CHFT

We are also an "employer apprenticeship provider" that delivers our own Health Care Support Worker apprenticeship. Non-clinical entry level apprenticeships are delivered in partnership across a range of local providers. Both pathways are promoted and prioritised to existing pre-employment participants from a range of projects CHFT has recently embedded into the Trust including Kickstart, Prince's Trust 'Get Into,' Inclusive Volunteering project, NHS Cadets, Project Search and SWAP (sector-based academies) and other participants referred in via external partnerships.

These are projects that specifically target school and college leavers and NEET young adults with additional barriers to entry or those from underrepresented groups from across Calderdale and Huddersfield's local communities. Over 88 local young unemployed adults have accessed apprenticeships and employment at CHFT as a direct result of new entry pathways.

The Trust offers clear internal pathways upon completion of an entry apprenticeship into a substantive band 2 position or higher-level apprenticeships. Graduates from CHFT's entry level apprenticeships are also prioritised to apply for one of forty Clinical TNA Foundation degree pathways to encourage continued training participation - 15 candidates (38%) were successful last year. Throughout 2023/24, CHFT added 145 new apprenticeship starts, 49 new entrants and 96 from existing Trust colleagues which has seen metrics return to pre-pandemic levels. CHFT have also increased apprenticeship levy spend by over 10% on 22/23 resulting in 53% of CHFT colleagues accessing L5+ apprenticeships (the highest take up in the region and 10% above the national average).

EDS (Equality Delivery System)

EDS is a framework that helps the Trust, in discussion with local partners including local people, review and improve performance for people with protected characteristics. CHFT collaborated with partners across Kirklees, Calderdale, and Wakefield to deliver patient focus groups for Domain 1 themes (Maternity, Children and Young People's Mental Health and Learning Disabilities) for which we were scored as 'Achieving' overall.

We are now working to ensure Domains 2 and 3 are delivered to that same standard.

Our patients

This section provides an overview of the patient experience and involvement programmes of work in relation to the Public Sector Equalities Duties.

Throughout 2023 the Trust has continued to respond to the learning from Covid-19 whilst focussing upon strengthening the feedback and involvement of patients, carers, members of the public and colleagues to improve the quality of care and experience across CHFT.

The Trust is committed to developing and co-ordinating services around what matters to people and has several strategic programmes of work which are led through the Patient Experience and Involvement Group. The strategic programmes support the Trust to identify diverse needs, with a particular focus on people and communities who suffer the greatest inequalities in healthcare and variation in services.

Strategic programmes of work led by the Patient Experience and Involvement Group support the Trust to meet their equality, diversity and inclusion objectives, and support additional work programmes across the Trust. In 2023 the strategic work programmes included: Person Centred Care; Strengthening working in partnership with people and communities; Insight to identify improvement priorities and Keep Carers Caring.

In 2023 the Trust strengthened their approach to working in partnership with people, recognising that to meet the Triple Aim (a new duty introduced within the Health and Care Act, 2022) greater involvement of people and communities, including those seldom reached or with characteristics protected by the Equality Act 2010, was essential.

To ensure that services are planned and developed whilst considering the needs of different people, including those in vulnerable circumstances the Trust has broadened their approach to involvement, and developed two voluntary roles.

The first new role to support wider inclusion at the Trust is called an "Expert by Experience" in recognition of the level of knowledge and experience people have developed whilst using or caring for someone receiving services at the Trust.

The second role is called a "Patient Safety Partner," which also amplifies the voice of patients, but primarily supports the improvement of patient safety across the Trust.

Both roles support people to share their knowledge and experience of using the Trust's services and increase the Trust's understanding of the diverse needs and barriers to accessing health services that people can experience.

The roles will provide a forum for involving patients and carers, and support colleagues in involving patients, carers, and members of the public at the outset of programmes of work as the Trust moves to a level of co-production required to deliver the best possible experience of care possible.

The new roles support the Trust objectives in relation to equality, diversity, and inclusion by providing an additional mechanism for the Trust to hear and understand what is important to individuals. By amplifying the patient voice, the Trust has been able to listen more, and act upon the experience people share. This has been particularly effective in enabling the Trust to understand challenges some people experience when accessing health services which can be more difficult to hear through less nuanced mechanisms such as national patient surveys.

