



**James Paget  
University Hospitals**  
NHS Foundation Trust

# NHS Equality Delivery System Report 2024 - 25

## James Paget University Hospitals

13 February 2025

# Contents

Equality Delivery System for the NHS .....	2
James Paget University Hospital Equality Delivery System (EDS) .....	3
Domain 1: Commissioned or provided services .....	5
Domain 2: Workforce health and wellbeing .....	16
Domain 3: Inclusive leadership.....	25
Action Plan.....	31

# Equality Delivery System for the NHS

## ***EDS Reporting***

Implementation of the Equality Delivery System (EDS) is a requirement on both NHS commissioners and NHS providers.

The EDS is an improvement tool for patients, staff and leaders of the NHS. It supports NHS organisations in England - in active conversations with patients, public, staff, staff networks, community groups and trade unions - to review and develop their approach in addressing health inequalities through three domains: Services, Workforce and Leadership. It is driven by data, evidence, engagement and insight.

## James Paget University Hospital Equality Delivery System (EDS)

<b>Name of Organisation</b>		<b>James Paget University Hospital (JPUH)</b>	<b>Organisation Board Sponsor/Lead</b>		
			Chief Nurse (Domain 1)		
			Director of People and Culture (Domains 2 and 3)		
<b>Name of Integrated Care System</b>		Norfolk and Waveney			

<b>EDS Lead</b>	Head of Patient Experience, Risk & Governance (Domain 1) Equity Diversity and Inclusion Manager (Domains 2 and 3)		<b>At what level has this been completed?</b>		
				<b>*List organisations</b>	
<b>EDS engagement date(s)</b>	05/06/2024-31/01/2025		<b>Individual organisation</b>	Domains 2 & 3 - JPUH	
			<b>Partnership* (two or more organisations)</b>	N/A	
			<b>Integrated Care System-wide*</b>	Domain 1 – Norfolk and Waveney ICS	

<b>Date completed</b>	February 2025	<b>Month and year published</b>	February 2025
<b>Date authorised</b>	February 2025	<b>Revision date</b>	February 2026

## EDS Rating and Score Card

<b>Undeveloped activity</b> – organisations score out of 0 for each outcome	Those who score <b>under 8</b> , adding all outcome scores in all domains, are rated <b>Undeveloped</b>
<b>Developing activity</b> – organisations score out of 1 for each outcome	Those who score <b>between 8 and 21</b> , adding all outcome scores in all domains, are rated <b>Developing</b>
<b>Achieving activity</b> – organisations score out of 2 for each outcome	Those who score <b>between 22 and 32</b> , adding all outcome scores in all domains, are rated <b>Achieving</b>
<b>Excelling activity</b> – organisations score out of 3 for each outcome	Those who score <b>33</b> , adding all outcome scores in all domains, are rated <b>Excelling</b>

## Domain 1: Commissioned or provided services

Domain	Outcome	Evidence	Rating
Domain 1: Commissioned or provided services	1A: Patients (service users) have required levels of access to the service	<b><u>Maternity Services</u></b> <ul style="list-style-type: none"> <li>Maternity information including public health and parenting advice, is available on the 'Just One Norfolk' website and translated into multiple languages.</li> <li>The Maternity and Neonatal Voices Partnership has worked hard to increase outreach and visibility to more vulnerable communities, with a community outreach lead now in post.</li> <li>Those whose learning, social or mental health needs mean they require higher professional input during maternity care, are offered case loading by the Eden team of specialist midwives.</li> </ul>	2
		<b><u>Audiology</u></b> <ul style="list-style-type: none"> <li>Webpage and letters provide information regarding the several different ways of contacting the Audiology Department which includes phone, email and text messaging</li> <li>Some patients (especially those with significant hearing impairment) prefer to use email and/or text to contact the department as using the phone can be difficult for them.</li> <li>Information is sent with the patient's appointment letter outlining what will happen during the appointment.</li> <li>Patients who require hearing aid repairs can usually book on the day repair or within 7 working days</li> <li>We also have a postal and a drop hearing aid repair service for patients who cannot attend an appointment</li> </ul>	

