

Equality and Human Rights Policy

Policy Number:	229
Version:	6.0
Category:	People and Organisational Development
Authorisation Committee:	Terms and Conditions Meeting
Date of Authorisation	15 th August 2019
Ratification Committee:	People and Organisational Development (OD) Senior Leadership Meeting
Date of Ratification	29 th August 2019
Author Name and Job title	Rachel Stanfield, Deputy Director People & OD Catherine Holly, Head of Patient and Public Involvement
Sponsor Name and Job Title :	Terry Roberts, Director of People and Organisational Development
Date issued:	8 th October 2019
Next Version Date:	29 th August 2022
Review Period (1 year, 2 year etc)	3 years
Scope	All Staff
This policy has been Equality Impact Assessed	Yes

Uncontrolled once printed.

It is your responsibility to check against the intranet that this printout is the most recent version of this document.

Record of changes to this document

Version & Section Number	Amendment	Date of Change	Change/ Addition	Reason
Section 10	Equality Impact Assessment	6.11.12	10.4	delete "(in line with the impending new Equality Bill)". This has been replaced by the Equality Act 2010.
	Insert information about the 'Engagement Toolkit' intranet pages	14.4.14	Under Section 5 – Duties	
	Insert information in roles and responsibilities			Responsibilities of Executive Director of People (Equality and Diversity) and Head of Patient and Public Involvement
Throughout	Changes to People & OD	26 June 2019		Reflects organisational change
Front sheet & footer	Changes to Author and Sponsoring Executive Directors			Reflects organisational change
6.4	Updated for changes to the 'Two Ticks' system	17 July 2019	Inclusion of 'Disability Confident' scheme	Change in national process
7	Updated intranet link	17 July 2019		Need for updated intranet link

Dissemination and Consultation with Stakeholders

Disseminated to (either directly or via meetings, etc.)	Position of Stakeholder or Name of Endorsing Committee	Format (paper or electronic)	Date
Catherine Holly	Head of Public and Patient Involvement	Electronic	14 April 2014
Saghir Siraj	Head of Occupational Health	Electronic	9 April 2014
Lesley Dixon	Union Partnership	Electronic	8 April 2014
Inderjit Bhambra	HR Business Partner	Electronic	26 March 2014
Catherine Holly	Head of Public and Patient Involvement	Electronic / Paper	27 March 2013
Louise Williams	HR Consultant	Electronic	27 March 2013
Inderjit Bhambra	HR Business Partner	Electronic	21 March 2013
Tom Wright	Assistant Director of Operations, Women's and		21 March 2013

	Children's Services		
Komal Sharma	HR Consultant	Electronic	20 March 2013
Catherine Holly	Head of Patient and Public Engagement	Paper	
Samantha Lees	Acting Deputy Director of People	Paper	
Raman Bath	Resourcing Manager	Paper	
Saghir Siraj	Occupational Health Manager	Paper	

Operational Summary

Operational Summary (to be summarised on no more than one page)

Policy Aim

This policy aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage in relation to others.

Policy Summary

This policy provides a summary of the Trusts commitment to ensuring agreed practice for designing and implementing services, policies and measures.

What it means for staff

All Managers and Staff must

- Support and implement the principles of the Equality Policy.
- Treat all staff, managers, patients, visitors and members of the public with dignity and respect in accordance with the CARES culture and values (behavioural framework).
- Managers must ensure staff are made aware of the contents and importance of observing the principles of Equality and Human Rights.

1. Introduction

The Hillingdon Hospitals NHS Foundation Trust is the main provider of acute, emergency and specialist patient focused care that is provided from both the Hillingdon Hospital and Mount Vernon sites. We aim to provide the best possible care, cure and comfort to the local community with the clinical excellence of our multicultural workforce reflecting the diversity of the community and service users.

The Hillingdon Hospital NHS Foundation Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage in relation to others.

2. Purpose

The purpose of this policy is to:

- 2.1 Promote equality and eliminate discrimination and harassment.
- 2.2 Ensure that the human rights of staff and service users are upheld as defined by the Human Rights Act 1998.
- 2.3 Ensure a shared understanding of equality, diversity and human rights across the organisation.
- 2.4 Identify the potential risks involved with not adhering to the Policy, based on equality and human rights legislation.
- 2.5 Encourage staff to develop their awareness and respond to the diverse needs of service users.