Examples of where this approach has been effective at the Trust include:

- The Patient Transport Booking process now has a mandatory question for all bookings to understand and plan for any accessibility needs. Examples may include sight impairment; mobility support or communication difficulties.
- Changes to signs at the Trust. This has included removing handwritten signs; changing the colour of signage; identifying where signs need illuminating and where signs have been obstructed from view for people who may be in a wheelchair or mobility scooter.
- Introducing tablets to enable patients to share feedback whilst they are in the department, resulting in timely feedback from patients using Colorectal services.
- Increasing the size of cups in response to feedback has improved experience for people accessing radiology services.
- Listening to the experience of a carer has highlighted a training need to support colleagues in relation to parking arrangements for people with a disabled permit (blue badge)

Widening involvement, in a safe and supported manner which allows for nuance, is critical to the Trust's understanding and identification of improvement activities to ensure equal access to fair and inclusive services.

As with any new programme of work, policy review or change in service the consideration of equalities, inclusion and diversity was assessed using the Trust process for Equality Impact Assessments, as the proposal to recruit to Experts by Experience and Patient Safety Partners was developed.

The Trust has worked in partnership with "Experts by Experience" and partners to review promotional materials, including Healthwatch, Disability Calderdale and the Royal National Institute for the Blind to seek feedback on the inclusivity of the materials. Information has been developed to meet the Accessible Information Standards, including read-aloud software and are available in the top five languages, other than English, prevalent in the communities we serve.

The Trust has collaborated with partners, including Voluntary, Community and Social Enterprise Organisations to promote inclusivity and reach members of the community who are seldom reached. This has included utilising existing networks through partners such as the Integrated Care Board and Healthwatch and sharing information in an alternative setting (to a health setting), where insight has suggested some people feel more comfortable.

The Trust is committed to improving experience through working in partnership with patients, carers, members of the public and partner organisations. Feedback (or insight) is encouraged through several methods which include:

- Friends and Family Test
- Care Opinion
- Working with volunteers, members, and governors
- National and Local surveys
- Listening events and focus groups
- Learning from feedback and sharing learning
- Working with partners
- Maternity Neonatal Voice Partnerships
- Community and Advocacy Groups
- PLACE audits
- Observe and Act reviews.

Feedback whether through patient surveys, complaints, compliments or the Patient Advice and Liaison Service is shared at the strategic patient experience and involvement group meeting, chaired by the Chief Nurse. This enables themes, trends, and priorities to be identified and actions agreed.

In 2023 the complaints team transformed their processes to improve the experience people receive and so that consistently 80% are responded with the agreed timescale.

The Trust has welcomed the return of forums such as the Children and Young People forum following Covid-19, and mindful of the inequalities in health experienced by particular communities throughout the pandemic, has focussed on increasing opportunities which support people to share their feedback, especially where these can improve the Trust's knowledge of experience from people with protected characteristics. This has led the Trust to focus on working in partnership with people to make improvements in several areas, including the following.

Improving the Experience of People with Visual Impairment

This collaborative group has led to improvements across the Trust, particularly by providing insight as to challenges people with visual impairment found when accessing services at the Trust. Several visits to areas across the Trust have been invaluable in identifying improvements which can be made and have led to requests for further site visits.

Working collaboratively within the group, has also enabled the Trust to identify effective and accessible solutions to challenges such as using “bump ons” to help people with visual impairment find the nurse call bell button.

Accessible Information Standards

The Accessible Information Standard provides all NHS Providers with a specific, consistent approach to identifying, recording flagging, sharing, and meeting the information and communication support needs of patients, service users, carers and parents with a disability, impairment, or sensory Loss.

To meet the Accessible Information Standard the Trust must:

- Ask people if they have any information or communication needs and find out how to meet their needs.
- Record those needs clearly and in a set way.
- Highlight or flag the person's file or notes so they have information or communication needs and how to meet those needs.
- Share information about people's information and communication needs with other providers of NHS and adult social care when they have consent or permission to do so.
- Take steps to ensure that people receive information which they can access and understand and receive communication support if they need it.

In 2023 the Director for Corporate Affairs was appointed as the Accessible Information Standards Lead for the Trust. Work has taken place across the Trust to improve the accessibility of information for patients which has included:

- Access to services such as Interpretation, British Sign Language, Hearing Loop, Audio technology
- Providing information in formats such as easy read and other languages
- Communication alerts recorded on the Electronic Patient Record on admission to services.

The Trust has continued to promote the Accessible Information Standards and a review of the Electronic Patient Record has evidenced the identification of communication needs being recorded and flagged.

