

Equality Scheme Report 2010

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Introduction

North Bristol NHS Trust (NBT) continues to meet the legal requirements set out under the public duties in the Equality Act 2010. This summary report sets out some of the innovative activities that demonstrate this and meets the requirement to set out the steps taken under the action plan, results of information gathering and how we have used this to deliver our Equality Scheme. The report is a snapshot of the equality work at the Trust which builds on the actions required in relation to legislation. This is not a comprehensive report of all the work within the Trust.

Equality Scheme

- three existing schemes: Race, Disability and Gender were merged and Sexual Orientation, Religion or Belief, Gender Identity and Age added in 2010.
- the Equality and Diversity Committee endorsed the scheme and the Trust Board approved it.
- it was published in accordance with legal requirements, on the NBT website.

Equality Scheme Report 2010 Consultation

- directorates and departments invited to provide details of their work over the previous year.
- patients representatives invited to a meeting and asked to make comments via email.
- staff invited to meetings to give their comments on the equality schemes and action plans or via email. (Chaired by the Chief Executive Office, Ruth Brunt and the Equality and Diversity Manager).
- facilities staff – also asked to make comments, anonymously through a questionnaire.
- staff Equality Group asked to give comments at their meeting and by email.

Key items were fed back and will be considered when priorities are being set for the Equality Objectives in 2011, (full comments received may be seen at Appendix A).

The key points raised in the consultation process will be prioritised to support the Equality Objectives in 2011 and include:

- **achievements** - Acknowledged Equality and Diversity Manager has done an incredible job and covered a phenomenal amount of work over the past year.
- **promotion** - increased publicity is crucial and this has raised the profile of equality activities.
- **involvement** – need for more involvement by other managers.
- **equality champions** - good idea, worthwhile area, especially for the non-executive directors to be involved in.
- **monitoring** - want to see more involvement of equality communities as at Southmead with the new hospital.
- **equality training** – should be mandatory.
- **harassment and bullying** – recognised that a lot of hard work undertaken. However, staff are still reluctant to report it as they feel they will be victimised.

Facilities Action Plan

Estates Building Access

- budget allocation of £60K to improve access in 2010- 2011.
- includes automatic entrance doors at the Cotswold Ward and the AOC, a new ambulance bay and upgrades to footpaths.
- a full list of these works may be seen in Appendix B.

Capital Projects

- linked with the Bristol Physical Access Chain (BPAC) which is hosted by Bristol City Council. This includes those visually impaired, with hearing difficulties, dyslexia and wheelchair users. Issues addressed include wayfinding and signage, finishes, fixtures and fittings and hospital facilities. Logged issues raised by BPAC will include the actions we take once these are agreed.
- user and Access Group - comprises members of the public, many of whom are patients. They advise us on hospital design issues.
- working with Bristol City Council to create the first draft of an integrated strategy capable of serving as a 'roadmap' of intent to demonstrate our commitment to engaging with the community.
- design of the Multi-Faith Centre - actively engaged with our chaplains to ensure that it is appropriate for the needs of all faiths.
- regeneration programme – this targets a number of disadvantaged groups.
- contacted Bristol Multi-faith Forum regarding appropriateness of one of our proposed pieces of artwork and are waiting to hear back from the Somalian Muslim Group.
- events attended in 2010 are in Appendix C which is attached. Information from meetings is used to inform developing design.
- future work - we are committed to listening to the community, creating and fostering a network of organisations and enabling mutual support and

- creative initiatives. NBT will be organising and hosting an event to promote this in 2011.
- we will be targeting Black and Minority Ethnic people (BME) particularly in relation to wayfinding in 2011.

Voluntary Services

- prepared and distributed new questionnaire to ward staff regarding service provided by volunteers.
- contacted Volunteer Bureaux about the recruitment of additional volunteers.
- investigated using interviews on local community radio stations to promote.

Patient and Public Involvement Action Plan

Clinical Governance Directorate

Advice and Complaints Team (ACT)

- monitored equality profile of complainants on harassment and bullying.
- report can be run on demand (using the Safeguard database)
- annual report given to the E & D Committee that identifies recommendations and actions.
- gathered evidence of complaints from patients.
- database updated with information on ethnicity, gender and disability when information provided.
- equality information gathered via ACT questionnaire sent out monthly to complainants.
- profiling and analysis of feedback mechanisms e.g. complaints.
- annual report given to PCT, quarterly Board Reports are produced and monthly directorate complaint monitoring reports to ensure the Care Quality Commission (CQC) Essential Standards of Quality and Safety for complaints are met.
- complaints policy document GC20 revised and updated from an equality perspective.
- information gathered used to inform and shape our future complaints processes.
- impact assessment carried out on Complaints Policy. Found that some groups are not covered by the policy but these are justifiable and include:
 - events requiring investigation by a professional and/or a disciplinary body.
 - events requiring an independent enquiry into a serious incident under Section 84 of the National Health Service Act 1977.
 - events requiring investigation of a criminal offence.
 - disciplinary procedures process of investigation in line with the Trust's Disciplinary Policy.

- a complaint made by another NHS body, relating to the exercise of this Trust's functions (services).
- a complaint made by a member of staff about any matter related to their contract of employment.

Patient Experience

Learning Disabilities (LD) Review

- LD friendly ward feedback card was designed to be visual and written in plain English. This format will now be used across the Trust for patient's whose first language is not English and all other patients as it is easily accessible. The format and style was tested out with members of a LD health group. Feedback received will form part of a ward's action planning process.

'Seldom Heard' Report – Involved consulting “Hard to Reach” community patient groups. The resulting Action Plan defines which equality work to focus on.

- the Action Plan has been discussed within a variety of forums in order to shape work programmes for the patient experience agenda for 2011 e.g. Patient Experience Group, the Director of Nursing, Patient Experience Leads and Patient and Community Engagement Manager. Circulated to LINKs and other key groups for discussion.
- discussed with NHS Bristol to update Action Plan with activities they are undertaking and to form part of the Bristol Equality Health Partnership work programme.
- circulated to relevant NBT service areas for action – follow up email required.
- discussed with Bristol City Council Equalities Unit, NHS Bristol, NHS South Gloucestershire, South Gloucestershire Council and will form part of the Council's Equalities Forum and South Gloucestershire Black and Minority Ethnic (BME) Network work programme.

The next step is to provide feedback to all those who were consulted while further work is being carried out 2011.

- **Outpatient Patient Experience Survey** - A touch screen monitor was set up in Outpatient 2. The survey was translated into Somali and Polish. Equality Impact Assessment (EIA) was undertaken. The numbers completing the survey were low and no action will be taken based on these results.

