

**Staffordshire and Stoke-on-Trent Integrated Care Board (ICB)**

**Equality Delivery System (EDS) Domain 2: Workforce Health and Wellbeing**

**Overall, Domain 2 Rating and Feedback Report**

**Prepared by Midlands and Lancashire Commissioning Support Unit Equality, Diversity and Inclusion Team – February 2023**

**Overall Rating**

Staffordshire and Stoke-on-Trent ICB achieved a Domain 2 rating of Achieving.

Outcome 2A When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD, and mental health conditions.

Outcome 2B When at work, staff are free from abuse, harassment, bullying and physical violence from any source.​

Outcome 2C Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source.​

Outcome 2D Staff recommend the organisation as a place to work.​

Across all four Outcomes in Domain 2, a total of 83 votes were received. When all the votes are totalled up against all Outcomes there was: 1 vote for Underdeveloped, 26 votes for Developing, 44 votes for Achieving and 14 votes for Excelling. Subsequently, 52% of the total votes were for Achieving Activity meaning that for EDS Domain 2 (Workforce Health and Wellbeing) the ICB achieved a rating of Achieving for the period of July 2022 – February 2023.

**Summary of Voting for each Domain and Outcome**

**Chart, bar chart

Description automatically generated**

A total of 83 votes were received across all four Outcomes. 21 votes were received for Outcomes 2B, 2C and 2D, however, 20 votes were received for Outcome 2A. The bar chart above illustrated the distribution of all the votes received for all of the Outcomes

**All feedback received for Outcome 2A:**

When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD, and mental health conditions.

|  |
| --- |
| *Lots of network groups, support via weekly comms* |
| *I have asthma & anxiety but don’t consider myself as disabled as they do not affect my daily life most of the time, but I work hard to manage these conditions. I know that we target mental health, but I have never seen anything directly relating to the other conditions. I am aware that the ICB promotes healthy lifestyles but haven’t seen anything directly relating to resp conditions or diabetes and I don’t think we utilise the opportunities for staff that we had in the CCG to support healthy lifestyles such as the monthly challenges. I can see, though, that we are monitoring those who have disabilities though and are supporting them and that we promote healthy work-life balance so I scored 2 for this on Mentimeter.*  Response: As part of the EDS evidence/information pack we included the Staffordshire and Stoke on Trent ICB 2022/23 Workforce Dashboard which captures days lost in a month due to sickness/absence by reason including  Chest & Respiratory problems (Asthma) – Stress/Anxiety/Depression (Mental Health) - Blood Disorder (Diabetes). The data did not specifically capture Obesity.  Action: Establish how to approach, support and capture data in relation to Obesity. |
| *Workloads and working hours are monitored and reviewed regularly in the directorates ensuring staff are not encumbered for prolonged time periods. Staff are encouraged to take their full entitlement of annual leave and supported by line managers to ensure appropriate cover is in place. Staff are also encouraged to take breaks and flexible working is fully supported by the ICB. Staff are regularly encouraged to seek out HR advice around bullying and harassment so early resolution can be sought. Staff are reminded to be vigilant and carry out frequent well being checks/conversations with their colleagues so support can be offered to employees who may be facing work related stress (burnout) or stressful personal circumstances. ICB support mechanisms are in place such as: • Line Managers • Staff Engagement Group (SEG) • Virtual Health & Wellbeing Programme • Human Resource Advisors • Employee Assistance Programme • Trade Union Representative • Occupational Health • Change Ambassadors • Mental Health First Aiders • Menopause Ambassadors • Wellbeing Guardian • Domestic Abuse Ambassadors • Staff Networks*  Response: Positive feedback no action required. |
| *I think that the ICB is almost there, but they are only as successful as the honesty of their employees ie, it's hard for the ICB to get it entirely right because not every employee will disclose/seek support*  Action – Work with ICB Staff Networks & SEG to develop initiatives to encourage staff to disclose and/or seek support e.g. Consider as a possible development session discussion at Staff Development Day. |
| *I scored this as excelling as i believe the efforts to promote exercise, take breaks during the working day for walks etc and reduced gym costs at Beaconside plus all the Occy Health support and flexible working arrangements are extremely supportive.*  Response: Positive Feedback no mitigating action required. |
| *can only go on provided information and how accessible that is, how widely promoted and encouraged participation is.*  Response: Difficult to respond to feedback or to establish issue/s more specific detail required. |
| *Great care is taken to listen to every staff to check that each one feels stress free, their morale is high and feel supported by their employer all the time.*  Response: Positive feedback no mitigating action required. |
| *I scored a 2 because I think the organisation does provide lots of support to staff, including the Mental Health First Aiders, SEG, Wellbeing Champions and Menopause ambassadors etc. These support mechanisms are well publicised and promoted, and there is also a focus on protected characteristics.*  Response: Positive feedback no mitigating action required. |
| *The organisation encourages all staff to take care of themselves, allows them to take breaks and to take their full annual leave entitlement.*  Response: Positive feedback no mitigating action required. |
| *In common rooms, staff are provided with leaflets or posters regarding healthy lifestyle, but not enough effort is done to actively promote healthy lifestyles or manage LTC.*  Response: Difficult to respond to feedback or to establish issue/s more specific detail required. |