The digital transformation programme at the Trust will shortly see the introduction of a patient portal, which will offer patients and their carers (where appropriate) greater accessibility to their health information. To ensure that the developments are accessible for all patients the digital transformation team are seeking “Experts by Experience” to develop the functionality of the portal.

The Health Informatics team complete an accessibility audit of the Trust internet pages to identify areas which do not meet the standard.

The next steps to improve experience through the Accessible Information Standards work programme will include an audit of Accessible Information Standards compliance within the Trust audit programme to identify areas for improvement. Areas for improvement will be monitored and reported through the Patient Experience and Involvement Group.

The Trust’s Accessible Information Policy will be published.

Colleagues will be encouraged to access training resources in relation to Accessible Information Standards available through NHS England (Health Education England).

Improving the Health Inequalities of People with Learning Disabilities

The Trust aims to transform the way in which people receive care, by ensuring they are supported by care navigation throughout the referral to treatment process. This is championed by the Chief Executive Officer.

As part of the Trust’s commitment to reducing health inequalities across all programmes of work, the Trust has developed a business intelligence system (KP+), which enables the trust to identify and analyse data through a health inequalities lens.

The Trust has undertaken focussed work to improve the health inequalities of people with a learning disability; those living in IMD 1+2 communities, and ethnicity. Within KP+, the Trust has implemented a robust flagging system for people with learning disabilities, enabling the Trust to interrogate and compare data against the general population, undertake deep dive audits and review disparity.

The Nurse Consultant for Learning Disabilities at the Trust developed a task and finish group which included Experts by Experience and / or self-advocates alongside colleagues across the Trust.

Working collaboratively with the data, identified that through robust identification of people with learning disabilities the group were able to develop case studies. The case studies indicated inequalities in accessing secondary care services for people with learning disabilities across the Trust.

The Trust has made several changes following the findings which have included:

- Internal audits and improvement plans which are integrated into the Trust Performance Report.
- Changes to the referral pathway from primary care
- Changes to the local referral template to accommodate the Learning Disability Flag
- Producing data in an accessible format

The Trust has sought to influence the National referral template to include a free text box for details of reasonable adjustments required.

The Trust has also led the development of a West Yorkshire wide dashboard to contain a waiting list for people with learning disabilities as part of the focussed work to prioritise patients with learning disabilities on specific waiting lists.

Improving Experience through the Health Inequalities Group

The Health Inequalities Group have led several improvement initiatives in 2023.

A multiagency working group worked collectively to reduce inequalities in health for people who experience asthma. The collaborative effort focussed on:

- improving patient identification
- patient referral processes
- enhancing information sharing between primary and secondary care
- addressing behavioural and social determinants of health linked to respiratory conditions.

Community education sessions were provided in a collaborative approach which included partners from the Primary Care Network and the Local Authority Public Health Team, with a specific focus on supporting vulnerable respiratory patients with cold or damp housing.

The Health Inequalities group have developed a “health inequalities vulnerability matrix” to identify patients most susceptible to experiencing inequalities in health. The tool is being piloted and will be evaluated to identify if it can be used to support a holistic approach to prioritisation of care.

Using insight gained from past activity, including previous appointment data, alongside health and social factors have supported the Health Inequalities group to explore strategies for reducing “Did Not Attend” rates among the Trust’s vulnerable groups.

Detailed analysis of data focusing on IMD 1 & 2 alongside ethnicity has informed improvement plans to target patient communication, appointment letters and accessibility, which will be a focus area within 2024.

Mental Health Promotion and Equality of Access for People with Mental Health Problems

In 2023 the Consultant Nurse for Mental Health and Paediatric Mental Health Liaison Sister have led on several projects to support their roles within promoting mental health promotion and improving access and parity of esteem for people with mental health problems.

The Mental Health Operational Group has extended its membership to include representation from junior medical staff and the emergency department. The group has worked with Kirklees Mental Health Alliance and Calderdale Acute mental Health Forum to engage with service users and carers. This has supported the group to contribute to the patient journey work stream for urgent and emergency mental health care.

The Group have worked closely with the Electronic Patient Record and Informatic teams at the Trust to introduce Mental Health specific tools that lead to an action onto the Electronic Patient Record that could be meaningfully measured.

The Group have used the Whooley questions (recommended by National Institute of Clinical Excellence) for screening for depression in people with long-term conditions and for self-harm in children and young people, into the respective Adult and Child admission assessments.