		<ul style="list-style-type: none"> <li>• Inpatients can also access both the hearing aid repair service and the diagnostic service during their hospital stay.</li> <li>• If an in patient cannot attend the outpatient department then an Audiologist can visit the patient on the ward</li> <li>• We also provide a domiciliary service to housebound patients on request of the GP</li> <li>• The Trust has assistive communication devices in each outpatient area and ward for hearing impaired patients who either do not have a hearing aid or wish to use the loop system with their hearing aid. The Audiology department also has a supply for emergency use if a patient is admitted with a hearing loss and is not aided and cannot manage until they are fitted with a hearing aid.</li> <li>• For any baby that is referred from the Newborn Hearing Screening Programme further appointments are arranged with the parents for a mutually agreeable time. In exceptional circumstances further testing can be undertaken in the child's home.</li> <li>• Audiology is meeting the DMO1 target (6 weeks from referral to diagnostic testing) and is one of the highest performing in the region; the wait time for both assessment and hearing aid fitting is much lower than other Trusts regionally and nationally.</li> <li>• Audiology provides Audiology-led Direct Access services so that Primary Care can refer directly for Age Related Hearing Loss, Tinnitus, Paediatric Hearing Services 0-5 years and 5-16 years and Adult Hearing Testing rather than having to refer to consultant-led service where the waits are longer.</li> <li>• Audiology provides Transition clinics for young people moving to the adult service to enable them to be confident with the knowledge of their hearing loss and the management of their hearing aid(s).</li> <li>• Audiology has its own patient management system which stores demographics, hearing test, hearing aid data and patient notes so</li> </ul>	
--	--	--	--

		<p>that all patient information is accessible and in one place. The system also allows more than one alert to be added per patient which pops up once the patient record is opened</p> <ul style="list-style-type: none"> <li>• The Audiology department was one of 14 sites in England to pilot hearing testing in Residential schools for children with special educational needs. Although the tests were undertaken in the Ashley school we developed a referral pathway direct from the school to the Audiology department, with a referral form which documented the child's like and dislikes (to aid testing), accessible information documents for the child and a video walking the child through the route from the hospital to the test undertaken. A report of the pilot is currently in production</li> <li>• Annual follow ups are arranged for Learning Disability patients (often with the Specialist nurse) as they may not be able to identify when there is a change in their hearing or hearing aid(s)</li> </ul> <p><b><u>Adult Diabetes</u></b></p> <ul style="list-style-type: none"> <li>• Urgent line Monday to Friday 9-10am</li> <li>• Outside urgent line -contact administrator to arrange clinic appointment. Allocated within 4-8 weeks. There is a voicemail inbox managed by Administrator</li> <li>• Patients emails managed by Administrator</li> <li>• Portuguese Nurses that can review Portuguese patients</li> <li>• Language line is used for non-speaking patients</li> </ul> <p><b><u>General</u></b></p> <ul style="list-style-type: none"> <li>• All policies have an EIA</li> <li>• Rainbow lanyards</li> <li>• LGBTQ+ group</li> <li>• Accessible toilets</li> <li>• Multi-faith chaplaincy support</li> <li>• Translation policy in place</li> <li>• Accessible Information Standard Policy</li> </ul>	
--	--	--	--



	1B: Individual patients (service users) health needs are met	<p><b><u>Maternity Services</u></b></p> <ul style="list-style-type: none"> <li>Personalised care has been a national and local focus of maternity care in recent months and 2024 saw the launch of 'Personalised Care and Support Plans'. This is a patient-owned booklet which allows women and birthing people to record, and share with health-care professionals, what is important to them and their families during their maternity care. An easy-read version is also available.</li> <li>A newly formed 'Birth Choices clinic' provides care pathways and counselling for women and birthing people seeking care outside of clinical recommendations or guidelines.</li> <li>All women and birthing people are risk assessed at each appointment and planned for either midwifery-led or consultant-led care. There are specialist midwives in place for Maternal Medicine, Multiple Pregnancies and Diabetes, who work with the multidisciplinary team to ensure wider health needs are addressed for complex pregnancies. Where service users are identified to have multiple complex needs or wish to have care plans outside of guidelines, a Multi-Disciplinary Team Meeting is arranged to provide information sharing and expertise, and to propose a plan of care.</li> </ul> <p><b><u>Audiology</u></b></p> <ul style="list-style-type: none"> <li>The Audiology department provides a diagnostic and rehabilitative service for all ages including Newborn Hearing screening, Paediatric, Adults, Tinnitus, Hearing Therapy, Complex Adults, Balance and Balance rehabilitation. The service is person centered. We are very fortunate to be able to offer a seamless service between all aspects of provision within the department and including referrals from and to the ENT Service</li> <li>The Audiology department provides digital Bluetooth enabled hearing aids as standard, which are fitted to the patient's hearing loss and adjusted for their individual needs i.e. additional programs set up for use with a loop system and/or music programme. The hearing aids are verified using Real Ear Measurements which deliver better results and patients who are</li> </ul>	2
--	--	--	---