3. Risks of not having this Policy in place

The risks of not having a clearly communicated and effectively monitored Equality and Human Rights Policy include:

- 3.1 Individuals may experience discrimination, harassment or victimisation.
- 3.2 Individuals may have their human rights breached.
- 3.3 The organisation may not be compliant with equality legislation, including our public equality duties.
- 3.4 The organisation may not be compliant with the Human Rights Act.

4. Explanation of Terms

This policy outlines The Hillingdon Hospitals NHS Foundation Trust's approach to equality, diversity and human rights, based on the following definitions.

Equality: (or equal opportunities) is based on a principle of providing equal access to opportunities and services. Equality legislation aims to protect individuals against discrimination or harassment due to their:

- Race
- Disability
- Age
- Gender reassignment
- Sex
- Sexual Orientation
- Religion or Belief
- Pregnancy and maternity
- Marriage and Civil Partnership

These characteristics are referred to as '**protected characteristics**' in the Equality Act 2010.

Diversity: is based on a principle of recognising, responding to, and valuing visible and non-visible differences amongst individuals ensuring everyone can thrive and contribute.

Human Rights: the Human Rights Act 1998 sets universal standards to ensure that a person's basic needs as a human being are recognised and met. These include:

- The right to life
- The right not to be tortured or treated in an inhuman or degrading way
- The right to liberty
- The right to a fair trial
- The right to respect private and family life, home and correspondence
- The right not to be discriminated against

Direct discrimination: Treating a person less favourably because of a particular protected characteristic, or a combination of protected characteristics.

Indirect discrimination: Applying criteria or practice equally to all people but which has the effect of disadvantaging one group of people.

Harassment: Unwanted behaviour which creates a humiliating, offensive or degrading environment.

Victimisation: Treating a person less favourably because they have asserted their rights under this policy or equality legislation (e.g. made or assisted with a complaint).

CARES 'Culture and Values': Delivering our core values by embedding them in all that we say and do, so we are clear about the kind of attitudes and behaviours that staff should expect from one another and that patients should expect from us.

Equality Delivery System (EDS): The Equality Delivery System (EDS) is designed to help NHS organisations improve equality performance and embed equality to provide inclusive services. This helps the trust meet the requirements of the Equality Act 2010.

5. Duties

In applying this policy, The Hillingdon Hospitals NHS Foundation Trust recognises its duties under the Equality Act 2010 and the Human Rights Act 1998.

The Equality Act 2010 requires The Hillingdon Hospitals NHS Foundation Trust to:

- Promote equality across all its functions for all protected groups
- Eliminate discrimination
- Promote good relationships between different groups of people.

The Human Rights Act 1998 requires the Hillingdon Hospitals NHS Foundation Trust to ensure that all staff and service users are equally able to access all their human rights as set out in the Act, both as employees and service users of the Trust.

Health and Social Care Act 2012
National Health Service Act 2006

- Section 2 of the Health and Social Care Act 2012 requires due regard to the NHS Constitution which sets out rights, responsibilities and expected standards of health care
- Section 3 of the Health and Social Care Act inserts a new section 1C into the National Health Service Act 2006 to have regard to the need to reduce inequalities between people in respect to the benefits that they can obtain from the health service
- Some overlap with the protected characteristics, but much wider, for example, social economic considerations, variations in health between areas and different sections of the population, and other factors giving rise to health inequalities, for example, hereditary factors
- Reducing gaps in life expectancy and health life expectancy between people

Legal Liability

Individual members of staff can be held personally liable for acts of unlawful discrimination.

The Trust as an employer may be liable for any act of unlawful discrimination committed by its staff during the course of their employment, unless it can be proved that all reasonable and practicable steps had been taken to prevent such an act from occurring. The Trust has a primary legal and moral responsibility for ensuring that discrimination does not occur.

5.1 Responsibilities

5.1.1 Responsibilities of Staff

All managers and staff are expected to observe the requirements of this policy in their behaviour towards other staff members and members of the public. In particular, they shall:

- support and implement the principles of the Equality Policy
- report any incident or behaviour which contravenes this policy and not indirectly support unfair treatment by ignoring what is happening around them;
- Treat all staff, managers, patients, visitors and members of the public with dignity and respect.

5.1.2 Responsibilities of Managers

All managers have responsibility for ensuring this policy is fairly and consistently applied by and to all of the staff they manage. All managers should ensure that:

- Staff are made aware of the contents Policy;
- they eliminate any unfair practices of which they are aware, whether or not a complaint has been made;
- any allegations of discriminatory behaviour or practices are properly investigated, all relevant documentation retained and, disciplinary action taken (where appropriate) in a non-discriminatory manner;
- they are positive role models of best equality practice for their staff;
- They address any discriminatory practices or behaviours from service users in line with the [Management of Violence and Aggression Policy](#) and ensure that staff are supported appropriately, including providing support in line with the Employee Assistance Programme (EAP) and Occupational Health.

