

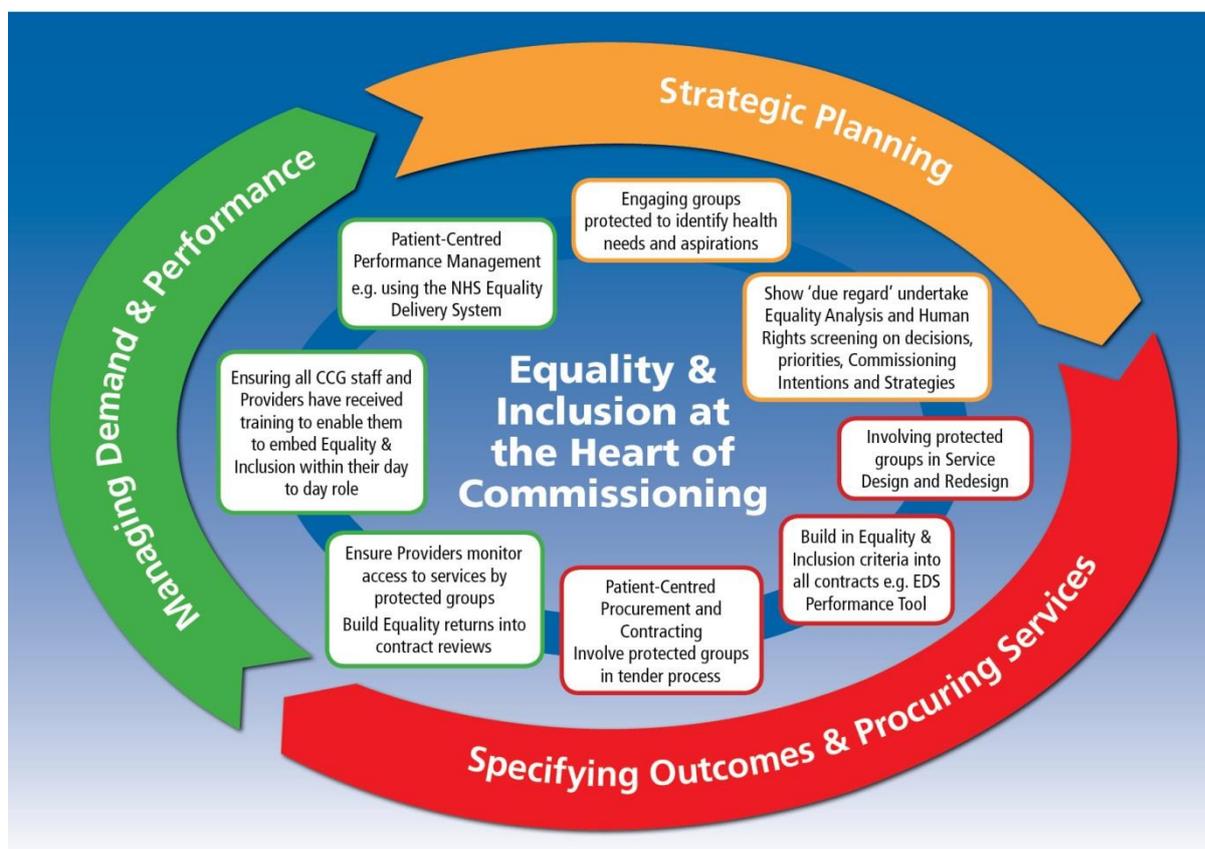
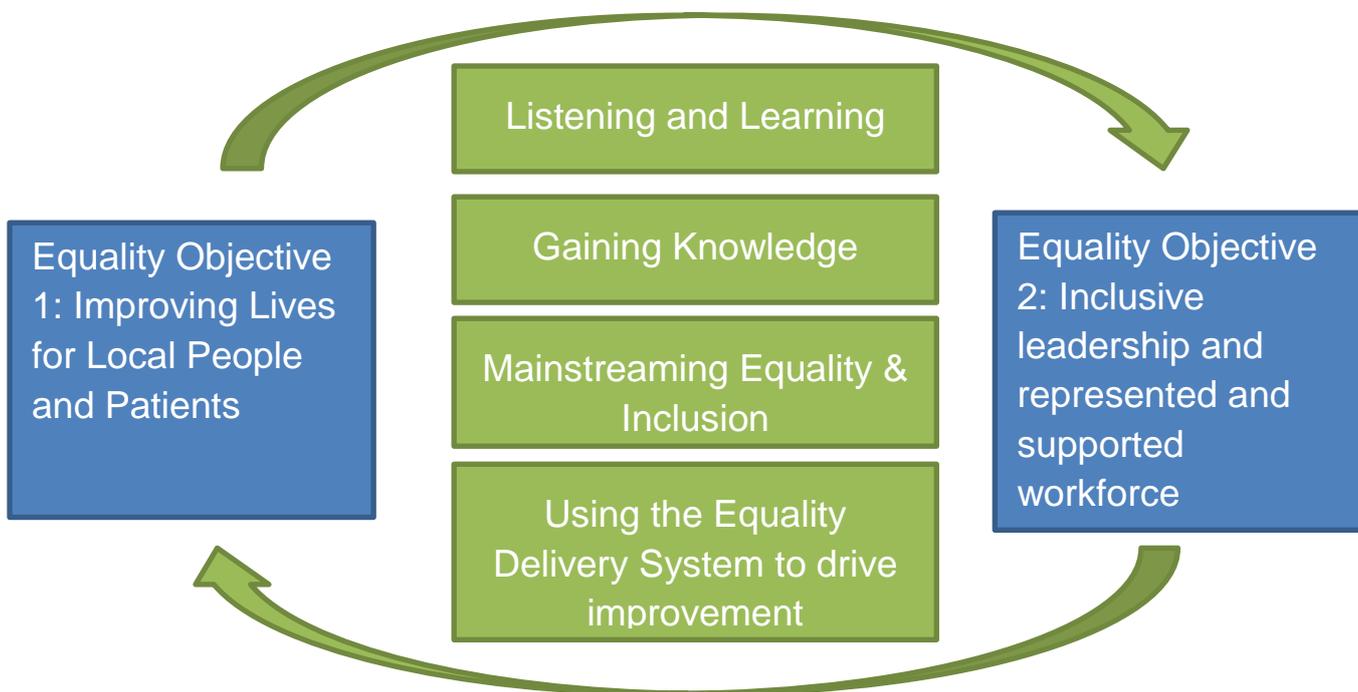
Equality & Inclusion Strategy 2013 - 2016