Fresh Arts Action Plan

During the last year the following work was carried out:

- under represented groups supported by holding exhibitions by community

- organisations at Saplings Nursery, Begbrook Primary School and the Westbury Art Group.
- research carried out in the summer of 2010 to explore the process of change towards the new hospital on local communities. Consequently engagement projects were scheduled to start in May 2011.
 - project with bereaved children carried out in two schools (one primary and one secondary) in September 2010.
 - staff art exhibition, 38 pieces of work were sold.
 - staff Portrait Project: "In Whom We Trust" is an exhibition and soundscape of 24 members of staff.
 - staff morale being improved through the Staff Arts Club with free workshops for all, from singing and sculpture to drawing and felt-making.
 - a communications strategy being developed with the Communications team to widen impact on equalities groups in our catchment area.
 - consultation on the most appropriate signage for the new hospital was not carried out due to insufficient capacity and funding.

Reducing Health Inequalities Action Plan

- policy on "Deprivation of Liberty Safeguards" which affects all groups of vulnerable patients is in place.

People With Learning Disabilities (PWLD) - Risk assessment process implemented and completed for PWLD who are patients. Available on the Document Management System (DMS) and may be completed prior to admission. A monthly snapshot, audit of case notes takes place to assess compliance in completing the risk assessment for all PWLD.

- supporting PWLD in hospital - a resource file has been issued to all clinical areas to provide staff with a wide range of information. This will support them in looking after PWLD. This includes a picture communication aid tool.
- flagging system - clinical coding for any person with a Learning Disability (LD) carried out. This includes anyone who has had contact with the Liaison Nurses, who add information to the Patient Administrative System (PAS). The Liaison Nurse receives a weekly update of admissions by department.
- identified PWLD are contacted by the LD nurses who link with the clinical area, provide advice and enable any reasonable adjustments to be made.
- discussions continue with the PCT to share details of registered people in order to log all known patients.
- the 'i' system reports the number of PWLD who have received treatment in the Trust on a monthly basis. This information is shown by specialty.
- April 2010 - December 2010 approximately 290 PWLD inpatient admissions.
- awareness training sessions provided to a wide range of nursing and Occupational Therapy staff about issues for PWLD.

- “Easy to Read” leaflets provided on DMS e.g. “Going into hospital” (both inpatient and outpatient versions), “Taking your medication”, “Visiting the Emergency Department.”
- consultation with PWLD to identify accessible signage - All “Easy Read” leaflets are reviewed by service users prior to implementation.
- signage for toilets are to be reviewed as part of dementia action plan.
- NHS South West conducted a series of peer reviews. The findings will form the basis of an action plan to improve services for PWLD.
- ward Resource Packs to Support Patients with Learning Disabilities – Delivered to all wards. This has key information to support staff managing patients with LD. These include copy of an easy to read leaflet on:
 - What is a Learning Disability?
 - Mental Capacity and Consent Information.
 - Contact Information for Learning Disability Teams.
 - Good Practice Guidance.
 - Discharge Guidance.
 - Directorate Lead Information.
 - Risk Assessment Guidance.
 - Advocacy.
 - Carers’ Information.
 - Posters.
 - Leaflets
 - Easy Read Information and Guidance

Medicine

- diabetes - the Diabetes unit has moved into the Monks Park House building on the Southmead site. The unit is accessible to all and disabled access was considered throughout.
- care of the Elderly - part time consultant employed. The recruitment process adhered to Trust Policy ensuring equality and diversity was considered throughout.
- all areas - all specialties in Cluster 4 focusing on eliminating discrimination. This is actioned and monitored by the Assistant General Manager, Matron and Specialty Lead for each area.
- immunosuppressed service - the proposed service offers patient choice and equitable access to a surveillance service for transplant patients. The aim is to provide continuity of care with experienced professionals at a one stop clinic and limit the number of visits for patients who currently experience difficulties.
- accommodation - Equality Impact Assessment on “Bed Reconfiguration” within the Medical Directorate and transfer of services across sites
- redeployment - all staff successfully redeployed through NBT redeployment process.
- length of stay - reduction initiatives, including introduction of seated assessment area and cardiac outreach nurse to avoid misplacement of patients

Renal Action Plan

Renal and Transplant Directorate - The Renal Unit sits under the Medicine Directorate and covers Cardiology, Stroke, Dermatology, Respiratory, Diabetes and Care Of the Elderly. Their action plan is driven by the Care Quality Commission (CQC) Commissioning for Quality and Innovation (CQUIN) and Equality Scheme. In 2010 Renal completed all its action points which were to:

- upgrade facilities to ensure single sex accommodation Ward 103
- merger of E Ward and CCU at Southmead and relocation to Ward 2.
- upgrade of facilities to ensure single sex accommodation Ward 106.

A summary of the work being currently undertaken by the Directorate includes:

- Outpatients - two patient surveys undertaken looking at outpatient appointments, i.e. quality of service, length of time waiting in the department etc.
- outcome - a third receptionist employed. Thus the Reception Desk is staffed at all times, all telephone calls are responded to within a timely manner.
- answer phone installed for patients for out of hours messages which are picked up the following morning and actioned accordingly. This has resulted in the DNA rate reducing.
- peripheral clinics at Bath, Weston and Frome improved patient experience.
- currently commencing iron infusion clinics in satellite dialysis units to ensure the release of day case beds.
- bookmark system ensures patients see dieticians. Dieticians provide daily lists to reception staff and bookmarks are inserted into the patient notes. This has seen an increase of approximately 80% of patients being seen.
- new educational booth set up at Renal Outpatients to help patients understand their condition. Available in a number of languages and has subtitles and audio facilities. Touch screen technology gives information on their health, how to book holidays when on dialysis, how to keep well before kidney transplants and contact details for patient interest group. The two touch screen computers allow patients to view information on DVD's, access web links and print leaflets and information.
- In-patients - developing 'interfacing' handover sheets for all staff that links into the Proton screen.
The purpose is to ensure that duplication does not occur. (Previously this led to a disjointed understanding of patient's care and could have prolonged their in-patient stay).
- daily ward rounds have reduced length of stay for patients on both T and Carrington Wards. This has also brought about a more focused MDT meeting which identifies problem areas relating to the patient's discharge. Where the discharge process is delayed, i.e. waiting for a scan or endoscopy, this is followed up by the Assistant General Manager (AGM) with the appropriate directorate.