5.1.3 Responsibilities of People and Organisational Development including Occupational Health

People and Organisational Development are responsible for providing advice and guidance to any employee or manager on the application and effective implementation of this policy. They also have responsibility for ensuring that the duty to promote is observed and actioned where necessary and the general and specific duties of Equality Legislation are observed. They will produce and publish the annual workforce compliance report to demonstrate compliance with the Public Sector Equality Duty (PSED) as required by the Equality Act 2010 (Specific Duties) Regulations 2011.

5.1.4 Responsibility of the Head of Patient and Public Engagement

The Head of Patient and Public Engagement is responsible for:

- providing advice and guidance to staff on the need to undertake an equality analysis when developing or reviewing policies / services
- to produce and publish the annual service compliance report to demonstrate compliance with the Public Sector Equality Duty (PSED) as required by the Equality Act 2010 (Specific Duties) Regulations 2011.

5.1.5 Responsibility of Executive Director for Equality and Diversity

The Director of People and Organisational Development is the Executive Director responsible for presenting the annual Equality Report covering employment and service issues.

6. Process for systematic implementation of the Equality and Human Rights Policy

The Trust will ensure that this Policy is implemented to meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage in relation to others.

6.1 Recruitment, Selection and Assessment

All selection processes for recruitment, promotion, and access to learning and development will be based solely on merit, as evidenced against published justifiable criteria, supported by the relevant policies e.g. policies covering recruitment, selection, study leave, change management.

A selection or assessment process includes any process which could result in the individual gaining some benefit or opportunity, or suffering some detriment, or loss of opportunity, and can include recruitment, internal selection, promotion, performance appraisal, redundancy, access to training, learning or other development, awards schemes, etc. All selection and assessment processes should include an essential criterion in relation to equality and diversity that is appropriate to the process.

6.2 Workforce and Learning

6.2.1 All staff will have fair access to high quality learning opportunities to enable them to carry out their role and to develop their career.

6.2.2 All staff will have a Personal Development Review/Appraisal with their line manager, when objectives are explained and agreed, the individual's performance needs are assessed, and any development needs identified, in line with the Trust's policies around review/appraisal. All staff will have the opportunity to have a Personal Development Plan.

6.2.3 Where practicable, learning and development will be accessible either at times or through means that meet the needs of staff whatever their work pattern.

6.2.4 Appropriate mandatory training every three years via E-Learning or Classroom sessions will be provided to ensure that staff and managers understand their responsibilities under the Trust Equality Policy.

6.3 Positive Action

6.3.1 The historical impact of previous discrimination experienced by people in organisations and in society at large, can result in some groups being under-represented in the workplace, or in particular departments, specialities, grades, professions, etc. Managers should monitor the demographic makeup of their staff in their areas of responsibility. Where

monitoring shows that certain demographic groups are under-represented in comparison with the local authorities and the UK, the law allows organisations to provide Positive Action initiatives, in order to encourage wider access and inclusion. Where under-representation is discovered, managers should consider what Positive Action measures are appropriate and should discuss with the People & Organisational Development team. These can include targeted advertising, and pre-selection training and development. However, selection and assessment must be based solely on merit.

6.4 Disabled Candidates and Staff

The Hillingdon Hospitals NHS Foundation Trust has an enthusiastic approach to disability and is a "Disability Confident" employer. We aim to encourage and successfully employ and retain disabled people and those with health conditions wherever and whenever we can. The Trust is responsible for providing support and when appropriate adjustment to help people get the most out of their time as an employee.

As an employer committing to the Disability Confident scheme we promise to:

- Actively look to attract and recruit disabled people
- Provide a fully inclusive and accessible recruitment process
- Offer an interview to all disabled people who meet the minimum criteria for the role they have applied for
- Demonstrate flexibility when assessing applicants so disabled people have the best opportunity to demonstrate that they can do the job they have applied for.

We believe that in our society everyone has the same rights and opportunities and this is why we are part of the scheme.

Managers responsible for conducting any selection or assessment processes are also responsible for ensuring that reasonable adjustments are made to any candidates who require them, in line with the Trust's Recruitment and Selection Policy.