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Our Strategy at a glimpse



Foreword

We are pleased to launch our refreshed Equality and Inclusion Strategy which sets out our commitment to taking equality, diversity and human rights into account in everything we do whether that's buying services, employing people, developing policies, communicating or engaging with local people as part of our decision making.

This strategy will help the Clinical Commissioning Group to tackle current health inequalities, promote equality and fairness and establish a culture of inclusiveness that will enable health services in East Lancashire to meet the needs of all.

Our Governing Body commits to monitoring our progress and reporting regularly and openly on the developments in this plan. We acknowledge and accept our roles in supporting the strategy and will play our full part in making its aims a reality.

The Clinical Commissioning Group has a designated Board level lead that is responsible for ensuring the Governing Body consider Equality, Diversity and Human Rights. The Board level lead is supported by an external source providing high level experience, knowledge and skills on a shared basis with other local Clinical Commissioning Groups.

The people in our community are the experts of their own conditions, their personal characteristics or the needs of the people they care for. Empowering patients and the public to become our partners within the new landscape as we move forward will ensure a world class service for all.

The CCG will also involve local people in the continuing development and monitoring of this strategy to ensure that we buy the right health care services, reduce health inequalities and provide well trained staff to deliver and ensure our providers meet the equality duties set out in the Equality Act 2010 and promote people's rights.