**All feedback received for Outcome 2B:**

Outcome 2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source

|  |
| --- |
| *Zero tolerance poster, comms from chief exec and CPO, FTSU access on front page of IAN.* |
| *I can see that we have a zero tolerance policy and that there is support for those who have suffered bullying and harassment, but I think we need to work harder to prevent bullying and I don’t think the recent management of change did anything to help that as it seemed to provoke many conversations about the merits/otherwise of individuals and did not always seem to be done in a fair and equitable way. My team are working on ways to prevent harassment and bullying from those we engage with, but we need to do more within the teams to ensure employees are given equal respect and listened to in a fair and equitable way. The leadership, I feel, needs to work more on inclusivity and acceptance and considering those who may not look or sound like them in order for that to filter down and I think the zero tolerance policy is just words without having a culture to back that up. Hence, I scored 1 on Mentimeter*  Action: Develop a more action orientated approach to bullying with a focus on prevention. |
| *The ICB promotes a Zero Tolerance Policy around violence, abuse and harassment. Freedom to Speak Up Guardian – staff can raise concerns that can be dealt with anonymously and investigated appropriately. Guidance is available for managers to have culturally sensitive health and wellbeing conversations with their staff using the cultural competence model.* |
| *It is difficult for the ICB to evidence the policies being put into practice because of confidentiality. In addition, everyone has their own perception of what is abuse, harassment, bullying and so it is difficult to have a level playing field for this*  Action: ICB/ICS to define their meaning of abuse, harassment, bullying. |
| *Concerns that statement shared did not clearly state all forms of abuse for all protected characteristics, do not feel it is strong enough nor supportive enough. Stronger wording and direction in from top down in the organisation, words are alone are not suffice.*  Action: Look how Zero Tolerance EDI is evidenced/demonstrated/communicated within the ICB Leadership |
| *We take great care to have zero tolerance to all the abuse, however sometimes it is out of our control when some patients can be abusive towards us.* |
| *I scored a 1 because I think the organisation has got some good policies in place with regard to this. However, there was no visibility or evidence with regard to how the organisation actually acts in relation to bullying/harassment. We know there are channels to report the issues and behaviours but nothing was shared about how they are dealt with and any lessons learnt or actions. Whilst the specifics of reports made are confidential, there should be some way to share learning and outcomes. Just having a policy or a poster (eg the zero tolerance) is not enough - we need to know how it is actually enacted. I am aware of colleagues who have reported bullying and not had good experiences from reporting, and also colleagues who have been subject to bullying but chosen not to report because they don’t think there is any point. Certainly, in terms of being able to achieve a 3, which stated that the organisation analyses staff who abuse, harass and bully - it seems more likely that the staff who harass and bully are getting promoted.*  Action: Link Policy/Statement to Outcomes/Activity  Action: Establish baseline for abuse, harassment, bullying and/or physical violence |
| *I think this one still needs some work, although we have the policy and other things in place, I still think that there is an element of bullying that goes on and rather than address the individual who does the bullying staff are moved around to a different role/team. I think the individual that is doing the bullying needs to be dealt with and in most cases they aren't.*  Action: Link Policy/Statement to Outcomes/Activity. |
| *Staff are actively encouraged to report abuse, harassment or bullying. I believe there is a policy to this effect, and both staff and service users are advised that such behaviour would not be tolerated in the workplace.*  Response: Supportive Feedback no mitigating action required. |
| *I scored this as excelling based on the policies in place and commitment from the CEO to stamp out bullying. However, I have no experience of witnessing or being bullied.*  Response: Positive/Reflective Feedback no mitigating action required. |