- privacy and dignity improved by splitting T ward into female and male bays.
- video call service provided for parents at Southmead, who have undergone live organ transplants, to their offspring at Bristol Children's Hospital (Laptop computer and mobile data equipment was purchased using charitable funds for this).
- Cossham - the plans for the new hospital are well under way. This will have a new 25 station Dialysis Unit. In line with the NSF whereby patients will be able to have dialysis closer to home and increased flexibility, such as being able to dialyse either in the morning, afternoon or early evening.
- Home Dialysis Team – provides a more individualised home delivery service. This includes phone or e-mail contact to assist patients with their stock levels and ordering of essential dialysis equipment.
- home haemodialysis possible for shorter hours to allow more flexibility around their work and social/home life.
- recently commenced nocturnal dialysis for a small group of patients.
- Education Team worked with a patient with learning disabilities. Patient's mother trained so that the patient can receive APD overnight at home.
- group education meetings with patients to support them in the move from paediatric to adult care. This is done via open evenings and 1:1 patient meetings with relatives.
- patients are given choices and options in relation to dialysis treatments, transplantations and conservative management.
This service is provided by way of 1:1 meetings, home visits, option sessions and comprehensive literature.
- Education Team ensures that appropriate translators are available for patients whose first language is not English and sign language interpreters for patients with hearing disabilities.
- patient consultation - bi-monthly meetings held with patients under the umbrella of the Patient Forum. It includes representatives of all equality communities. Items discussed include recently undertaken audits, results of patient surveys, new policies etc.
- Workforce Plan 2009-2014 updated to ensure that the directorate develops the workforce.
Competencies will be developed to underpin the performance, development, training and skills acquisition of all staff, ensuring that they receive the support to continuously improve their skills.
- the Directorate engages staff in the delivery of its aims and objectives and ensures that all staff have the opportunity to put forward their ideas.
- appraisals - most managers have attended appraisal training sessions to ensure that staff receive a personal development plan, suitable for them and for their role.
- communication - notes from meetings such as the Management Team, Dialysis, Audit, and Clinical Governance are all available on the Renal Drive; this enables all staff to keep up to date with what is happening around the Directorate.

Communication Aid Service (CAS) - provides a Communication Aid and Computer Assessment service to inpatients at Southmead, Frenchay and on a regional outpatient basis service for people living in the South West. This includes:

- assistive technology which enables communication of patient's wishes when they would not otherwise be able to do so.
- allows participation in decision making irrespective of their diagnosis and in accordance with the Mental Capacity Act 2005 and end of life planning, to regain independence and in many cases return to work.
- provides patients with adapted nurse call alarms, using switches, if they are not able to use the standard nurse call system, because of physical impairments.
- outpatients are referred to the Service by their local Speech and Language Therapists.
- assessment takes place either at the Centre or in patient's homes.
- CAS currently working with IT department to provide services to patients via video conference. This will enable people to receive the same standard of care if they are unable to travel to Bristol.
- new products produced with Innovations team to enhance the standard of patient care for the inpatients and outpatients.
- Frenchay Alphabet Board (FAB) - an infection control compliant spelling board, for people with physical disabilities. Produced with commercial design company.
- over the next year CAS will be providing an information leaflet on the type of communication aids available to staff, which will be added the NBT website.

Communications Action Plan

- NBT website was redesigned in 2010 and information was reviewed and submitted for the new pages.
- Patient Information Leaflets - rationalised (in excess of 600 leaflets to approximately 400).
- leaflets clearer - key sections contain colour images improve overall accessibility.
- Interpreting Services - 500 calls received by telephone interpreting service. This provides 24/7 access to a qualified interpreter for patients whose first language is not English.
- members of deaf community requested an out of hours service for those requiring British Sign Language (BSL) translator.

Women's and Children's Health Directorate Action Plan

Maternity

- NHS Maternity Survey 2010, conducted by the Picker Institute, showed significant improvement since the previous survey (2007).
- NBT found to be significantly better (in comparison to other Trusts) than average on 28 questions and have developed an action plan to address the 3 areas which scored lower than average.

Awards

- Bristol is now the first Baby Friendly city in the UK. This is a partnership with CCHP and NHS Bristol. A significant achievement for a large city.
- Department of Health commendation on language access and work promoted as an example of good practice throughout the UK.
- Female Genital Mutilation (FGM) - Commendation from the SHA and Bristol Safeguarding Children's Board for addressing this unlawful practice.

Language Access

- short DVD has been produced to encourage women to access maternity care early in pregnancy and informing them of their choices for place of birth.
- 'For women planning or expecting a baby' has subtitles in 12 languages in addition to sign language. Resources in Polish have also been developed and distributed throughout the hospital and community.
- following a pilot, all clinical areas are now set up with Language Line, with 24/7 access to over 170 languages in a more streamlined and accessible way.
- 'My Pregnancy My Choice' communication folder for women with learning disabilities (WLD) in all clinical areas.
- maternity care plan/assessment of needs tool ensures individualised care to WLD.
- hearing or sight impaired women - specific resources developed. Care plans developed in partnership with all disabled women.

Antenatal Care

- Somalian women - classes and local road shows to raise awareness of importance of presenting early in pregnancy and healthy lifestyle choices when pregnant.
- pregnant teenagers - weekly Antenatal Clinic. Run by Teenage Pregnancy Specialist Midwife. Young parents to be, (including teenage fathers) have the opportunity to discuss their care needs.

- Includes signposting to other agencies, information about pregnancy and parenting. A pre-CAF (Common Assessment Framework) assessment is started.
- evening session for young parents to prepare for labour, birth and parenting, based around an educational outreach programme. Cover nutrition, diet, relationships, home safety, hygiene, attachment and communication along with aspects of antenatal care, labour and birth.

Breastfeeding

- Bristol Breastfeeding Peer Support Service (BBPSS) provided by Barnardo's in partnership with NBT. Aim to 'op out' rather than 'opt in' offers additional support to those mothers who do not normally receive the support of friends and family when breastfeeding and all mothers in the twelve areas of NHS Bristol that have the lowest breastfeeding rates. (The majority of teenage mothers in Bristol live in the twelve areas with the lowest breastfeeding rates and so will be part of the BBPSS).
- twelve peer supporters from the local communities have been trained by Barnardo's to provide this service which was launched in December 2010. There is an increase in breastfeeding initiation rates and the 6-8 week breastfeeding rates in the target areas.

Female Genital Mutilation (FGM)

- all midwives received training, guidelines developed and systems in place to ensure that the implications are discussed within local communities. Child protection concerns highlighted, documented and communicated between all health professionals.

Training

- vulnerable people - training for all midwives to provide highest quality of care to vulnerable women and their families e.g. those subject to domestic abuse, substance misuse, women in prison, sex workers, asylum seekers and those experiencing mental illness. In line with NICE guidance.