Managers are responsible for ensuring that staff are able to carry out their work in appropriate conditions, including participation in learning and development initiatives. Where necessary, Reasonable Adjustments must be made to equipment, working or learning arrangements and the physical environment to ensure that disabled staff can carry out their work, and access the full range of learning and development opportunities. These adjustments will be carried out with advice from the occupational health department. In certain circumstances the Equality Act 2010 provides that a reasonable adjustment can include treating disabled staff more favourably, such as appointing a disabled member of staff into a role without undergoing a competitive selection process.

6.5 Work-Life Balance

6.5.1 The Trust will ensure that all staff have the opportunity to manage an effective work/life balance and will provide them with the opportunity to manage urgent caring arrangements, in line with relevant policies and legislation.

6.5.2 All staff can request flexible working arrangements. Managers will ensure that these requests are properly considered in line with the Trusts Flexible Working Policy.

6.6 Health, Safety and Security

6.6.1 The Trust has a duty of care to all its employees, under the Health and Safety at Work Act 1974, and will seek to ensure that all staff have the necessary knowledge, skills, equipment, procedures and working environments to minimise risk to themselves, patients and other people.

6.6.2 Additional risk assessments will be conducted for specific groups, e.g. new and expectant women working in clinical and non clinical roles.

6.7 Pay, Reward and Benefits

6.7.1 The trust will apply a transparent way of evaluating jobs that aims to ensure equal pay and reward for work of equal value, in line with relevant NHS Agreements such as Agenda for Change.

6.7.2 Any benefits available to members of the Trust, whether provided through contract of employment or arranged as opportunities through external providers, e.g. NHS Discount Scheme, will be available and accessible to all staff entitled to them.

6.8 Service Delivery

6.8.1 All patients, and carers, relatives, and friends of patients, as well as other visitors to the Trust's premises, and users of the Trust's services, will be treated with dignity and respect, taking account of their individual needs, and their Human Rights.

6.8.2 The implementation of any clinical or administrative decisions taken in respect of the provision of any goods, facilities or services to patients, service users or the public in general, will be free from harassment, victimisation or unlawful or unjustifiable discrimination.

6.8.3 The Trust is aware that numerous individual, social and environmental factors can have an impact on a person's health and wellbeing, and that significant inequalities exist between certain groups. The primary aim of our research, education and healthcare delivery is to identify and eliminate or reduce health inequalities where we can, in terms of access to healthcare, patient experience and health outcomes.

6.8.4 Managers responsible for clinical and corporate services are also responsible for taking steps to identify inequalities and develop action plans to eliminate or reduce them, in line with the Trust's Equality Impact Assessment procedures.

6.9 Research

Decisions related to tendering for, commissioning of, or conducting research will have due regard to this policy.

6.10 Purchasing, Procurement and Contracting

6.10.1 Tendering for all services, equipment and supplies will include an essential criterion in relation to equality and diversity that is appropriate to the process.

6.10.2 Each tender and contract will be assessed for its potential to contribute to reducing inequality and promoting equal opportunities and Human Rights, in line with the Equality Act and the Human Rights Act.

7 Equality Impact Assessment

The Trust is committed to promoting an environment that values diversity. The Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. This document has been equality impact assessed and this can be found in Appendix 1.

Managers responsible for conducting any selection or assessment processes are also responsible for monitoring that process to ensure that the procedures are carried out fairly and transparently, and are open to, and able to withstand, any challenge or scrutiny. Monitoring for any disproportionate impact will be carried out in line with the Trust's Equality Impact Assessment procedure. Refer to the Equality and Diversity page <http://intranetth.hilldomain.thh.nhs.uk/index.php/equality-diversity>

All new and proposed policies, procedures, practices, guidelines, services and functions, or any proposed changes to them will be screened for relevance to equality duties, and assessed for any disproportionate impact through the Trust's Equality Impact Assessment procedure. When any of these are implemented the effects will be monitored for any adverse impact, and amendments made as necessary.

Equality duties vary because the originating legislation varies. However, in broad terms, they include:

- Eliminating unlawful discrimination;
- Promoting good relations between different groups;
- Promoting equal opportunities.

The duties are laid out in detail in the Trust's Single Equality Scheme.

All public bodies have a statutory duty under equality legislation covering race, disability and gender to undertake equality impact assessments on all policies/guidelines and practices. The Trust's equality impact assessment tool also includes religion/belief, sexual orientation, age, deprivation and human rights. This policy has been equality impact assessed and the findings are attached at Appendix 1.