Dr Mike Ions
CCG Accountable Officer

Dr Di Van Ruitenbeek
CCG Chair and E&D Lead

Tim Mansfield
Chief Operating Officer

Scope of the Strategy

East Lancashire Clinical Commissioning Group (CCG) has the legal and ethical obligations to reduce health inequalities and advance equality of the people of East Lancashire and its employees, with due regard to the elimination of discrimination, the promotion of equality of opportunity and the fostering of good relations between people who have a protected characteristic (see appendix I) and those who do not in accordance with the public sector Equality Duty of the Equality Act 2010.

Due regard means that the Clinical Commissioning Group has given advanced consideration to issues of equality and discrimination before making any policy decision that may impact protected groups. That is a valuable requirement that is seen as an integral and important part of the mechanisms for ensuring the fulfilment of the aims of anti-discrimination legislation set out in the Equality Act 2010.

The CCG's strategic approach is one of proportionate universalism this means that actions taken by the CCG e.g. buying, redesigning or decommissioning health care must be universal, but with a scale and intensity that is proportionate to the level of disadvantage experienced by different communities including those with different protected characteristics.

East Lancashire CCG has the legal obligation to reduce health inequalities between patients with respect to their ability to access health services and with respect of outcomes achieved for them by the provision of health services as set out in the Health and Social Care Act 2012, they are also obliged to promote and protect people's human rights in carrying out its functions as set out in the Human Rights Act 1998 and the NHS Constitution 2012.

Vision of the Strategy

East Lancashire CCG,s vision is to improve the health of the people of East Lancashire and reduce health inequalities through strong, clinically led, commissioning of high quality healthcare services that are modern, truly patient centred and in the most appropriate setting. Listening and learning from the people of East Lancashire, patients, carers and communities, to deliver co-produced services which are person centred, compassionate and flexible. The CCG aims to resource, plan and commission NHS services based on robust evidence, to address both barriers to healthcare and health inequalities. The CCG will also ensure that our staff are engaged and supported through fair employment and good working practices that attracts, retains and develops the best talent to deliver our functions for the people of East Lancashire.

Aims of the strategy

1. To support the CCG in embedding equality of opportunity, including the Equality Act 2010 compliance, not only for the CCG but our providers too.
2. To support the CCG and the wider NHS across East Lancashire in addressing health inequalities, including complying with relevant legal duties.

3. To support the CCG and the wider health and social care economy in creating services and care pathways that eliminate wide variations in health outcomes. Ensuring fairness and equity that are inclusive and based upon the values on the NHS Constitution ensuring we have a system where everyone counts.

Principles

In delivering this strategy all CCG staff will work to the following principles:

1. We will ensure the values of the NHS Constitution influence all decisions taken by the CCG
2. We will work with all NHS colleagues commissioning or providing services to the people of East Lancashire to enable the mainstreaming of equality and inclusion into all core business where possible
3. We will work in partnership with all health care providers across East Lancashire, other CCGs in Lancashire, Lancashire County Council and the Community, Faith and Voluntary organisations to ensure the best use of resources in delivering this strategy
4. We will work with local people and out Healthcare Providers to undertake annual EDS grading and demonstrate improvement against all 4 goals
5. We will undertake effective and accessible engagement with people in general but also where required with people who have specific protected characteristics as set out in the Equality Act 2010
6. We will promote and protect people's rights in decision making ensuring that decisions are legal, proportionate and have shown due regard to the Public Sector Equality Duty

About the communities we serve:

East Lancashire CCG comprises the five boroughs of Burnley, Hyndburn, Pendle, the Ribble Valley (excluding Longridge), and Rossendale. The population the Clinical Commissioning Group serves is estimated at 371,443 people. The local population is also very diverse and has an ageing population in the sense that the numbers of people over 75 years has increased and is projected to continue to do so. At the same time, the numbers of children and young people in the population is higher than average, this means that the Clinical Commissioning Group will need to be consider both ends of the age spectrum, when buying health services. The south Asian ethnic community makes up over 11% of the registered population and has a much younger age structure than the white British community.