Birth Centre

- developing first free-standing Birth Centre in Bristol at Cossham Hospital, (due to open summer of 2012) offers women in the local community and further afield an additional choice of place of birth in a homely and relaxed midwife led environment.
- aims to bring care 'closer to home' for many healthy pregnant women, affording ease of access to midwifery services in the locality.

Tours - Increasing Access

- tours around CDS (Central Delivery Suite) and the Birth Suite offers an opportunity to get the real feel and 'vibe' of the place. This helps women to know what to expect and reduces anxiety and fear of the 'unknown'.

- fully trained volunteers from the local community undertake the role of guides.

Bristol Centre for Reproductive Medicine (BCRM) – the BCRM maintains its position well above the national average. Following an import of donor sperm we have also been able to open our services for more patients, including single sex couples and for single women.

- egg freezing service for oncology patients and others enabling women to preserve their fertility prior to cancer treatment etc.
- 'Open Evenings' offered for prospective patients give introduction to the Centre. It helps alleviate any fears they might have about procedures and treatment.

Gynaecology

- gynaecology outpatient and inpatient departments have access to patient information in a number of languages and access to an interpreter or language line.
- an individualised and holistic plan of care is produced in partnership with medical and nursing staff for any patient with specific individualised need e.g. Trans women.

Neonatal Intensive Care Unit and Specialist Paediatrics (NICU) and Specialist Paediatrics

- Fabio Frog software (patient satisfaction and feedback software) developed in collaboration by Priority Research and Manchester Children's Hospital. Collects real time data and information about service user experiences, which can be rapidly responded to.
- allows questions to be adapted for stage of development to be suitable for children of different ages, siblings and parents with learning difficulties.
- questions are available in 11 community languages.
- may be used at the bedside, in clinic, in a specially designated kiosk or in community settings and homes.
- accessible for all parents, children and young people and siblings.

Community Children's Health Partnership (CCHP)

- developed a weighting tool for the allocation of professions across the three Bristol Areas based upon English as a second language and housing tenure. The tool has been shared with the DOH to benchmark it with other workforce allocation tools.
- reallocation of Child and Adolescent Mental Health Services and Paediatric teams (CAMHS) and Paediatric teams across the Bristol Areas, ensures every area can provide appropriate equitable access at point of need.
- range of leaflets provided in numerous languages.
- funded translation service for Health Visitors in Bristol.

- 292 translations offered in 22 different languages (April to December 2010).
- 24 hours a week of translation clinics in health centres across Bristol, mainly providing Somali and Asian language interpretation.
- Somali link worker recruited for work in East and Central Bristol.

Access for Disabled People

- CCHP Estates strategy completed in April 2010.
- contains a full Disability Discrimination Act (DDA) review of all CCHP estate, developments and plans for developments ensuring DDA compliance and consultation with service users.
- equitable access across South Bristol - CAMHS services at Osprey Court Hartcliffe and Knowle clinic. Knowle ensures widest accessibility for all service users in South Bristol.

Consultation and Partnerships

- Children and Young Peoples Services (Bristol Local Authority) and Community Children's Health Partnership (CCHP) Women's and Children's Directorate undertook a local consultation regarding the development of the Ilminster Avenue specialist children's centre in South Bristol.
- Children's centre developed in a purpose built school for Disabled children.
- CCHP partnership with Wellspring Community Healthy Living Partnership, Barton Hill School and the Barton Hill Settlement ensures we are responding to community needs in East and Central Bristol.
- Gender, Age and Ethnicity - partnership with Barnardo's to ensure children have a voice in the development of services that meet their specific needs. Charter developed by services users for service users, the charter specifically covers gender specific requests, dignity and respect, age appropriate information and comfortable, accessible services see: www.nbt.nhs.uk/cchp
- young person's panel involved in recruiting a number of clinical staff at interviews. Findings show positive feedback from interviewees on the experience and how it helps them keep the child in the centre of their responses.
- CCHP management and Barnardo's working successfully with East and Central CAMHS and Paediatricians to consult with families, referrers, clinicians and stakeholder agencies to identify the barriers families face in being able to attend their appointments and look for strategies needed to facilitate attendance.
- 71 families have been contacted and 19 have agreed to be interviewed by Barnardo's staff.

Substance Misuse

- 'Your Welcome' toolkit implemented by CAMHS and school nursing services across Bristol and South Gloucestershire.
- tier 4 substance misuse service submitted 'Your Welcome' toolkit for assessment.

Complaints

- CCHP funded a Barnado's post to work directly with NBT Advice and Complaints Team (ACT). Children and young people have age appropriate advice, signposting and guidance on how to complain and a liaison point for questions regarding issues of concern.

Workforce

- partnership with Barnardo's and their HR partner to ensure that the workforce reflects the diversity of the local population and is culturally competent.
- training event on the Equality Act 2010 held including equality impact assessments. Developed an equality impact assessment toolkit to ensure all aspects of equality and diversity are considered in the development of new services and service level agreements with our partners.

Working group set up to develop strategies to tackle under-representation at work includes:

- working with Barnado's to recruit a workforce that reflects Bristol population so that CCHP can share steps taken to encourage under represented groups to apply for our posts.
- South Bristol college students placed on work experience.
- looking to pilot the Modern Apprenticeship Scheme, targeting schools within East/Central and South Bristol.
- raising the profile of CCHP within the local communities including strengthening links with local organisations and sharing best practice/resources.

Procurement

The Procurement Strategy runs from 2008 - 2014.

- contractors must ensure that they comply with all current employment legislation and do not unlawfully discriminate on the grounds of the protected characteristics.
- process of pre-qualification assessment includes a requirement for all suppliers to provide policies and procedures to show they are compliant on equality.
- procurement practice updated to comply with the new Guidelines.

- NHS contract terms and conditions revised to incorporate a clause that addresses unlawful discrimination.
- supplier Pre-Qualification Questionnaire (PQQ) revised to ensure that it complies with current guidance and legislation. Incorporated into our new eTendering documentation.
- questionnaire marries with that used by the Office of Government Commerce (OGC).
- we also follow the OGC Guidance on Fair and Equitable trading in our procurement practice.

Recruitment, Retention and Progression Action Plan

Human Resources

ASK HR is a new model which was established in July 2009 when HR Partners were introduced, they are involved with and advise on developments in their areas on the following:

- appraisals - auditing progress, identifying hotspots, putting plans in place to address issues.
- formulating Staff Attitude Survey and stress action plans.
- working with Directorates to identify organisational change opportunities to release CRES (Cash Relief Efficiency Savings) to prepare for the new hospital.