8. NHS Constitution

The Trust is committed to the principles and values of the NHS constitution and this document takes in to account these principles and values.

9. Training, advice and support

As part of the Corporate induction programme, equality and diversity classroom or online sessions via iDevelop learning. This is mandatory training and all managers/staff should attend every 3 years.

Advice for managers on this policy, and on related People and Organisational Development policies, can be obtained, in the first instance, from People and Organisational Development. The Organisational Development and Learning Team will be available to assist in developing managers' skills and knowledge in this area.

Any member of staff who believes they have been unlawfully discriminated against, or who has experienced or witnessed discrimination, harassment or victimisation should refer to:

- their line manager, where appropriate,
- the Trust's Dignity at Work policy for further advice,
- a trade union or professional body representative,
- Occupational Health Service,
- the Employee Assistance Programme, Chaplaincy service

10. Process for Monitoring Compliance with the Document

Element to be monitored	Lead	Tool / Methodology	Frequency	Reporting arrangements	Action Lead(s)	Change in practice and lessons to be shared
<i>What needs Monitoring</i>	<i>Who will lead on this aspect of monitoring – job title</i>	<i>What tool will I use to monitor/check that everything is working according to this element of the policy</i>	<i>How often will we need to monitor/ frequency</i>	<i>Who or what committee will I report the results to for information and action</i>	<i>Who will undertake the action planning for deficiencies</i>	<i>How will changes be implemented and lessons shared.</i>
Review of Equality policy	HRBP/HPPE	Stakeholders	Every three years unless legislation changes	Director of People and Executive Director of Nursing and Patient Experience	Director of People and Executive Director of Nursing & Patient Experience	Amendments will be made to the policy based on best practice and changes to legislation.
Regularly report and publish information on our Equality objectives	HPPE/People and Development	ESR (collecting data related to protected characteristics above and analyse this in relation to the Trust's equality objectives)	Annually	Director of People	HPPE	Amendments will be made based on best practice and changes to legislation.

11. Dissemination of this Policy

This policy document will be available to all staff via the Trust Policy Information Management System (DiMS). Staff will be alerted to the policy by a standard general email or communication bulletin.

12. References

None.

13. Associated Documentation

Equality and Diversity Policy – Royal Marsden Hospital Trust
NHS Employers – Equality and Diversity

Trust Internal Policies

- Trust Recruitment and Selection Policy
- Trust Disciplinary Policy
- Trust Grievance policy
- Trust Management of Violence and Aggression Policy
- Trust Dignity at Work Policy
- Trust Maternity Leave Policy
- Trust Grievance Resolution Policy and Procedure

14. Standard / Key performance indicators in relation to Patient/Service User Data

Demonstrating that patients, carers and communities from protected groups can readily access services and are not denied access on unreasonable grounds is key to delivering on our equality duty. Where information is available the Trust will provide a breakdown of patient activity by protected groups i.e. age, gender, ethnicity, religion as part of its service monitoring report. Key performance data relating to our workforce and service are reported in the Trust's annual service and workforce compliance reports and available at <http://www.thh.nhs.uk/about/equality/index.php>

EQUALITY IMPACT ASSESSMENT (EIA) INITIAL SCREENING TOOL

Name of Policy or Service: Equality and Human Rights Policy	
Name of Author: Rachel Stanfield	
Who is the policy or service aimed at? (Staff, Patients/Carers, Visitors/Public)	All Staff
Description and aims of the policy/service	This policy is designed to aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage in relation to others.
What outcomes are wanted from this policy/service?	<p>The purpose of this policy is to:</p> <ul style="list-style-type: none"> • Promote equality and eliminate discrimination and harassment. • Ensure that the human rights of staff and service users are upheld as defined by the Human Rights Act 1998. • Ensure a shared understanding of equality, diversity and human rights across the organisation. • Identify the potential risks involved with not adhering to the Policy, based on equality and human rights legislation. • Encourage staff to develop their awareness and respond to the diverse needs of service users.
Are there any factors that might prevent outcomes being achieved?	Policy non-compliance

You must assess each of the 9 areas separately and consider:

1. Where you think that the policy/service could have a **NEGATIVE** impact on any of the equality groups, i.e. it could disadvantage them
2. Where you think that the policy/service could have a **POSITIVE** impact on any of the equality groups like promoting equality and equal opportunities or improving relations within equality groups
3. Where you think that this policy/service has a **NEUTRAL** effect on any of the equality groups listed below i.e. it has no effect currently on equality groups.