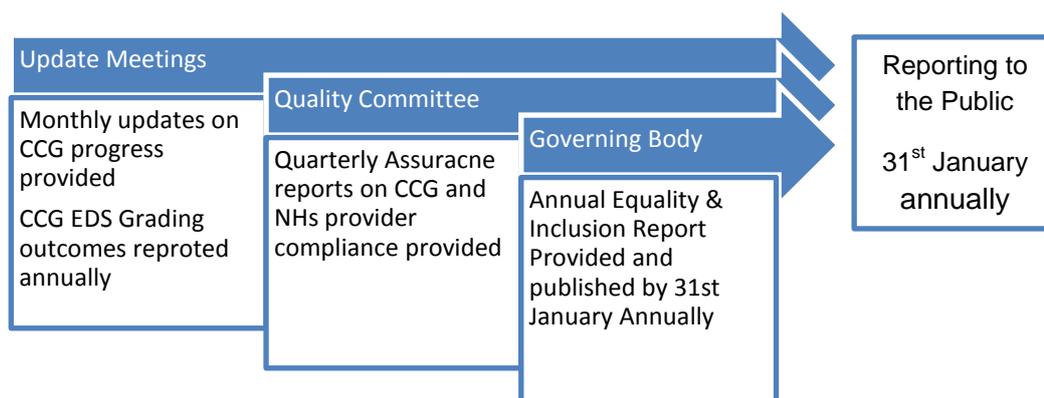
'Improving the health and wellbeing outcomes for patients and the local population shall be our central goal.'

Health status

Life expectancy in East Lancashire has improved, but there are wide health inequalities within our CCG area, and between the East Lancashire region and the national figure. These inequalities are a result of relatively high early death rates from the “big killers”, CVD, cancers and respiratory disease, but also by a small number of deaths occurring at a markedly young age e.g. accidents, chronic liver disease, suicides and infant deaths. Early deaths from cancer, in particular, make an important contribution to overall early death rates, and there is evidence that the local premature cancer death rate has increased over recent years.

Governance

The Head of Corporate Affairs will lead on driving forward the strategic priorities and deliverables set out in this strategy. Progress against the delivery of the strategy will be reported on a monthly basis through update meetings between the Head of Corporate Affairs and the CSU Head of Equality & Inclusion, quarterly to the Quality and Engagement Committee and annually to the Governing Body, any risks to the delivery of this strategy will be reported via the CCGs Assurance Framework quarterly.



Delivery Mechanisms

The delivery mechanisms for the strategy include:

Equality Delivery System for NHS

The Equality Delivery System (EDS) is a toolkit that can help the Clinical Commissioning Group and its healthcare providers to commission and design services and create workplaces that are fair and diverse, improving the services provided for the local community, enabling the CCG to demonstrate how it is understanding and tackling health inequalities across East Lancashire and how it is providing better working environments for our staff. The grading of the CCG and its healthcare providers is carried out by people from East Lancashire on an annual basis the outcomes of the grading in 2013 enabled the CCG to develop its Equality

Objectives set out below.

Equality Objectives

1. Improving lives of local people and patients
2. Inclusive leadership and represented and supported workforce

Joint Health & Social Care Learning Disability Self-Assessment Framework (LDSAF)

This is a framework which requires the CCG to work with NHS healthcare providers and the local council to draw together evidence of how it is performing in supporting people with Learning Disabilities and Challenging Behaviour either in the community or as in-patients. This is carried out on an annual basis and the evidence is shared with local people through the 'Big Health Day' before being submitted to NHS England.

Lancashire Delivery Partnership

The role of the Partnership is to ensure the principles of equality and human rights are embedded into the mainstream activities of all NHS organisations working across Lancashire whether Clinical Commissioning Groups (CCGs), Commissioning Support Unit (CSU) and NHS Providers. This covers commissioning and procuring services and delivering services. To achieve this aim, the Partnership will work to the four objectives of the NHS Equality Delivery System (EDS version 2: 2013).

Development and Consultation

This revised strategy has been developed following the consultation with local people attending the EDS grading event in March 2013, the CCG will also consult with the Patient and Public, Health Watch, GP Patient Involvement Groups, provider organisations and other local community groups. Internal consultation with employees and senior managers will also inform the final Strategy.

It is expected that where required co-produced deliverables will flow from this strategy with both internal colleagues and external partners e.g. co-produced equality analysis on health and social care pathways and will be subject to regular review and update.