Communication

- service user forum for Ask HR established to develop continuous improvement service provision for staff and managers.
- latest news on the home page of the portal alerts managers and staff to any developments that may be of interest.
- promotional material is being improved to increase clients' awareness.
- raising awareness to encourage use of the HR Portal and resolve routine queries with line managers in the first instance.
- telephone calls are received on a managed basis to provide a faster and thorough response. There has been a steady turn over of calls received on a month by month basis.

Breakdown of Calls

During 2010 ASK HR received 2082 queries which related to HR policy and procedures. Appendix D shows formal case activity for 2010.

- 40% of these queries were in relation to sickness
- 16% Maternity
- 7% Discipline

Month	In bound Calls	Grade of Service Answered within 3 rings	Abandon Rate
		(Sla 80%)	(Sla 5%)
November	728	97	8
December	722	97	4
January	873	91	8
February	912	76	4
March	895	99	4
April	790	85	6
May	652	96	10
June	647	85	7
July	690	85	9
August	595	98	4
September	676	81	13
October	672	96	12
Rolling YTD	8852 calls	90.5%	7%

Figure: Shows Calls Received from October 2009 – October 2010

Equality monitoring

- nearly 50% of callers were not categorised (this is different to not stated).

Of those that were categorised:

- 41% were White – British.
- almost a third of callers were female.
- 1.4% were disabled.
- 20% were heterosexual.
- 9 were gay - a third of these queries were in relation to Harassment and Bullying. Although numbers of calls were relatively low.
- 7 were lesbian.
- 5 were bisexual.
- 15% were Christian – the majority of these queries related to Sickness, Disciplinary and Capability policies.
- Male callers did not query the Equality and Diversity, maternity or parental leave policies.

The Harassment Advice Line was launched in August 2009 and advisers were trained to support staff on request (see later in this report).

Policy Development Work

- new draft Sickness Absence policy and user guide completed and launched.
- actions agreed to support the reduction in sickness levels in hotspots in Renal, Critical Care and Musculoskeletal Directorates.
- review of NBT generic job description content and NBT contract of employment content and review of leavers questionnaires, which are processed by the Employee Relations Manager.
- the contract has been refreshed and awaits sign off by the Joint Consultative Negotiating Committee (JCNC).
- capability policy and user guide launched. Manager drop in sessions arranged on this for the New Year 2011.
- redeployment policy and user guide updated and launched. Drop in sessions, designed to help managers effectively support and manage redeployment offered. A comprehensive communications strategy implemented to ensure awareness.

Training

Sickness Absence awareness sessions continue to be delivered Trust wide, planned to continue for new managers includes:

- How to do an effective OH referral.
 - How to do effective Return to Work interviews.
 - Managing Disabled staff.
 - Managing staff with mental health conditions.
 - Discipline – Investigation skills training developed by ASK HR and Learning and Development and rolled out as part of the Management Skills program.
- drop in sessions held to reduce number of queries.
 - ASK HR staff - receive ongoing development, secondments and training supporting career path aspirations.
 - series of employment law sessions arranged with NBT solicitors for ASK HR and HR and D Partner teams arranged and continue in 2011.

Harassment and Bullying Advice Line Service

- harassment and bullying initiatives continue. Directly link into the Trust's Big 5 organisational objectives.
- a report of this work was presented to the Equality and Diversity Committee in October 2010.
- quarterly reviews of the service with input from the Staff Side unions and other departments, such as the Counselling Service, focus upon continuous improvement.
- regular supervision sessions for all harassment advisors facilitated by the Counselling service.

- user satisfaction surveys to obtain feedback on their experiences of the service.
- Harassment Advice Line received 46 calls, averaging 4 calls per month
- 1 of these calls progressed to a formal case. (Indicates service is contributing to informal resolution in reported instances of harassment and bullying).
- highest use of service = Clinical Core Services, Medicine and Women and Children.
- all formal cases are logged by ASK HR service. (Prior to the launch of the advice line and harassment advisor service, 8 cases were live).
- since November 2009 nearly 60% of the reported incidents were in relation to 'staff on staff' incidents. 85% of calls received have been recorded as 'other' as the incident did not fall within a statutory category.
- Race, 3 reported incidents.
- no case has resulted in formal disciplinary action.
- many cases have recommended corrective measures such as counselling or mediation.
- training - how to prevent and manage cases of Harassment and Bullying delivered to managers' monthly basis. Covers legislation and protected characteristics.

Future Plans - A cycle of continuous review and improvements will take place to determine the development of the service in the next 12 months. In the interim, the following actions are planned:

- continue to deliver management workshops to prevent and effectively manage harassment and bullying in their departments.
- continue to raise awareness of "staff on staff" incidents through briefings at Directorate meetings.
- develop regular promotional articles in message of the day, the bulletin, "Insite" etc.
- raise awareness in areas that the service is not currently utilised, particularly in Corporate and Community departments.
- consider establishing an email address for advice service, as an alternative means of communication for staff who feel they are suffering from harassment and/or bullying and who do not wish to meet with an Harassment Advisor.
- recruit and train further harassment advisors to strengthen the service.

Other HR Equality Work

Staff Attitude Survey - Findings showed:

- 7% of staff said they experienced discrimination in the last 12 months (a consistently low figure over the last few years).
- Disabled staff felt their suggestions were not being taken up. (Consequently additional actions were added to the Equality Action plan).
- numbers of staff receiving equality training has increased (although this figure is still low).

- Equality and Diversity Committee requested that the survey includes Sexual Orientation and Religion or Belief in the monitoring section. (To be included in the next survey).

Staff Engagement

- Trust Staff Engagement Development Steering Group (SED) was set up as a key forum to drive improvements in the Staff Attitude Survey.
- Equality and Diversity agreed as key underlying principles in the staff engagement drivers.
- this work will lead to the creation and implementation of strategies that deliver the ‘Working together’ change programme and Big 5 objective, “Great Place to Work.”
- the Equality and Diversity Committee is obliged to report any actions that relate to the Staff Attitude Survey or implementation of the NHS Constitution.

Equality and Diversity Manager Work Summary - The main highlights below show something of the wide range of work undertaken in 2010 by the Equality and Diversity Manager. Many of these are completed actions set out in the Equality Scheme.

Equality Impact Assessments (EIAs)

- a number of EIAs were carried out and endorsed for publication.
- process reviewed and updated including adapting the new forms from NHS Employers.
- NHS constitution incorporated.
- newly devised check list added to the intranet.
- training reviewed, researched and delivered to over 30 key staff.