		<p>happier with the sound quality of their hearing aids</p> <ul style="list-style-type: none"> <li>• Bluetooth enables streaming from the patient's phone. Intermediary devices can be purchased to allow steaming from TV, Laptop and landline phone</li> <li>• The department has an active Multidisciplinary Children Hearing Services Working Group which includes parent reps and representatives from the local and National Deaf Children's Society, SaLT, Health and Education. The group meets quarterly.</li> <li>• For patients who have issues with coming to terms with their hearing loss and /or need additional support for the management of hearing loss, tinnitus and balance issues the department can provide smooth access to other clinics it offers.</li> <li>• The department has a Cochlear Implant Champion who works with the Emmeline Cochlear Implant Centre at Addenbrookes to ensure that patients with severe to profound hearing loss are referred appropriately for assessment for a cochlear implant. The department also refers to the Audiology department at the NNUH for Bone Anchored Hearing Aid assessment as required.</li> <li>• If at any of the Audiology appointments an ear condition which warrants further investigation is discovered then the Audiology department can refer to the ENT service for further management of the patient as well as referring back to Primary Care.</li> <li>• The department can refer directly for wax removal which is very important now that this isn't routinely provided in Primary Care</li> <li>• The department has worked with the local Mental Health teams to ensure that there is a pathway for patients who need support with their mental health and for those in crisis.</li> </ul> <p><b><u>Adult Diabetes</u></b></p> <ul style="list-style-type: none"> <li>• Patients referred by consultants are reviewed and allocated appointments if needed.</li> <li>• Urgent line for urgent advice ensured for patients.</li> </ul>	
--	--	---	--

		<ul style="list-style-type: none"> <li>Allocated appointments to patient in need of support both available face to face and tele clinic</li> </ul>	

	<p>1C: When patients (service users) use the service, they are free from harm</p>	<p><b><u>Maternity Services</u></b></p> <ul style="list-style-type: none"> <li>The Eden Team is in place to support women and birthing people with higher mental health and social needs. The Eden Team works alongside the perinatal mental health team and social services to provide safe and personalised care for those with complex needs.</li> <li>Clinical incidents are reviewed by a multidisciplinary team, with external expertise from other Trusts, within a set time period and learning and actions are identified and disseminated.</li> <li>Wider learning from incidents and feedback is shared in a 'daily safety brief' at clinical handovers.</li> </ul> <p><b><u>Audiology</u></b></p> <ul style="list-style-type: none"> <li>The Audiology service has a consent form for email and text to ensure that it has the patient's consent to use the email address and mobile number that they have provided.</li> <li>All diagnostic equipment is calibrated and Portable Appliance Tested annually. Daily Stage A calibration checks on relevant equipment are undertaken and recorded.</li> <li>Other electrical equipment is Portable Appliance Tested in line with Trust guidelines.</li> <li>The department undertakes routine risk assessments, health and safety walk rounds and the QSAFE audits</li> <li>The department has good estate facilities and up to date equipment</li> </ul>	<p><b>2</b></p>
--	---	---	-----------------


		<ul style="list-style-type: none"> <li>• Equipment faults are reported immediately and equipment removed from service. This is recorded on a log and discussed at monthly staff meetings.</li> <li>• The department can now access rechargeable hearing aids for those who are in danger of swallowing hearing aid batteries and a tamperproof battery drawer is not appropriate</li> <li>• Staff are encouraged to keep up to date with their CPD and undertake Mandatory training. The department arranges regular training updates</li> <li>• The department has protocols and guidelines available on the Audiology Z Drive</li> <li>• The Audiology team are aware of Safeguarding processes and the referral pathway for mental health issues</li> </ul> <p><b><u>Adult Diabetes</u></b></p> <ul style="list-style-type: none"> <li>• Patients are reviewed by diabetes trained nurses to optimise diabetes management. All staff have been TREND trained.</li> <li>• National guidelines like TREND, JDBS and NICE are followed when making clinical decisions.</li> </ul> <p><b><u>General</u></b></p> <ul style="list-style-type: none"> <li>• Adverse events policy</li> <li>• Governance framework and reporting processes</li> <li>• ICS Clinical harm review policy</li> <li>• NHS Complaints Framework PALS and Complaints Processes</li> <li>• Duty of Candour</li> </ul>	