***All feedback received for Outcome 2C:***

Outcome 2C: Staff have access to independent support and advice when suffering from abuse, bullying harassment and physical violence from any source

|  |
| --- |
| *zero tolerance poster, comms from chief exec and CPO, FTSU access on front page of IAN. lots of staff network groups and ambassadors* |
| *I think we can do more to engage with union reps but I think that staff networks are staff led, active and accessible. I do think we need to look at the Staff Engagement Group and ensure we have representation from those in the other groups such as neurodiversity and also take note of different personalities such as those who are introverts as the profile does not mention any of that and we need to ensure that the staff voice at SEG is truly inclusive. Agree with EIAs being applied for new policies. It does concern me that the Freedom to Speak Up policy has a TBC for one of the named contact people and that does not give a good message to staff about being supported to speak out but there are other people named in that policy who are available. On balance, I scored 2 for this on Mentimeter*  Action: Review SEG for inclusivity, representative of the 7 portfolios. |
| *Wellbeing Guardian is also responsible for the People, Culture and Inclusion Committee. He is dedicated to ensuring that Health and Wellbeing is paramount and acts as a critical friend to all staff and holds executive directors and accountable officers to account. Guidance is available for managers to have culturally sensitive health and wellbeing conversations with their staff using the cultural competence model. Staff Equality Networks provide a safe space for staff to come together and discuss/share experiences and promote a just culture across the ICB so that lessons can be learnt and good practice can be shared. Staff Engagement Group representation ensures views of all staff can be discussed in a fair and unbiased way and seeks resolution of issues promoting high staff morale. Verbal updates are provided to the Executive Team after each meeting ensuring concerns can be escalated quickly and resolution can be sought. Other support services: • Confidential Text Support Service • Domestic Abuse Ambassadors • Mental Health First Aiders*  Response: Positive Feedback no mitigating action required. |
| *I do believe that there are appropriate mechanisms to support people in these situations but again, it is reliant on them having the confidence to access it.*  Action: Work with ICB Staff Networks & SEG to develop initiatives to encourage staff to disclose and/or seek support e.g. Consider as a possible development session discussion at Staff Development Day. |
| *Excelling - rationale is similar to 2a plus access to independent counselling services and the opening up of coaching & mentoring to all staff*  Response: Positive Feedback no mitigating action required. |
| *Provided documentation didn't given assurance how much that is publicised, how accessed and promoted.*  Action; Monitor and report on staff accessing support and their experiences/outcomes by relevant protected characteristics. |
| *We have system where staff can access help from independent source for further support and advice.*  Response: Supportive Feedback no mitigating action required |
| *I scored a 2 because there are good networks which are staff-led, and there is a lot of support available, including from outside the line management structure. To be able to achieve 3 you need to address the union rep pooling and also the point about monitoring and acting upon data re harassment and bullying. Also, to use evidence from people's experiences - the only way to do this is to be able to share and be open about any reporting and how it is acted upon.*  Action: Establish staff side procedure to monitor activity, report on tangible and measurable outcomes. |
| *The organisation has support in place, but I think that staff feel nothing will change, given comment at 2B that individuals who bully don't appear to be dealt with.*  Action; Monitor and report on staff accessing support and their experiences/outcomes by relevant protected characteristics. |
| *Referral processes exist for independent support and advice, but I don’t feel the level of support provided is sufficient enough.*  Action; Monitor and report on staff accessing support and their experiences/outcomes by relevant protected characteristics. |