Single Equality Scheme

- consultation with staff and patient representatives compiled.
- new scheme encompasses previous schemes for Race, Disability, Sex and includes: Sexual Orientation (Lesbian, Gay, Bisexual and Trans) Religion or Belief, Age and Gender Identity
- scheme published in accordance with the legislation. See: <http://www.nbt.nhs.uk/pdf/Equality-Scheme-May2010.pdf>
- action plan is at this link: <http://www.nbt.nhs.uk/pdf/SES-Equality-Actions-Aug-2010.pdf>

Equality Scheme Action Plan - Equality section

- Staff Equality Group – Covers all the equality strands.
- met 4 times in 2010, commented on the Single Equality Scheme and contributed to the Equality events throughout the year.
- Black and Minority Ethnic (BME) - Black History Month (October 2010) celebrated with display of photos of staff and information about them and

- their job roles at NBT. (Organised by the Practice Development Trainer, Mooi Tay).
- Bristol Black History Archive exhibition on show in the restaurants.
- SHA Mentoring Event for BME Staff Grades 5 -7 – Advertised widely to encourage BME staff to develop their careers paths.
- NHS BME Network for staff – NBT affiliated to this national organisation.

Gender

- conferences on “Women and low pay” and “Women in prison and what happens after release” were advertised to all staff.

Disability

- World Mental Health Day 10 October 2010, celebrated with a display in restaurants and on Message for the Day.
- International Day for Disabled people marked with displays on “Looking After Yourself.” (Organised by Vicky Cooney from Employment Services).
- guidance documents produced, circulated and published on the website:
 - “Good Communications”
 - “Positive About Disabled People.”

Sexual Orientation (Lesbian, Gay, Bisexual)

Lesbian, Gay, Bisexual and Trans (LGBT) History Month celebrated with:

- “LGB law and Homophobia” seminar.
- exhibition of well known LGBT people.
- World AIDS Day marked with a display in the restaurants. Donations of £60.06 given for red ribbons for the Terrence Higgins Trust in Bristol. (Organised by Jane Broughton HR secretary).
- “Healthy Lives” project - NBT one of only 19 other Trusts to secure a place on this organised by Stonewall, UK’s largest voluntary Lesbian, Gay and Bisexual organisation. Purpose to promote equality for patients and staff. Action plan was approved by the Equality and Diversity Committee for this.
- LGBT 10 Standards - a list of actions to work towards compiled. LGBT members of the Staff Equality group were consulted on this.
- Bristol PCT training on Sexual Orientation attended by a number of staff from NBT.

Religion or Belief

- Chinese New Year was celebrated with a display. (Organised by Mooi Tay).
- Chinese food was offered in the restaurants at Frenchay and Southmead.
- Ramadan - Fact sheet relating to the festival of Ramadan circulated to General Managers, Heads of Nursing and the Trade Unions.

The Sanctuary (Formerly the Chaplaincy)

- provide training placement opportunities for students from Theological Institutes i.e. the Markfield Institute for Higher Education (an Islamic foundation) Leicestershire.
- recruiting potential chaplaincy volunteers from faith groups represented in the Bristol, North Somerset and South Gloucestershire (BNSSG) geographical area.
- engaging with representatives of the Council of Bristol Mosques to agree policies and protocols relating to foetal and infant loss.
- engaging with the Sikh community in Bristol to facilitate a week of prayer for hospitals, November 2010.
- liaising with faith communities regarding specific areas of concern regarding funeral rites.
- developing ways of appointing ‘honorary healthcare chaplains ‘ from faith communities represented in BNSSG.
- providing advice and resources to NBT staff on all matters of religion, belief and non-belief is continuing work.

Gender Identity

- guidelines compiled and sent out for consultation with Trans people in the community and on staff group.
- “Top 10 tips” leaflet – to welcome Trans people distributed to relevant departments e.g. Admissions.
- “Transsexuals the law and Transphobia” seminar offered as part of LGBT History Month.
- exhibition of positive images of notable Trans people included in display for LGBT History month.

Age

- Age Discrimination conference promoted to staff.

Monitoring

Annual Statistics Report

- compiled relating to the equality profile.
- published as required by law. This can be found at:
<http://www.nbt.nhs.uk/pdf/Annual-Equality-Stats-Monitoring-Report-2009.pdf>

The Equality and Diversity manager provided information to a number of bodies to ensure that the Trust is compliant for example:

- Strategic Health Authority (SHA) – The Equality web audit form was completed. The Trust was found to be compliant and to meet its legal duties.

- Care Quality Commission - Detailed information on equality was provided by the required deadline.
- ALE - Auditors Local Evaluation.

Patient Monitoring

- devised Equality monitoring form for admissions for Patients Administrative System (PAS).
- provided list of protected characteristics to ensure included in new Cerner system.

Community Development - The Equality and Diversity manager attends a number of meetings, conferences and training events to support the equality work within the trust and also to provide support to diverse community groups. This includes:

- South West Strategic Health Authority SHA – Conference and Regional Equality and Diversity meeting and Single Equality Scheme consultation.
- Bristol City Council - Widening Talent Conference (BME Staff).
- Bristol PCT - Sexual Orientation and Gender Identity training.
- Bristol PCT - Stakeholder meeting (LGBT).
- Bristol Health Equality Partnership Meetings.
- Equality Practitioners - for all Public Bodies in Bristol.
- Corporate Equality Forum South Gloucestershire Council.
- South Gloucestershire - Partnership Against Hate Crime.

Equality Training – The following were devised and delivered by the Equality and Diversity Manager:

- Equality Impact Assessment Training – for NBT Staff, including HR Partners and Ask HR, over 30 people.
- Equality Act 2010 – training for Trust Board. Focus on changes, responsibilities and benefits.
- Two Ticks training – given to Employment Services staff and NBT Extra.
- Equality Law training – Level 4 Nurse Practitioners.

Publicity – The profile of equality issues were raised through a considerable amount of work within the Trust. The Staff Equality Group, internal equality events like Black History Month, International Day for Disabled People and LGBT History Month, external conferences and training events were all publicised via:

- Message for the Day, a notice that is displayed when a Trust computer is opened up.
- electronic notice boards.
- Weekly Bulletin.
- all staff emails.
- General Managers, Heads of Nursing and Trade Unions asked to distribute.

- “Insite”. NBT Magazine.
- Bristol PCT Equality Newsletter.

Promotion on Message of the Day includes:

- equality E-learning Programme.
- Type Talk (to increase access for people with hearing impairments).
- Equality Act 2010.