	<p>1D: Patients (service users) report positive experiences of the service</p>	<p><b><u>Maternity Services</u></b></p> <ul style="list-style-type: none"> <li>• There are multiple opportunities for families to feedback on their maternity experiences, including PALS team, Friends and Family, Complaints, MNVP Surveys, and the Birth Afterthoughts service.</li> <li>• Formal complaints in the last calendar year for maternity services were less than a third of the previous year, and the CQC Maternity Survey also showed significant improvement to the previous years.</li> <li>• In 11 response areas, maternity services were rated in the top 20% for all hospitals in the country. Friends and Family feedback rates has significantly improved in the last year, with the vast majority of feedback being positive for birth.</li> </ul> <p><b><u>Audiology</u></b></p> <ul style="list-style-type: none"> <li>• The Audiology department consistently achieve a very high positive response rate and excellent comments from patients (even in the “what we could do better section”)</li> <li>• Members of staff are mentioned personally in the FFT and have been nominated for the Trust Annual Awards</li> <li>• Thank you cards and emails are regularly received as are emails to the executive team and online, please see examples below:</li> </ul> <p>FFT comments below:</p> <ul style="list-style-type: none"> <li>• Made clear and explained so I could understand</li> <li>• Always so helpful, explained everything so clearly</li> <li>• Both hearing aids broken- very quick appointment. Thank you</li> <li>• Had a new hearing aid fitted that gave me more control. Fantastic</li> <li>• Excellent service and seen on time</li> <li>• 2 ladies really lovely. Wonderful with my husband</li> <li>• Kind, patient, explained in age appropriate ways and answered questions</li> <li>• Helpful in answering questions and explained issues and solutions. First class care</li> </ul>	<p><b>2</b></p>
--	--	--	-----------------


		<ul style="list-style-type: none"> <li>• Professional and 2 young nurses (audiologists)_ fitted my aids- it was a pleasure to be treated by them</li> <li>• Very thorough questions during assessment, everything clearly explained</li> <li>• Staff welcoming especially receptionists. Pleasant visit</li> <li>• Seen on time, very kind and efficient person who explained everything</li> <li>• Amazing with both children</li> </ul> <p>Audiology Department Patient Feedback: I attended the audiology department for a 1015 appointment on 3/6/24, all the staff I met were extremely polite and helpful in particular the audiologist that treated me was first class in every respect. Thank you.</p> <p>Please also see selection of some others we have received by email/post:</p> <p>Sam explained the results of my audiogram very clearly to me and the different types of aids available both Cros aids and hearing aids. She described what would be most likely to work for me and gave me plenty of opportunities to ask questions. I'm looking forward to my follow up appointment with her as I have complete confidence in her professionalism.</p> <p>Fri 8th.Dec 2023. Your lady Audiologist attended me, by appointment in my home, as wheelchair bound, cannot walk/stand.</p> <p>The Lady was very professional, &amp; introduced herself, set up the necessary equipment &amp; efficiently, carried out her tests, asking me relevant questions. In response to my request for best delivery, hopefully before Christmas, the Lady replied while she would do her best, normally would be couple of weeks.</p> <p>Very pleased to state actually received today Tuesday 12th.Dec. (One working day). Am actually wearing them having set up the Bluetooth connection to my smart phone. Wife doesn't have to shout any more, &amp; I no longer have to guess what she said. Improves the quality of my life</p>	
--	--	---	--


		<p>immeasurably.</p> <p>The service cannot be faulted, please pass on my thanks 🙏 to this lady. Compliments of the Season to you all.</p> <p>Subject: Positive NHS Website feedback for Audiology</p> <p>Audiology Appointment 2pm 15/08/023</p> <p>★★★★★</p> <p>5 star rating</p> <p>by Hugh Evans - Posted on 18 August 2023</p> <p>First class treatment I received at my appointment. The Audiologist displayed a very caring, friendly and polite manner. The treatment was fully explained and carried out efficiently. Having suffered from tinnitus for a number of years is gives patients confidence knowing they can get effective treatment from this debilitating condition when the need arises from a knowledgeable Audiologist. Thank you.</p> <p>Visited August 2023</p> <p>Sent: 16 January 2025 09:27</p> <p>I attended your audiology department yesterday. The treatment I received is first class. The young lady was so efficient and very professional making my visit excellent. Many thanks to all of you.</p> <p>Seen on local social media:</p>	
--	--	---	--


nextdoor


 Home


 Discover

 For Sale & Free

 Notifications 17

 Chats

 Neighbours


 Post

Search Nextdoor


Posts

R

Richard Javes

Wrentham, England · 19 Dec · 

I've recently received excellent treatment from the Audiolog  
Paget. I went to them because my hearing aid mould split.  
of my ear and two weeks later Royal Mail delivered a new m  
connecting tube. If the rest of the NHS was run like this dep  
trouble. Thank you JP


 Mark Sieczko · Waveney, England · 1w

I wear hearing aids and any time I had a problem the  
efficient. I totally agree.