The Mental Health Operational Group is committed to using the data from the specific Mental Health tools to provide meaningful data of screening and actions taken. The next steps will include agreeing key performance indicators which will be linked to action that impacts the health outcomes and experience patients receive.

Supporting Unpaid Carers

In 2023 the Trust provided a focussed effort to improve the identification of, and support for unpaid carers. This included developing a Carer’s Strategy and supporting local Healthwatch partners to pilot a Carer’s Lanyard to offer unpaid carers a method of being identified during their time within the Trust.

A “Keep Carers Caring” campaign promoted the recognition of unpaid carers across both staff and patient / carer groups, with an emphasis on the inequalities in health unpaid carers experience because of their caring roles.

Initiatives to seek feedback from unpaid carers identified at the Trust have been prioritised, to inform further improvements the Trust can make. The feedback provided rich insight including:

- Most unpaid carers felt a means of identification helped them to feel empowered and to be involved in care planning for their loved one.
- Unpaid carers did not always recognise themselves as a carer.
- Unpaid carers did not always know where to find support or advice in relation to being a carer.
- Being listened to and involved in care planning was important to carers.
- Navigating across a patient journey and different organisations, co-ordinating providers is challenging.

The Trust was invited to share the achievements made in relation to support for unpaid carers with Members of Parliament by John's Campaign in 2023.

In response to the feedback gathered throughout 2023, the Trust is working with partner organisations and the latest insight findings (Carers UK Survey, 2023 and State of Care Report, 2023) to develop improvement actions across the local system which will support identification of unpaid carers, improve the involvement of unpaid carers and initiatives to support unpaid carers to improve their health and wellbeing.

Person Centred Care

Feedback across the Trust has emphasised the importance of providing person centred care and supporting individuals to achieve “what matters most” to them.

The Trust identified that Person centred care can mean different things to different people and developed a shared definition for the Trust to pilot in November 2023.

Engagement with colleagues, patients and carers was completed in December 2023 to understand how asking patients, colleagues, and carers at the Trust “what matters most to them”, may improve their experience. Some of the feedback received included:

Patients:

“Feels great that someone has asked me what matters to me.”

“I feel like I have more control.”

“It feels personal and centred.”

“Good to be included.”

“I want to be discharged safely and to know what is happening to my health.”

Carers:

“We feel happy that someone has asked what matters to us.”

“If everyone is more engaged with our expectations and knew what we wanted, then hospital experience will be better.”

“Hopefully if our expectations are met and someone can talk to me every day so that I know what the progress with my husband is, our experience will be better.”

Colleagues:

“Having this information allowed me to think about strategies to support and achieve the patient goals.”

“Great initiative – something everyone in the trust can contribute to.”

“It allows patients to see a side of health professionals where we are the listeners, and they are the leads in the conversation.”

The person-centred care work programme is due to pilot the shared definition, with a standard for documenting and reviewing what is important to individuals, as the trust ensures the patient and or their carer remains at the heart of decision making and planning of their care.

Looking ahead to 2024/25 the Next Steps Include:

- Strengthening support for colleagues to improve their knowledge and skills in relation to involving people in programmes of work.
- Increasing the use of patient stories at the Trust to capture the patient’s experiences and support colleagues to make improvements informed by what matters most to the patient.
- Expand the reach of Experts by Experience across the Trust to ensure the diverse voices of patients, carers and members of the public are welcomed, heard, and involved.
- Increased representation of Experts by Experience and Patient Safety Partners to ensure service developments and changes are informed by the experience and knowledge of people who use the services.
- Implement the Hospital Discharge Toolkit in partnership with the Local Authority to support Unpaid Carers
- Map CHFT compliance with statutory guidance “Working in Partnership with People and Communities” to inform the review of the Patient Experience and Involvement Strategy
- Refresh the patient experience and involvement strategy embedding inclusion, co-design, and co-production.
- Pilot the Person-Centred Care Definition and Standard and develop further work strands to support person centred care.

- Review the visiting policy at CHFT following the consultation on visiting arrangements and ahead of expected changes to CQC fundamental standards to cover visiting.
- Implement CHFT's response to Martha's Law

Membership and the Council of Governors

Our membership profile

We strive to ensure that we have a diverse membership that is representative of the people we serve and our community. In line with our Membership and Engagement Strategy, we regularly monitor how representative our membership is compared with the most recent census data, using age, gender, and ethnicity demographics.