Other Work

- Equality and Diversity Policy – updated to include all the protected characteristics and meet the statutory obligations. Approved by the Joint Negotiating and Consultation Committee (JNCC).
- harassment – statement formulated for inclusion in staff contracts re unacceptable behaviour and all the protected characteristics.
- patients - worked in partnership with the Patient and Community Engagement Manager on research into Seldom Heard Groups. A feedback session will be organised in 2011 to report back to those who participated.
- Recruitment and Selection Training reviewed and equality information updated for Learning and Development.

Equality and Diversity Committee - Met four times in 2010 and made recommendations and reports to the Trust Board. The Committee agreed a note of thanks to be recorded for the Equality and Diversity Manager for all her hard work in driving forward the equality agenda. Invited speakers focused on the following topics:

- new hospital - Consulting on Access - Tricia Down, Deputy Director, Directorate of Projects.
- update on provision for people with Learning Disabilities – Emily Greentree Liaison Nurse.
- Seldom Heard Groups Project – Juliet Winter Patient Participation and Involvement Manager.

Reports received by the Equality and Diversity Committee included:

- annual Harassment and Bullying report.
- “Mindful Employer” – Charter for Staff Mental Health.
- Trust Board Equality Champions.
- 10 LGBT Equality Standard.

The Committee also:

- Staff Attitude Survey - agreed to request inclusion of Sexual Orientation, Religion or Belief and Gender Identity in the monitoring section at an extra cost.
- Equality Delivery System – Endorsed the NHS Employers “Equality Delivery System (EDS) that covers patients, public health, legal compliance, workforce and leadership issues. The Trust Board recommended to sign up to this.

- EIAs - were discussed and approved for publication.
- “Mindful Employer” initiative – Agreed to sign up to this and seek a Champion to drive this work forward.
- Trust Board Equality Champions – Endorsed by the E & D Committee and submitted to the Trust Board for consideration.

Briefing papers - These were accepted on:

- Equality Act 2010 summary.
- Pre Employment Health Questionnaires.
- Positive Action in Recruitment.

Learning and Development Action Plan

Equality and Diversity is embedded in the training programmes offered by the Staff Development Department. Below are some examples.

- Health Care Assistant (HCA) Induction - Holistic Care, Communication & Equality units.
- National Vocational Qualification (NVQ) Level 2 & Level 3 training - All units - HCAs are informed of the Trust’s Equality and Diversity Policy:
 - Clinical Skills Training.
 - religious belief and blood transfusion.
 - sampling blood from patients with darker skin.
 - checking for pressure ulcer in patients with darker skin.
 - getting a valid consent from patient with communication barriers.
 - recording ECG of a patient with amputation/nipple ring.
 - additional time during Calculation tests.
 - using blue colour test paper for candidates with dyslexia etc.
- access to 'Brush up your Skills', 'Improving your Writing / Stage 1 Study Skills - open to all staff with the majority take up being Bands 1 - 4 staff, for example domestics, porters, catering etc. These staff groups historically did not have the same access to development as staff performing clinical roles have had. Sessions times and length of course to suit cohorts working time and type of role.
- Advanced Study Skills Sessions - open to all staff going on to do further and higher education. The majority take up is from nursing about half of whom are from overseas, plus some male nurses and Operating Department Practitioners. 4 whole day sessions over 4 weeks with an individual tutorial session.
- NVQ in Customer Service and Business Administration - This qualification also has units on Equality and Diversity and is open to all staff whose roles can provide enough evidence. The majority uptake is from clerical and admin, receptionists, porters, domestics. Assessor contact to suit candidates working hours.
- National Certificates in Literacy and Numeracy at Level 2 - Open to all staff, involves self-directed learning with tutor support.

- The majority take up from HCAs needing numeracy as an entry criteria for nurse training or Trainee Assistant Practitioner (TAP).
- Conflict Resolution (Dealing with Violence and Aggression) now a mandatory subject for all staff - half day and whole day sessions and bespoke sessions delivered in work areas.
 - City and Guild Level 4 Higher Professional Diploma in Health and Wellbeing - for all Level 3 HCAs. Units include Equality and Diversity.
 - Appraisal and Knowledge Skills Framework update - open to all managers/supervisors who carry out appraisals. Incorporates the necessity for treating all staff fairly and giving equal opportunity.
 - Job Application and Interview Skills Training – new courses for staff who are “at risk” and on the redeployment register. This could be through organisational change, sickness, bullying and harassment etc. Similar to disabled applicants they are offered an interview if they meet all of the essential requirements on the person specification, in line with the new redeployment policy. The course covers treating people with equity, in line with Trust policies and procedures.
 - Preventing and Dealing with Harassment and Bullying Training – for managers/supervisors on how to deal with these issues. Addresses legislation e.g. Equality Act 2010, Protection from Harassment Act 1997 etc.
 - Recruitment and Selection – For managers/supervisors who interview. Covers equality legislation as well as consistency and fairness in questioning.
 - IT Training – How to ask for names (e.g. family name, first name) is also covered. The relevant fields identifying need for interpreting services are explained. To ensure that NBT collects ethnic origin to establish a baseline for identifying changing patterns of disease and generate greater awareness and understanding amongst staff.
 - Management and Leadership – Currently, management courses comprise the ILM Level 4 Award, ILM Level 3 Award in Management and ILM Team Leading award. Equality and diversity form an integral part of these courses.

Future - There is a plan to identify the equality profile of those candidates who access training using the Learning Management System.

Staff Well Being Action Plan

The majority of the Equality Scheme Actions were completed in 2010 in relation to Staff Well Being.

- some work has been carried out on Mental Health Awareness.
- data is being collected before submitting a report to the Equality and Diversity committee.

- encouraging Healthy Eating promoted through providing information on the new Health and Well Being (H&W) internal webpage. There are links to external support and information.
- information provided on healthy eating is inclusive for all faiths.
- encouraging exercise - Information about how to get fit, exercise on H&W internal webpage with links to external support and information.
- Disabled people - Information provided on exercise is inclusive.
- alcohol awareness – Provide information about alcohol on H&W internal webpage with links to external support and information.
- Men's Health –publicised Men's Health Week on Message of the Day, electronic bulletin and the H&W webpage.

Monitoring Action Plan

Information Management and Technology (IM&T)

Over the past year IM&T has focused on the following key elements:

- technology available to support disabled people.
- data collection for health across BME groups.
- staff data via the Electronic Staff Record – BME, Disability etc
- multi-lingual patient survey software.
- staff survey – IM&T specific.

This work has impacted on the IM&T Strategy and Annual Work Plan.

Next Steps

The outcomes of the work carried out over 2010 and the gaps in the action plan will be analysed to formulate new actions under the Equality Objectives in 2011. These will be consulted on with service users and staff.