The outcomes and enablers

The CCG will focus on two objectives; Improving lives of local people and patients and Inclusive leadership and represented and supported workforce to promote equality of opportunity, foster good relations and eliminate inequalities and discrimination. Supporting the delivery of these objectives are the aims of four process focused enablers; listening and learning, gaining knowledge, mainstreaming

equality and inclusion and using the equality delivery system to drive improvement.

Objective 1: Improving lives of local people and patients

Outcomes:

- Positive impact on population level health inequalities, including improving access, experience, quality and outcomes of health care
- Improvement in commissioning and service delivery across the health economy for those people where outcomes are particularly poor, aiming to increase both quality of life and life expectancy
- Utilise the power of CCG's employment, commissioning, procurement and sustainability policies to address the wider social determinants of health; working in partnership with local stakeholders

Objective 2: Inclusive leadership and represented and supported workforce

Outcomes:

- The CCG aims to identify, attract and recruit the best talent, from a diverse range of backgrounds, particularly where representation is poor
- The CCG aims to develop the capability and capacity of the clinical and non-clinical workforce including governing body level, to promote equality of opportunity for all and to address inequalities
- CCG employment pathways are accessible, transparent and inclusive, supporting the workforce to succeed and realise their full potential
- The CCG and its Commissioning Support Units workforce will be responsive to individual and community level health needs and effectively commission and deliver equitable quality services
- The CCG as an employer in East Lancashire uses this position to address health inequalities by being an exemplar employer for all protected groups and socio-economically disadvantaged groups

Enabler 1: listening and learning

Aim: putting the multiple perspectives of people living and working in East Lancashire at the heart of everything it does

Enabler 2: gaining knowledge

Aim: better information about people with protected characteristics living and working in East Lancashire, more widely shared and more intelligently used

Enabler 3: mainstreaming equality & inclusion

Aim: promoting equality of opportunity and tackling health inequalities mainstreamed in CCG planning and commissioning

Enabler 4: using the equality delivery system to drive improvement

Aim: involving local people in grading our performance annually, working in partnership with other Health organisations and learning from the process

Conclusion:

East Lancashire Clinical Commissioning Group will deliver this strategy as a systems leader across East Lancashire, as a lead and associate commissioner of health care services utilising our influence as a commissioner and employer.

The CCG aims to advance equality and eliminate inequality and discrimination utilising the Equality Delivery System performance framework both for itself and through embedding this into contracts for all its providers.

The CCG aims to promote and protect people's rights by showing due regard to the three aims of the Equality Duty and by ensuring fairness, equity and inclusivity based upon the values on the NHS Constitution ensuring we have a system where everyone counts.

The CCG will work in partnership with Local Government bodies and other NHS and non-NHS providers of Health and Social Care to tackle health inequalities, ensuring that all commissioning decisions are fair, equitable, proportionate and robust.

Appendix I – Protected Characteristics

The Public Sector Equality Duty 2010 protected characteristics		
1	Age	By being of a particular age / within a range of ages
2	Disability	A physical or mental impairment which has a substantial and long term adverse effect on day to day activities
3	Gender (sex)	being a man or a woman
4	Gender Reassignment	Transsexual people who propose to; are doing or have undergone a process of having their sex reassigned
5	Pregnancy and maternity	If a woman is treated unfavourably because of her pregnancy, pregnancy related illness or related to maternity leave
6	Race	Includes colour, nationality, ethnic origins and national origins
7	Religion or belief / lack of belief	The full diversity of religious and belief affiliations in the United Kingdom.
8	Sexual orientation	A person's sexual preference towards people of the same sex, opposite sex or both
9	Marriage and Civil Partnership	This is relevant in relation to employment and vocational training; the CCG will ensure that this protected group is considered in relation to employment of staff and their training.