***All feedback received for Outcome 2D:***

Outcome 2D: Staff recommend the organisation as a place to work

|  |
| --- |
| *Turnover is low, homeworking provides flexible WLB . strong comms to staff and offers of support* |
| *Not sure we collect this data, but my feeling is that over 70% of staff who live locally would use the services. I can see that we collate the experiences of the staff with protected characteristics and act upon the data. Not sure that we use data from exit interviews to make improvements though, I can’t see that information in the pack so didn’t feel I could score it as a 3. More of a general feeling to score this one than having the evidence provided as I couldn’t see anything in the evidence to back this up - scored 2 on Mentimeter. Also wanted to say thank you for providing a lot of information and including the negative feedback as well as the positive, I think that speaks to an organisation that has been through a lot of changes in the last few years and is open and honest now in the way that it hasn’t been in the past, I feel.*  Response: Positive response queries regarding collection and usage of data no mitigating action required. |
| *The ICB has a High Potential Scheme that focuses on individuals with the greatest potential, to develop them as robust, comprehensive, and more diverse postulant leaders. Developing Aspirant Leaders from Ethnic Minority backgrounds. Coaching and Mentoring Programme supports staff to be the “Best that they can be” by ensuring coaching sessions are available to all staff for them to develop their skills acknowledging them as the expert. New Futures Programme is a leadership and development programme aimed at staff with an ethnic diverse heritage. Exit interviews allow staff to be open and honest about the workplace. A culture of inclusive recruitment is a priority and experienced BAME staff are regularly encouraged to participate in interview panels. Reflection: My journey with the ICB started 1 year ago when I left an acute Trust. My first Directorate meeting took place in the first few weeks. I remember everyone had their cameras on and I saw a sea of unfamiliar faces and I couldn’t find a single person that I could relate to (person of colour, wearing a head scarf), my immediate reaction was one of uncertainty, how was I going to fit into this organisation, would this organisation accept me, or would I need to change myself to be accepted and the “Imposter Syndrome” set in. Luckily, I was “found” and “accepted” for me, very quickly by very supportive senior staff, but I feel for those colleagues who are new to the organisation and may not be as outgoing or willing to put themselves forward. I also feel that the RACE Equality Code is not adopted fully and doesn’t deal with race inequality in the boardroom and senior leadership team. The Gold Command consists of 0 people of colour. The Silver Command consists of 29 people with only 1 person of colour. The Executive Team is majority male. I feel that this is not reflective of our workforce and requires improvement.*  Action: Review selection process for Gold/Silver Command. |
| *I think that with the current unrest of the MoC people are less likely to recommend the ICB as somewhere to work.*  Action: Carry out staff engagement (as per previous MOC) to measure progress/opportunities. |
| *Again I have scored this as excelling. when I compare the pay, job security, opportunities for promotion plus the positive culture with that of friends in the private sector I would have no hesitation in recommending it to everyone.*  Response: Positive Feedback no mitigating action required. |
| *not sure that in early days of the organisation data supports statement and legacy data maybe not useable in change over.*  Response: Difficult to respond to feedback or to establish issue/s more specific detail required. |
| *We have very low number for staff turnover.*  Response: Difficult to respond to feedback or to establish issue/s more specific detail required. |
| *I scored a 1 because I don't feel that sufficient data and evidence was provided around this domain. The organisation doesn't ask staff about whether they would choose to use the services or whether they would recommend as a place of work. No data or evidence was provided about the experience of BAME & other protected staff vs other staff. Although some of the data provided was broken down by protected characteristic this didn't cover the topics referenced in the domain. Although some comments and feedback were given from exit interviews, these were only positive experiences - if using this information as evidence we should have been given ALL the feedback both positive and negative, and for any negative comments there should be some kind of action in terms of how to address this.*    Response: Negative feedback around not providing sufficient/specific data around this domain. Due to embargo on staff survey we were unable to present some of the data which would have addressed some of the gaps. |
| *On the whole I think this organisation is a friendly place and with all the work that the ICB has committed to do, will make things better and it is a good place to work.*  Response: Positive Feedback no mitigating action required. |
| *More needs to be done with actively encouraging staff from ethnic minority backgrounds to attain managerial and board level positions. Training and development programs, as well as career progression opportunities are lacking.*  Action – Work with Ethnic Diverse Group & SEG to develop initiative/s to encourage ethnic staff towards the attainment of managerial and board level positions. |

|  |  |
| --- | --- |
| Suggested EDS 2022 Domain 2 Actions | |
| 2A | Establish how to approach, support and capture staff data in relation to Obesity. |
| 2A | Work with ICB Staff Networks & SEG to develop initiatives to encourage staff to disclose health conditions and/or seek support e.g. Consider as a possible development session discussion at Staff Development Day. |
| 2B | Develop a more action orientated approach to bullying with a focus on prevention. |
| 2B | Look how Zero Tolerance is evidenced/demonstrated/communicated within the ICB Leadership. |
| 2B | ICB/ICS to define their meaning of abuse, harassment, bullying. |
| 2B | Link Policy/Statement to Outcomes/Activity |
| 2B | Establish baseline for abuse, harassment, bullying and/or physical violence. |
| 2C | Action: Review SEG for inclusivity, representative of the 7 portfolios. |
| 2C | Work with ICB Staff Networks & SEG to develop initiatives to encourage staff to disclose and/or seek support e.g. Consider as a possible development session discussion at Staff Development Day. |
| 2C | Monitor and report on staff accessing support and their experiences/outcomes by relevant protected characteristics. |
| 2C | Review/Report on referral processes/pathways for independent support and advice. |
| 2D | Review selection process for Gold/Silver Command. |
| 2D | Carry out staff engagement (as per previous MOC) to measure progress/opportunities. |
| 2D | Work with Ethnic Diverse Group & SEG to develop initiative/s to encourage ethnic staff towards the attainment of managerial and board level positions. |