Like

Reply

Share

 Allan Gravenor · Parkhill · 1w

Pardon?

Like

Reply

Share

L

Linda Dowe

Southwold, England · 1w

I have always found them very helpful and do their u  
have the best hearing aid available, on the NHS, to s  
Dowe Southwold

Like

Reply

Share

A

angela bishop

Reydon, England · 1w

T in my experience- always are so helpful and do the  
big THANKYOU to them all.





Like

Reply

Share

15 | James Paget University Hospital 2024-25



		<div>  <b>Peter Smith</b> · Waveney, England · 1w         <div>...</div> <p>Just adding more, I've found them very helpful and always got appointment in a few days. 👍</p> <div>Like   Reply   Share</div> <div>  1         </div> </div> <div>  <b>Fiona Anderson</b> · Wrentham, England · 1w         <div>...</div> <p>Always worth spreading positive news and praise! Thanks for sharing this Richard.</p> <div>Like   Reply   Share</div> </div> <div>  <b>Chris Abbott</b> · Blythburgh, England · 1w         <div>...</div> <p>Agreed. They are first rate.</p> <div>Like   Reply   Share</div> </div> <div> <b><u>Adult Diabetes</u></b> <ul style="list-style-type: none"> <li>• Friends and family feedback tests are given to patients post clinic.</li> <li>• Direct emails into DSN email box</li> </ul> </div> <div> <b><u>General</u></b> <ul style="list-style-type: none"> <li>• Friends and Family feedback.</li> <li>• "You said we did"</li> <li>• Complaints, PALS and compliments data</li> <li>• Local surveys</li> <li>• Social media feedback</li> <li>• Health watch</li> <li>• NHS Website feedback National surveys</li> </ul> </div>	
<b>Domain 1: Commissioned or provided services overall rating</b>			<b>8</b>



## Domain 2: Workforce health and wellbeing

Domain	Outcome	Evidence	Rating
--------	---------	----------	--------

<p><b>Domain 2:</b> <b>Workforce health and well-being</b></p>	<p>2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions</p>	<p><b>Wellbeing Support</b></p> <ul style="list-style-type: none"> <li>• One of the four key elements of Paget's People, Our People Plan, is promoting wellbeing opportunities to keep our staff healthy and well.</li> <li>• Comprehensive Employee Assistance Programme, Occupational Health and wellbeing offer</li> <li>• Adjustment Passport to support staff with long-term health conditions with reasonable adjustments and wider support, including self-management.</li> <li>• Wellbeing information booklet and wellbeing folders on wards.</li> <li>• Fortnightly Wellbeing Newsletter with advice and support.</li> <li>• Chaplaincy, Professional Midwifery Advocate and Professional Nurse Advocate support.</li> <li>• Work-life balance is promoted through fortnightly newsletters, posters and events.</li> <li>• Annual sickness absence deep dive report to the People and Culture Steering Group includes analysis by protected characteristic.</li> <li>• Neurodiversity training and support has increased, improving understanding and staff relations in this area, with 100% training attendance from some teams.</li> <li>• Cancer support group for staff.</li> <li>• Staff reporting adequate adjustments increased by a further 2.9% on the 6.7% of the previous year and is 2.1% above the NHS acute average.</li> </ul> <p><b>Obesity / Diabetes</b></p> <ul style="list-style-type: none"> <li>• Daily low-cost healthy canteen menu option and wider healthy choice options.</li> <li>• Free onsite physical health classes and other activities e.g. yoga, running etc and local physical health activities promoted.</li> <li>• Free onsite health checks offered to staff over 40 include diabetes.</li> <li>• Pilot of staff referrals to Your Health Norfolk.</li> <li>• Adjustment passports enable recording of agreed adjustments for management of diabetes, such as timely breaks.</li> </ul>	<p><b>1</b></p>
--	---	--	-----------------