Equality Groups	Positive impact	Negative impact	Neutral effect	If negative, please state why and the evidence used in your assessment
Age?			X	
Sex (Male and Female)?			X	

Disability (Learning Difficulties / Physical or Sensory disability)?			X	
Race or Ethnicity?			X	
Religion, Faith or Belief?			X	
Sexual Orientation (gay, lesbian or heterosexual)?			X	
Pregnancy and Maternity?			X	
Gender Reassignment (the process of transitioning from one gender to another)?			X	
Marriage and Civil Partnership			X	
Mental Health			X	
Homelessness, Gypsy/Travellers, Refugees/Asylum seekers			X	

If you have identified a negative impact to any of the above, you must complete a full Equality Impact Assessment (See Appendix B)

Summary
I declare that I have paid due regard to equality (i.e. promote equality of opportunity between communities/staff, eliminate discrimination that is unlawful, promote positive attitudes towards communities/staff) for this policy / service.
I declare that in assessing the proposed policy / service I have identified that there is unlikely to be an adverse impact on different minority groups

Name: Rachel Stanfield	Date: 29 th August 2019
Post: Deputy Director of People & OD	Contact Number: 2823

Template Checklist for the Review and Ratification of Trust Policy Documents

To be completed added as an Appendix to the policy document when submitted to the appropriate committee/group for approval and ratification- delete this information once completed.

Policy Title: Equality Policy

	Title of document being reviewed:	Yes/No/ Unsure	Comments
1.	Title		
	Is the title clear and unambiguous?	Yes	
	Is it clear whether the document is a guideline, policy, protocol or standard?	Yes	
2.	Rationale		
	Are reasons for development of the document stated?	Yes	
3.	Development Process		
	Is the method described in brief?	Yes	
	Are individuals involved in the development identified?	Yes	
	Do you feel a reasonable attempt has been made to ensure relevant expertise has been used?	Yes	Head of Patient and Public Engagement has been involved in the consultation with stakeholders
	Is there evidence of consultation with stakeholders and users?	Yes	
4.	Content		
	Is the objective of the document clear?	Yes	
	Is the target population clear and unambiguous?	Yes	
	Are the intended outcomes described?	Yes	
	Are the statements clear and unambiguous?	Yes	
5.	Evidence Base		
	Is the type of evidence to support the document identified explicitly?	Yes	
	Are key references cited?	No	
	Are the references cited in full?	No	

	Title of document being reviewed:	Yes/No/ Unsure	Comments
	Are local/organisational supporting documents referenced?	Yes	
6.	Approval		
	Does the document identify which committee/group will approve it?	Yes	
	If appropriate, have the joint Human Resources/staff side committee (or equivalent) approved the document?		
7.	Dissemination and Implementation		
	Has the consultation record been completed?	Yes	
	Is there an implementation action plan identifying how this will be done?	Yes	
	Does the plan include the necessary training/support to ensure compliance?	Yes	
8.	Document Control		
	Does the document identify where it will be held?	Yes	
	Have archiving arrangements for superseded documents been addressed?	Yes	
9.	Process for Monitoring Compliance		
	Are there measurable standards or KPI's to support monitoring compliance of the document?	Yes	
	Is there a plan to review or audit compliance with the document?	Yes	
10.	Review Date		
	Is the review date identified?	Yes	
	Is the frequency of review identified? If so, is it acceptable?	Yes	
11.	Overall Responsibility for the Document		
	Is it clear who will be responsible for coordinating the dissemination, implementation and review of the	Yes	

	Title of document being reviewed:	Yes/No/ Unsure	Comments
	documentation?		

Minor Amendments Ratification Chair Approval			
<p>If as ratification committee/group chair you are happy to acknowledge and approve this document, please confirm this by email to the document author. Please enter your name and date of your approval in the box below.</p> <p>NB: A copy of the confirmation email must be sent to the Information Governance Team as evidence of approval before the document can be placed on to the intranet</p>			
Name		Date	
Ratification Committee/Group Approval			
<p>If the committee is happy to approve this document, please sign and date it and forward copies to the document author with responsibility for disseminating and implementing the document and the Governance Information Team who are responsible for maintaining the organisation's database of approved documents.</p> <p>A copy of the minutes demonstrating ratification has been agreed must also be sent as evidence of completing the process.</p>			
Name	People and Organisational Development (OD) Senior Leadership Meeting	Date	29 th August 2019