Due to successful member recruitment events at our local university and a local college during 2023, representation of people from Asian/Asian British backgrounds rose by 2%. These recruitment events also allowed us to increase the number of younger members of the Trust.

Despite this, as at 31 December 2023 the groups most under-represented within our membership community continued to be younger people and people from Asian/Asian British backgrounds, as shown in the tables below. Our recruitment activities during 2024 will continue to focus on under-represented groups, particularly Asian / Asian British.

Under/over representation by ethnicity: Under/over representation by age band:

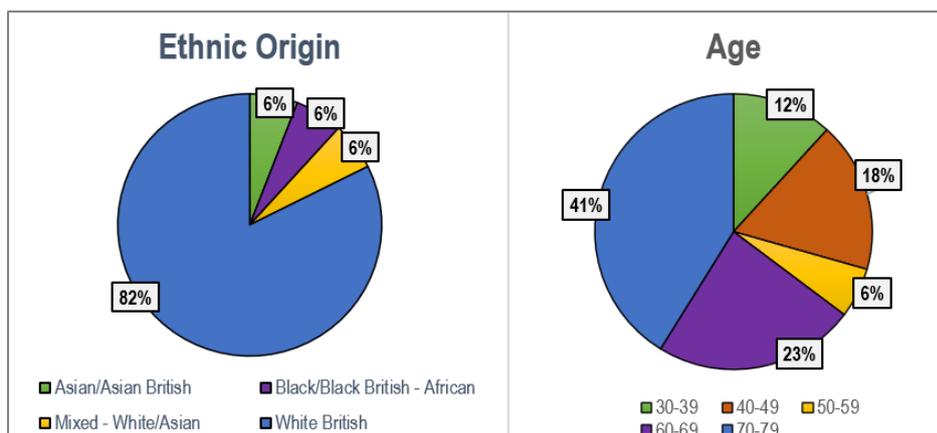
Ethnic group	Under/over represented
White	Over by 4.1%
Mixed	Over by 0.2%
Asian/Asian British	Under by 5.0%
Black/Black British	Over by 1.5%

Age band	Under/over represented
16 - 29	Under by 14.0%
30 - 49	Under by 9.5%
50 - 69	Over by 2.8%
70 and over	Over by 20.7%

Our Council of Governors profile

Analysis of data relating to our elected governors shows that the majority (82%) of them are White British and that almost two thirds are over the age of 60.

This can be seen in the charts below:



We will use our governor elections in 2024 as an opportunity to broaden the diversity of our Council of Governors by encouraging nominations from all groups where there are vacancies during our engagement activities, with a particular focus on Asian/Asian British groups.

A significant achievement in 2023 came with the appointment of two Associate Youth Governors, both of whom are members of the Trust’s Youth Forum. The Associate Youth Governors will help to ensure that younger members of our communities have a voice on the Council of Governors and will offer a perspective to guide the Trust to make decisions and provide services which include everyone and support innovative development of services suitable for future generations.

This development means we have achieved the objective from our Membership and Engagement Strategy for 2023-26 to “recruit members from younger sectors of our communities and introduce a ‘Junior Champion’ figurehead to promote youth membership”.

Engagement Activities

The Membership and Engagement Working Group (MEWG) met three times in 2023. Working in conjunction with the Membership and Engagement team, the group made good progress in 2023 towards the goals in our Membership and Engagement strategy relating to engagement activities between governors and our members/members of the public.

We reintroduced our member events, “Health Matters,” during 2023 and widened the invitation to colleges and sixth forms, which was a successful venture, allowing us the opportunity to engage with younger people.

Our governors are keen to engage with a wide variety of communities, and in September 2023, they each made a pledge describing what they personally would do to facilitate more engagement activities. These will be revisited in 2024 to establish what progress has been made.

During 2023 public governors continued to attend their local Ward Based Partnership meetings hosted by Kirklees Council to forge links with community groups and identify engagement opportunities with those groups in Kirklees.

Similarly, some of our public governors in Calderdale have, during 2023, met with clerks from town and parish councils to create opportunities to engage with community groups across their constituencies.

Summary

In summary, the Trust has significantly increased its activities for colleagues, patients, and the public across all protected characteristics during 2023/24. During 2024/25 working with our partners across both places and the West Yorkshire system we will continue to focus on supporting colleagues from these groups directly and through our networks. We will also continue to strengthen our public and patient involvement work and consider how this impacts on health inequalities.