	<p>2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source</p>	<ul style="list-style-type: none"> <li>• One of the four key elements of Paget's People, our People Plan, is to promote an inclusive, fair and safe workplace. Our Plan commits to taking firm action to address harassment, bullying and violence or aggression towards staff.</li> <li>• Trust has a policy that bullying and harassment are unacceptable and will not be tolerated. Bullying is defined by impact rather than intent, emphasising the detrimental effect on wellbeing.</li> <li>• Just and Learning Workplace Policy ensures compassionate and person-centred focus on managing issues of concern.</li> <li>• Trust carries out regular awareness campaigns that are both staff and public facing to make it clear that violence and aggression are unacceptable and to encourage reporting. #ChooseRespect campaign was regularly relaunched, with a focus on preventing abuse against staff with protected characteristics.</li> <li>• Violence and Aggression Panel meets weekly to review incidents of abuse from patients and action that can be taken.</li> <li>• Staff provided with flowchart for addressing violence and aggression.</li> <li>• Dashboard of incidents created and available to relevant staff allowing use of most accurate and up-to-date information.</li> <li>• All system reported staff incidents are responded to by either the Deputy Director of People and Culture or a Human Resources Business Partner (in addition to managers) to ensure staff are appropriately supported.</li> <li>• Staff have multiple internal reporting routes including through their manager, an on-line incident reporting system, Human Resources, staff networks, independent Guardian Service, and an anonymous microaggression portal.</li> <li>• Action taken where staff raise concerns including appropriate interventions with reported perpetrators, in line with our just and learning approach.</li> <li>• Security, Safeguarding and Organisational Development &amp; Wellbeing work with the local Police to report and try to prevent crimes, hate crimes and incidents.</li> <li>• Trust Values include the value of Respect – "We are anti-discriminatory, treating people fairly and creating a sense of</li> </ul>	<p><b>2</b></p>
--	--	---	-----------------

		<p>belonging and pride”.</p> <ul style="list-style-type: none"> <li>• A new Behaviours Framework and Kindness and Respect toolkit has been completed along with leadership summits and regular training by Human Resources staff. 34 sessions delivered.</li> <li>• The Trust is implementing findings from an independent review into conflict management leadership and training arrangements and effectiveness.</li> <li>• Wide range of support available and provided to staff who have been affected by any level kind of abuse.</li> <li>• Whilst we have a clear strategy, policies, processes and leadership commitment to ensuring a culture free from harassment, bullying, aggression or violence, staff report higher than acute sector average experience of violence from patients, relatives or the public (5.2% higher than national average as per 2024 Staff Survey) and higher levels of harassment, bullying or abuse from colleagues and managers. Experience is significantly worse for ethnic minority colleagues.</li> <li>• Regular diversity awareness communications and events to create a greater sense of staff community.</li> <li>• Sexual Safety Working Group established.</li> <li>• Violence and Aggression Programme Board established.</li> </ul>	
--	--	--	--

	<p>2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source</p>	<ul style="list-style-type: none"> <li>• Range of support and advice routes available including through manager, Human Resources, trade unions, PNAs, PMAs, staff networks, EDI Manager, Freedom to Speak Up service, Chaplaincy.</li> <li>• Staff led networks for ethnically diverse, LGBTQ+, disabilities/ long term health conditions, and menopause meeting monthly or bimonthly. These each have Executive Director sponsorship and report to the Equity, Diversity and Inclusion Steering Group. They are well respected within the Trust for their knowledge and insight and are actively involved in the development and impact monitoring of EDI plans.</li> <li>• Non-Executive Director Freedom to Speak Up Guardian on the Board.</li> <li>• Union representatives are supported and engaged by the Trust. Fortnightly meetings held between staffside leads and Chief Executive and Director of People &amp; Culture.</li> <li>• Range of wellbeing support available, as set out in Wellbeing booklet. Staff also have access to local, regional and national wellbeing support offers.</li> <li>• Counselling available through Employee Assistance Programme. Staff also have access to enhanced psychological support where trauma-informed high intensity support is required.</li> <li>• Equality impact assessments are undertaken for new/updated policies.</li> <li>• Network leads have access to funding to support network activities.</li> <li>• Our Freedom to Speak Up provision has been strengthened by embedding an external service with dedicated Freedom to Speak Up Guardian regularly visiting staff areas.</li> <li>• Deputy Director of People &amp; Culture or a Human Resources Business Partner makes contact with all staff who have reported being involved in an incident involving violence or aggression to ensure appropriate support and all such incidents are considered by a panel that meets weekly.</li> </ul>	<p><b>2</b></p>
--	---	--	-----------------





	<p>2D: Staff recommend the organisation as a place to work and receive treatment</p>	<ul style="list-style-type: none"> <li>• Staff recommending the Trust as a place to work (61.3% recommend as a place to work, in line with national average)</li> <li>• Staff Experience Programme Board now well established with input from all staff areas.</li> <li>• Significantly better than regional or national average for staff turnover.</li> <li>• The Trust offers stay conversations in order to try and retain staff. 47 conversations were held in the last year with 50% retention rate resulting.</li> <li>• Exit questionnaires and interviews are undertaken, with learning reviewed.</li> <li>• Nursing staffing levels are regularly reviewed in line with national guidance.</li> <li>• A range of sickness data is reported to the People and Culture Committee and to Board.</li> <li>• Annual sickness absence deep dives are undertaken which include analysis by protected characteristic.</li> <li>• Established Your Voice forums for staff groups.</li> </ul>	<p><b>1</b></p>
<p><b>Domain 2: Workforce health and well-being overall rating</b></p>			<p><b>6</b></p>