Acknowledgement: NHSLA Policy Template/Cambridgeshire and Peterborough Mental Health Partnership NHS Trust

Appendix 3 CARES Behavioural Framework

This has been developed to outline the expected behaviour of our employees at the Hillingdon Hospitals NHS Foundation Trust

CARES		Examples of behaviour we expect I will ...		Examples of behaviour we will not accept I will not ...
<p>Communication</p> <p>We recognise the importance of listening and communicating clearly</p>	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<p>acknowledge an individual's presence with a smile and eye contact <i>eg reassure the patient that they have been noticed and make them feel welcome</i></p> <p>introduce myself both face to face and on the telephone, say my department and ask how I can help <i>eg start to build a rapport</i></p> <p>ask the patient how they would like to be addressed <i>eg check whether they want to be called by their first name or title and surname</i></p> <p>speak clearly and slowly, keep it simple, avoid the use of jargon and check for understanding <i>eg check whether the patient has any particular communication needs and provide a clear explanation to their questions</i></p> <p>keep everyone fully informed <i>eg I will ensure that the information I give to colleagues and patients is accurate and timely</i></p> <p>make small talk when appropriate to patients during the journey between departments and on the ward <i>eg see the person in the patient</i></p> <p>listen to others and have two-way communication <i>eg make eye contact, focus on what the person is talking about and check for understanding</i></p>	<ul style="list-style-type: none"> x x x x x 	<p>talk in front of patients and colleagues as if they are not there and in a language they are unlikely to understand <i>eg during the ward round or handover at the patient's bedside, or when in the patient bay area</i></p> <p>discuss confidential information in public areas <i>eg in lifts, corridors, the restaurant, or the coffee bar</i></p> <p>talk down to others <i>eg in a way that suggests you do not think they are as good as you</i></p> <p>interrupt a colleague with an unimportant message <i>eg when a colleague is in the middle of a task that requires their concentration</i></p> <p>use my mobile phone during work periods and only make or take personal calls during breaks <i>eg it looks unprofessional and is unfair on patients and colleagues</i></p>
<p>Attitude</p> <p>We strive to understand other's needs, responding with care, compassion and professionalism</p>	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<p>smile when greeting patients <i>eg it shows that I have a positive and cheerful attitude</i></p> <p>be respectful to everyone <i>eg listen to their views, ideas or suggestions about doing things differently</i></p> <p>be caring and empathic <i>eg show kindness, compassion, sensitivity and</i></p>	<ul style="list-style-type: none"> x x 	<p>be indifferent to or dismissive of others <i>eg ignore or not acknowledge a person when they are speaking</i></p> <p>discuss my troubles in public <i>eg talking about personal issues with colleagues in areas where conversations can be heard by patients or visitors</i></p>

	<ul style="list-style-type: none"> ✓ <i>concern, as I would want for myself or a member of my family</i> ✓ treat others with respect and consideration at all times <i>eg be courteous, say 'please' and 'thank you' to colleagues</i> ✓ be approachable, open and honest <i>eg people feel comfortable to ask me for help and are confident in the information I give them</i> ✓ be professional at all times and take pride in my work <i>eg feel proud to work for this organisation</i> ✓ be positive and have a 'can do' approach <i>eg I won't say 'it's not my job' or 'I haven't got time'</i> 	<ul style="list-style-type: none"> x criticise colleagues in front of patients, visitors and other staff <i>eg tell a colleague they'd forgotten to write information in the notes</i> x be sullen, moody or unapproachable <i>eg give the impression that I haven't got the time</i> x be discourteous, rude or use inappropriate language <i>eg be unaware of cultural differences in eye contact and gestures</i>
<p>Responsibility</p> <p>We take responsibility for consistently delivering excellence and being open in all that we do</p>	<ul style="list-style-type: none"> ✓ do what I say I will do <i>eg complete a task in the time agreed</i> ✓ be personally responsible for my words and actions <i>eg check information for accuracy before passing it on</i> ✓ fully understand my role and responsibilities and carry out my duties in a professional manner <i>eg anticipate a patient's needs and offer help willingly</i> ✓ deliver quality care <i>eg respect each patient's right to privacy and modesty, using the red peg system where applicable</i> ✓ respect the confidentiality of patients and colleagues <i>eg I will not discuss personal and confidential information with colleagues who do not need to know</i> ✓ give patients the correct information and check for understanding <i>eg answer each patient's questions honestly, using language that is understandable to the patient</i> ✓ take ownership of the situation, no matter how big or small <i>eg if I see that a piece of equipment is faulty I will take responsibility for reporting it in line with Trust procedure</i> ✓ pass on knowledge and information to colleagues <i>eg I will not hold on to information so that work cannot move forward if I am not there</i> 	<ul style="list-style-type: none"> x give patients incorrect information <i>eg not being honest about waiting times</i> x carry out a task that I am not competent to do <i>eg a clinical procedure because the department is short staffed</i> x pass it on or leave it to someone else to do, unless appropriate to do so for reasons of competence or expertise <i>eg not updating information on the system</i> x blame others for my mistakes <i>eg not passing on a message I had taken</i> x disregard procedures, processes or policies <i>eg don't think 'I don't have to do this' or 'this doesn't apply to me'</i> x come to work in an unfit state and let my team down <i>eg stayed out too late the night before</i> x wear inappropriate dress or have an unprofessional appearance <i>eg I will not dress in clothing that exposes the midriff, torso or cleavage, or wear denims, shorts or short skirts</i>