Appendix II – Deliverables

Objective 1: Improving lives of local people and patients

- Working with NHS and local government colleagues to lead and support the adoption of “at scale” interventions known to address health inequalities
- Using joint levers of equality and health inequalities to ensure equity of access and outcomes for all
- Increased understanding of the health and social needs of “inclusion health” groups, children and young people and older people of people across East Lancashire and with wider Fylde Coast
- Increased awareness and adoption of commissioning and care models that are evidenced to address the needs of “inclusion health” groups
- Leading the mainstreaming of approaches within the health economy to reduce health inequalities
- Ensuring effective engagement with local people to support Equality Act and Human Rights Act compliance
- Supporting the CCG as a corporately responsible employer to best utilise procurement, commissioning and sustainable development levers to promote equality and tackle health inequalities

Objective 2: Inclusive leadership and represented and supported workforce

- Supporting the development of “scenario- based” Governing Body assessment and recruitment models and best practice guidance to enable inclusive leadership
- Build capacity to embed rigorous assessment of “NHS Values” at all levels of the recruitment process, including Governing Body level
- Producing the Workforce Census - key statistics (where required and in line with Data Protection Act 1998) and insight that provides data and information about the diversity of the workforce at all levels as part of the annual reporting mechanism
- Providing analysis of Staff Experience - assessment of what factors impact the experience of staff from protected and disadvantaged socio-economic groups performance managing this through employee grading of goals 3 & 4 of the NHS Equality Delivery System
- Working towards becoming an exemplar employer, with a focus upon addressing staff health and lifestyle issues and working with HR professionals and workforce leaders to support the workforce to remain healthy
- Encouraging people to choose a career in the NHS by offering a range of potential entrance pathways, such as apprenticeships and graduate training programmes in healthcare related careers

Enabler 1: listening and learning

1. Creating a space for local patients, the public and active citizens to connect and co-create with the CCG and frontline staff. Offering a fresh way to talk about, listen to and understand how people’s differences can affect their personal experiences, quality of care and health outcomes
2. Use of a variety of media to champion the need to hear the multiple perspectives of diverse people, patients and communities, including supporting development of the

- CCGs capability and producing guidance and resources
3. Championing close working relationships and co-production with all key stakeholders within and beyond the NHS
 4. Ensuring Patient and Public Involvement Forum is reflective of the diversity of the population and can address equality and health inequalities challenges

Enabler 2: gaining knowledge

1. A public-facing equality and health inequalities knowledge “hub”, that supports the CCG, stakeholders and its health care providers in understanding and responding to the needs of the populations they serve
2. Data standards and guidance on collecting and using equality data within workforce and services
3. Guidance and tools for commissioners in understanding the health inequalities of the populations they serve
4. Health capability operationalized within risk stratification tools
5. Domain outcome measures disaggregated where possible for equality and health inequalities
6. Developing methodologies to ensure the CCG can embed equality and health inequalities in all its analytical products
7. Mapping specific health inequalities by protected characteristics and disadvantaged groups
8. Develop robust information on the effectiveness and cost effectiveness of interventions to reduce health inequalities, including individual level interventions
9. Work with Public Health East Lancashire and Lancashire (where required) to further develop prevalence modelling by disease to operationalize within the system
10. Development of patient experience understanding across equality and health inequalities groups
11. Inclusion health intelligence and information development
12. Undertaking robust equality analysis and human rights screening embedding this into process management systems such as commissioning cycle

Enabler 3: mainstreaming equality & inclusion

1. Utilising the NHS Equality Delivery System version 2 (November 2013)
2. Support all provider organisations to meet health inequalities and equality legal obligations, including implementation of the EDS
3. Work with the Local Area Team to support GPs to improve the health of the neediest people in their practice and to encourage uptake of good practice preventative treatments for those in most need
4. Work with and support Health Watch in understanding its responsibilities in regard to equality and health inequalities
5. Develop awareness and capability for all CCG staff of the Equality Act (2010) and Health and Social Care Act (2012) health inequalities and integration duties ensuring our providers are doing the same (tested through contract monitoring)
6. Governance for this strategy to be firmly established and embedded and accountabilities outlined for CCG staff

Enabler 4: using the equality delivery system to drive improvement

1. Utilising the NHS Equality Delivery System version 2 (November 2013)
2. Support all provider organisations to meet health inequalities and equality legal obligations, including implementation of the EDS