### Domain 3: Inclusive leadership

Domain	Outcome	Evidence	Rating
--------	---------	----------	--------

<p><b>Domain 3: Inclusive leadership</b></p>	<p>3A: Board members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of, and commitment to, equality and health inequalities</p>	<ul style="list-style-type: none"> <li>• Strong Board level commitment to equality and health inequalities. Reducing health inequalities, ensuring equitable access for all is a key element of Building a Healthier Future Together, our Trust Strategy. One of the four key elements of our People Plan is to promote an inclusive, fair and safe workplace. It commits to ensuring equity, diversity and inclusion is a thread through all we do. Our wellbeing priority also includes refocusing our wellbeing support activities to improve health inequalities and the Trust has a health inequalities strategy.</li> <li>• Board members have EDI objectives.</li> <li>• The NHS Six High Impact Actions are regularly monitored through executive led committees.</li> <li>• Reports on health inequalities work are reported to the Board.</li> <li>• People and Culture Committee and Board receives reports on EDS, WRES, WDES, gender pay gap.</li> <li>• Improving the experience of all staff including those with specific protected characteristics is an organisational strategic aim.</li> <li>• Multiple Executive Directors and senior managers have participated in reciprocal mentoring in order to gain insight into the challenges faced by staff with protected characteristics.</li> <li>• Each Staff Network has an Executive sponsor who champions their work.</li> </ul> <p>Senior leaders have worked on and championed a number of initiatives to support underrepresented or marginalised groups, for example, regarding violence and aggression.</p> <ul style="list-style-type: none"> <li>• Chief Executive regularly includes her diversity work in staff and Board updates</li> <li>• Executives continue to support various programmes that provide development opportunities for those facing inequalities.</li> <li>• The Trust is an Anchor Institution.</li> <li>• There is a clear desire and commitment from senior staff to</li> </ul>	<p><b>1</b></p>
--	---	---	-----------------

		<p>improve equity, diversity and inclusion. The Trust is in a phase of harnessing this into effective actions and more visible role modelling at all levels.</p> <ul style="list-style-type: none"> <li>• Mandatory Equality, Diversity and Inclusion training for all staff, including senior leaders, with good compliance (97%).</li> <li>• Increasing diversity is a focus on all Board recruitment.</li> <li>• Senior recruitment includes staff network member involvement as part of the selection panel / stakeholder panel.</li> <li>• Equality, Diversity and Inclusion related issues are discussed through Equity, Diversity and Inclusion Steering Group, People &amp; Culture Committee (standing item) and Board.</li> <li>• Health inequalities are reviewed. Internal and ICS work being undertaken.</li> <li>• Board members and senior staff engage in and initiate diversity and inclusion events including for PRIDE, and Internationally Educated Staff.</li> </ul>	
--	--	---	--



	<p>3B: Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed</p>	<ul style="list-style-type: none"> <li>• Committee and Board templates include prompts for equality impact assessments and are reviewed by members.</li> <li>• Equality related issues recorded on Risk Register, reviewed by Committees / Board. Entries include mitigation and actions.</li> <li>• Dedicated Equity, Diversity and Inclusion Steering Group reporting to the People &amp; Culture Committee, which has had an increased focus on Equality, Diversity and Inclusion over the last year, as evidenced by the agendas / minutes. Equality, Diversity and Inclusion is a standing item for Committee meetings, with Chair's reports to each Board meeting. The Board has received reports on the Equality Delivery System, Workforce Race Equality Standard and Workforce Disability Equality Standard, gender pay gap and modern slavery within the last year. Equality issues referenced in multiple reports across different areas.</li> <li>• The Hospital Management Group and the Board receive reports on health inequalities.</li> <li>• Equality Impact Assessments are used for policy reviews.</li> <li>• WRES/WDES/Gender Pay Gap and other data has been used to develop action plans with monitoring via the EDI Steering Group.</li> <li>• Inclusion is an integral part of plans for the new hospital build.</li> </ul>	<p>1</p>
--	--	---	----------