	<ul style="list-style-type: none"> ✓ highlight inappropriate actions and behaviours by others <i>eg I will give someone feedback if they have been rude or abrupt to a patient or colleague</i> ✓ know my limitations <i>eg I am able carry out a task I have been given to the required standard</i> 		
<p>Equity</p> <p>We recognise people are different and value everyone equally</p>	<ul style="list-style-type: none"> ✓ treat patients as individuals and take into account their individual needs <i>eg be aware of language barriers, sight or hearing difficulties and accommodate these</i> ✓ respect and value diversity and the differences in others <i>eg understand that others' opinions are as valid as mine</i> ✓ challenge bias, prejudice and intolerance <i>eg I will either speak to the person who always favours other colleagues or report it</i> ✓ recognise that there are no unimportant people or roles in our organisation <i>eg understand that we all contribute to the organisation in different ways</i> ✓ promote and encourage team work <i>eg willingly offer help and support to my colleagues</i> 	<ul style="list-style-type: none"> ✗ impose my personal beliefs and opinions on patients or colleagues <i>eg my way is the best way because I've always done it this way</i> ✗ disrespect others' beliefs or views <i>eg because I'm more senior than you, older than you, know better than you or have been here longer than you</i> ✗ be rude, threaten or bully patients or colleagues <i>eg 'if you don't do this, I will report you'</i> ✗ label patients or colleagues – people are individuals <i>eg 'old people are all the same'; 'porters just sit around all day'</i> 	
<p>Safety</p> <p>We view patient, staff and visitor safety as a priority</p>	<ul style="list-style-type: none"> ✓ follow the Trust procedures for hand hygiene <i>eg decontaminate my hands following patient/surface/equipment contact and remove gloves.</i> ✓ be proactive and report things before they become a problem <i>eg tell my manager or use the Datix online incident reporting system</i> ✓ ask if I am unsure <i>eg I won't attempt to do something I'm not confident about or don't understand</i> ✓ keep my work area clean, tidy and pick up litter when I see it <i>eg a clean and tidy area makes patients feel safe</i> ✓ respond promptly to call bells, bleeps, telephones and 	<ul style="list-style-type: none"> ✗ wear my uniform outside of the Trust <i>eg not covering my uniform with a coat or jacket</i> ✗ leave computers and rooms unlocked or unprotected <i>eg just walk away and leave confidential information on the screen for anyone to see</i> ✗ give incorrect information to patients about their care <i>eg not checking that the information is correct and up-to-date</i> ✗ leave the reporting of incidents or faults to others <i>eg because I can't be bothered or I'm about to go home</i> ✗ give out confidential information without checking the validity of the person requesting it <i>eg not asking why they need the information and</i> 	

	<p>other requests for help <i>eg see the person in the patient and assist with their needs when required</i></p> <p>✓ use simple language and speak in English when carrying out my duties, unless I have been asked to translate <i>eg speaking in English reassures patients and colleagues that I am not talking about them</i></p> <p>✓ maintain privacy and ensure confidential information is kept safe and secure <i>eg I will lock away papers or lock the office when I am not there</i></p> <p>✓ ensure my identity badge is visible and challenge others who should not be there <i>eg I will ask someone who they are looking for if they should not be there and report any concerns to Security</i></p> <p>✓ keep up-to-date with my training <i>eg statutory, mandatory and professional</i></p>	<p><i>who has authorised it</i></p>
--	--	-------------------------------------