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August 2011

Appendix A - Summary of Feedback from Staff Autumn 2010

Introduction - Meetings were Chaired by Ruth Brunt and the Equality and Diversity Manager, Lesley Mansell. All staff were invited to comment via e mail and the Staff Equality Group discussed activities and made comments for the previous year. Key items will be fed back and put into an action plan. Points raised in feedback from staff includes:

Achievements - It was acknowledged that the Equality and Diversity Manager has done an incredible job and achieved an amazing amount of work over the past year. It was recognised that she achieved a phenomenal amount in a short time. The increased publicity and promotion has been crucial as this has raised the profile of equality activities.

Involvement - there is still a great need to see more involvement by others. In turn there should be more involvement of the Equality and Diversity Manager with departments and Team Leaders.

Equality Champions - seen as a good idea, worthwhile area, especially for the non-executive directors to be involved in.

Monitoring - Want to see more involvement of equality communities. Like Southmead with the new hospital.

LGBT - concerns that LGBT issues are a low priority and left off the agenda.

LGBT staff group - call for a separate group and an increase in numbers attending.

Equality Training – should be mandatory.

Promotion – still a challenge of how to reach people. Also to identify other gaps

BME - ESOL there is a need for a cultural exchange currently it focuses one way.

Careers – identify how to support people through their careers in the NHS.. Needs to be more representation of BME people and Women, especially at higher levels. Recommend look at “Race for Life”

Mentoring – needs to be higher representation of BME people at the trust. Suggest look at mentoring scheme

Harassment and Bullying – recognised that a lot of hard work undertaken. However, staff are still reluctant to report it as they feel they will be victimised.

Age – Retirement, there is a concern re age discrimination and retirement age. New information being added to the intranet to raise awareness of what is available.

Lesley Mansell Equality and Diversity January 2011

Appendix B

Estate Capital Services

Disability Discrimination Act for 2010/2011 against £60k allocation

Southmead site

			Costs	Status
1.	Block 06	Cotswold Automatic entrance doors Cotswold Ward	TBA (1.5K)	on order
		Automatic inner lobby doors	TBA (1.5K)	on order
2.	Block 017	Monks Park House Remove inner lobby doors	TBA (£100)	complete
3.	Block 070	Lime Walk Building Car park entrance modified	£ 2565.00	on order
		footpath modified around new steam pipe	£ 2556.50	on order
4.	Block 110	AOC – Disablement Services 2 no. sets of automatic corridor doors	£ 9001.35	complete
5.	Southmead Site Roads	Upgrade zebra crossings	£ 20K	works in progress

Frenchay site

6.	Block 010/011	Wheelchair Services New ambulance bay	£ 6,175.00	on order
		Modified footpath & ramp	£ 2,816.50	on order
7.	Block 034	Accommodation Block New disabled rear entrance door	TBA (3K)	on order by end July

Estimated Total Cost Of Works	£ 49,214.35
17.5% VAT on works costs	8,612.51
(will be completed before rate rise)	

Overall Expenditure Forecast **£ 57,826.86**

Note : Small contingency retained for any minor electrical attendance by EMS not contained within the estimates for automatic doors and any unforeseen site works.

Report prepared by Richard McSmythurs, Project Manager, Estate Capital Services 2010

Appendix C

Southmead hospital redevelopment project record of stakeholder meetings/newsletters

2010		
Event	Date	Attendance
Road Show, Frenchay	9 June	Staff, Patients and visitors
Road Show, Southmead	10 June	Staff, Patients and visitors
Patient Panel - wayfinding	15 June	Patient Panel
Frenchay Stakeholder event	21 June	Invited stakeholders including Patient Panel
Road Show, Southmead	1 July	Staff, Patients and visitors
Road Show, Frenchay	6 July	Staff, Patients and visitors
Newsletter	June	Neighbours
Tilling Road	29 July	Neighbours
Consultations : Design of Screens/Seating - Courtyard	Throughout August	Patients and Carers
Dorian Close	5 August	Neighbours
Longford Ave	12 August	Neighbours
User & Access Group	24 September	Patient representatives
Neighbourhood Forum	23 September	500 + neighbours , 1 councillor
Bristol & SG LINKs	6 October	Volunteer Sector
Dorian Close	6 October	Neighbours
Longford Ave	13 October	Neighbours
Bristol Physical Access Chain (BPAC)	20 October	Disabled Group (BCC)
Overview Scrutiny Committee	25 October	Bristol & S Glos Councillors
Newsletter	September	500+neighbours
Presentation to South West Acre Network	25 November	Volunteer Drivers
UoB & Kyoto University	2 November	Burns & Plastics Specialists
Horfield CE Primary School	16 November	60 children to view the development
Emergency Zone Event (NHS Bristol)	30 November	North Bristol GPs
User & Access Group	17 December	Patient Reps

Appendix D

Ask HR Formal Case Activity 2010

DIRECTORATE	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Clinical Governance								1			
Core Clinical Services	1	1	1	4		2			1		
Facilities	1			1							
Finance											
HR											
IM & T					1		1				
Medicine	2		1				2	2		1	1
Musculoskeletal	1						1				1
Neurosciences				1		2	1	1			
Operations											
Renal	1		1	1	2						
Surgery									1		1
Women & Children	2			2		2			1		

Harassment and Bullying Case reports 2010

Source	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Staff on Staff	7	1	3	3	2	2	2	1	2	1	2
Manager on Staff	1			6	1	4	2	3	1		1
Other							1				

Equality Profile of Cases 2010

Category	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Age			1					1			
Race	1		1		1						
Disability									1		
Sexual Orientation									1		
Gender									1		
Other	7	1	1	9	2	6	5	3		2	3

Formal Cases by Directorate 2010

Formal Cases Opened	Directorate	Category	Source	Outcome
November	Surgery	Race	Colleague	Ongoing investigation
December	Musculoskeletal	Non specific	Colleague	No case. Perpetrator redeployed
January	Core Clinical Services	Non specific	Manager	Complainant currently on LTS
March	Women & Children	Non specific	Manager	Case upheld. Perpetrator counselled
March	Core Clinical Services	Non specific	Colleague	Case upheld. Perpetrator counselled
May	Medicine	Race	Colleagues	No case. Mediation for all parties
June	Surgery	Non specific	Colleague	Case upheld. Mediation
July	Facilities	Non specific	Manager	Case upheld. Perpetrator counselled and training undertaken
July	Medicine	Non specific	Manager	Ongoing investigation
August	Facilities	Non specific	Manager	Ongoing investigation