	<p>3C: Board members and system leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and patients</p>	<ul style="list-style-type: none"> <li>• Key assessments include action plans endorsed by relevant Committees.</li> <li>• Monitoring of workforce related plans via Equity, Diversity and Inclusion Steering Group and via Patient Safety and Quality Committee for service related elements.</li> <li>• Staff survey results are analysed and acted upon.</li> <li>• Detailed reports (Equality Delivery System, Workforce Race Equality Standard, Workforce Disability Equality Standard, gender pay gap) considered by Committees/Board.</li> <li>• Reports in the last year have highlighted progress in areas such as career development and diversity of workforce, and have identified areas requiring focus for improvement.</li> <li>• Exit questionnaires/interviews are undertaken and any concerns regarding bullying, harassment or discrimination are followed up.</li> <li>• There is further work to be undertaken to ensure senior leaders (bands 8c and above) are representative of our local population.</li> </ul>	<p><b>1</b></p>
<p><b>Domain 3: Inclusive leadership overall rating</b></p>			<p><b>3</b></p>



EDS Organisation Rating (overall rating): **Developing (score = 17)**

Organisation name(s): James Paget University Hospital

Those who score **under 8**, adding all outcome scores in all domains, are rated **Undeveloped**

Those who score **between 8 and 21**, adding all outcome scores in all domains, are rated **Developing**

Those who score **between 22 and 32**, adding all outcome scores in all domains, are rated **Achieving**

Those who score **33**, adding all outcome scores in all domains, are rated **Excelling**

#### EDS Action Plan

EDS Lead	Year(s) active
Head of Patient Experience and Engagement (Domain 1); EDI Manager (Domains 2 and 3)	2024-25
EDS Sponsor	Authorisation date
Director of Nursing & Patient Safety (Domain1); Director of People and Culture (Domains 2 and 3)	

## Action Plan

Domain	Outcome	Objective	Action
Domain 1: Commissioned or provided services	1A: Patients (service users) have required levels of access to the service	Improve use of data to support service development	Ensure patient responses to accessing services are collated and acted upon.
	1B: Individual patients (service users) health needs are met	Each patient with particular needs has them met in a way that works for them.	Ensure patients at higher risk due to a protected characteristic have personalised plans utilising the best practice.
	1C: When patients (service users) use the service, they are free from harm	Widen good practice to ensure all protected characteristics are covered	Use equality data to identify demographics of engaged patients. Work with VCSE to engage groups insufficiently heard from.
	1D: Patients (service users) report positive experiences of the service	Ensure all protected characteristics are considered in decision making	Review data sets for equality demographics and rectify any groups not currently represented.

Domain	Outcome	Objective	Action
Domain 2: Workforce health and well-being	<p>2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions</p> <p>2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source</p> <p>2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source</p> <p>2D: Staff recommend the organisation as a place to work and receive treatment</p>	<p>To ensure adequate alignment of wellbeing support provision to the mentioned conditions.</p> <p>Staff feel supported to report abuse and are satisfied with the support they receive following an incident. Adequate arrangements are in place to protect staff from abuse and to manage concerns. Build staff trust in the reporting process particularly in terms of actions taken and any learning. Improve % of staff recommending the Trust as a place to work or receive treatment on a year by year basis, including a focus on staff with protected characteristics.</p>	<ul style="list-style-type: none"> <li>• Adoption of wellbeing plan, aligned to the People Plan with consideration of the monitoring of protected characteristics in relation to sick leave.</li> <li>• Build on work with VCSEs to ensure adequate support pathways specific to managing obesity, diabetes, asthma and COPD.</li> <li>• Implement the V&amp;A action plan as agreed via the programme board.</li> <li>• Continue to raise awareness and use of the Kindness and Respect Toolkit.</li> <li>• Strengthen mechanisms for reporting to staff organisational learning and actions taken.</li> <li>• Review impact of Guardian Service.</li> <li>• Adoption of clear actions from the 2024 staff survey results including in relation to variations in experience by protected characteristic.</li> </ul>



Domain	Outcome	Objective	Action
Domain 3: Inclusive leadership	<p>3A: Board members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of, and commitment to, equality and health inequalities</p> <p>3B: Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed</p> <p>3C: Board members and system leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and patients</p>	<p>Increase visibility of commitment and actions.</p> <p>Improve diversity at Band 8C and above (3-5 year objective).</p>	<ul style="list-style-type: none"> <li>• Introduce EDI Bulletin.</li> <li>• Assess position against Leadership Framework for Health Inequalities Improvement.</li> <li>• Maintain focus on EDI and Health Inequalities at various committees.</li> <li>• Continue with fair recruitment programme of work.</li> <li>• Identify opportunities to share career pathways and remove barriers to making senior roles more accessible to part-time and disabled workers, particularly through the use of flexible working opportunities.</li> </ul>

