

Sharing the Learning – Implementing the Equality Delivery System for the NHS – EDS/EDS2

NHS England and the Equality and Diversity Council are keen to learn about the outcomes that have been achieved for patients and staff as a result of your organisation's implementation of the Equality Delivery System for the NHS – EDS/EDS2.

We would like to showcase good EDS/EDS2 practice and outcomes on the Equality and Health Inequalities web pages hosted on NHS England's website.

Please return the completed form to edc@nhs.net

Your details	
Organisation: <i>Name and type of organisation</i>	West Midlands Ambulance Service NHS FT
Job title:	Equality, Diversity & Inclusion Manager
Contact details: <i>Name, telephone, email</i>	Sofia Jabeen 07768278922 sofia.jabeen@wmas.nhs.uk
What are your organisation's Equality Objectives? If published, please include the web link:	http://www.wmas.nhs.uk/Pages/EqualityObjectives2012_16.aspx

Title of Case Study:	
Access course BAME applicants	
Which EDS Goal does your case study relate to? <i>Please tick all that apply</i>	Which protected characteristic(s) are covered by your case study? <i>Please tick all that apply</i>
<input type="checkbox"/> Better health outcomes <input type="checkbox"/> Improved patient access and experience <input checked="" type="checkbox"/> A representative and supported workforce <input type="checkbox"/> Inclusive leadership	<input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender reassignment <input type="checkbox"/> Marriage and civil partnership <input type="checkbox"/> Pregnancy and maternity <input checked="" type="checkbox"/> Race <input type="checkbox"/> Religion or belief <input type="checkbox"/> Sex

Sexual orientation

Background information about EDS activity in your organisation:

Include a brief summary of how EDS/EDS2 is implemented in your organisation, including positives and challenges, e.g. joint grading with local interests etc.

Resource:

The Trusts EDI Manager has lead a detailed training programme in embedding the EDS into the organisation.

Phase One: Informing/Advising & Training Board members, Patient Experience Lead, Membership and Governor Support Officer, Workforce Leads and all Equality, Diversity & Inclusion Steering members were trained and allocated their areas of responsibility of the EDS. Key members of staff attended local EDS workshops delivered by the Department of Health.

Phase Two: Data Gathering/Evidencing. Once the leads were identified 121's were arranged with the EDI Manager to go through the evidence and data that was needed for each of the outcomes of the EDS. Gaps of data were identified particularly around how Black ethnic minority communities were experiencing our services. A big engagement programme was initiated to find out the experiences of diverse communities in the West Midlands region, the Trust has held over 30 focus groups covering all the protected groups.

By analysing the workforce data, the Board of Directors decided to support a task and finish group, led by a board member and with key workforce and organisational development representative to look at BME workforce representation.

Once the evidence was gathered it was produced into a delegate handbook for our two stakeholder engagement events.

A copy of the delegate handbook, can be found by clicking on the below link:

<http://www.wmas.nhs.uk/Pages/EDS.aspx>

Phase Three: Consult/Engage and Grade

The Trust holds annual stakeholder Grading events. The Trust supports two grading events:

1. **Stakeholder Grading Equalities Event** *(Goals one and two of the EDS are graded at this event)* –at this event local community, voluntary, partner organisations are invited. All Health watch and health and wellbeing boards are also invited to the event. We aim to ensure at least one organisation is representing a protected characteristic group. For example Gender Matters, represent individuals who are Lesbian, Gay, Bisexual and Transgender, British Institute for Learning Disability (BILD) represent people with learning disability and many more organisations who are invited to have their say in how we are meeting the local community needs. In the past three years of implementing the EDS/2 we have engaged with over 300 people to grade us on our patient areas.
2. **Staff Grading Equalities event** – *(Goals Three and Four of the EDS are graded at this event)* this event is also held annually, where a cross section of our staff are invited across the whole organisation, including paramedics, 111 representative, Emergency Operators Call Assessors, Patient Transport Services, support

staff, training school and many more. In the past three years of implementing the EDS/2 we have engaged with over 150 staff who graded us on our staff and leadership areas.

What are you proud of and how has this benefited patients and/or staff?

Include any outcomes for patients, communities or staff.

The Trust is aware that the diversity of the workforce and the demographics of the communities we serve are disproportionate. Therefore to address this issue the Trust used Positive Action measures. West Midlands Ambulance Service NHS Foundation Trust is currently under-represented in terms of employees from a BME background. As part of its commitment to addressing this issue the Recruitment Team have been tasked with conducting regular reviews on applicant data to identify any potential barriers or areas of concern

An advert for Student Paramedics was placed on NHS Jobs in January 2014. Following analysis of the applicant data, it was identified that the majority of applicants from a BME background were not shortlisted due to not holding a provisional C1 entitlement on their driving licence. This affected a total of 26 applicants all of who were contacted via email, post and telephone to offer the opportunity to attend an Access Course to help address this potential barrier and also to provide additional information for the application process and the Student Paramedic training programme.

The course would be held on one evening per week for a period of 7 weeks, this therefore would ensure that the programme was accessible for applicants that were both employed and unemployed.

How was this achieved?

Include any challenges or barriers to overcome, any partnership working or creative and innovative approaches.

The a 7 week access programme for BME candidates who have the requisite qualifications but have not previously been successful at all elements of the recruitment process. The course covers generically all the requirements of the recruitment process, there is no guarantee at the end of the course that participants will pass all our recruitment tests.

This Access course has been developed to try and increase the volume of successful applicants from BME communities and to increase the diversity of the Trust using the principles of Positive Action.

The group was ten in total and has turned up for the 7 week course from 1700-2100 they all were keen, committed and totally passionate about wanting to become a Student Paramedic. They all applied through the current recruitment process and all were successfully shortlisted to the assessment phase.

The programme devised covered the following areas;

	Session
Week 1	Introduction to the programme <i>Session agenda for each week</i> <i>Overview of the Stu Para programme</i> <i>Completion of C1 medical</i>
Week 2	Fitness skills <i>Introduction to the fitness test</i>

	<i>Practice on the equipment Exercises to increase fitness</i>
Week 3	Driving skills <i>Overview of assessment and IHCD course Practice driving assessment & Highway Code assessment</i>
Week 4	Literacy & Numeracy skills
Week 5	Group communication skills <i>Use of practice tasks Vision & Values</i>
Week 6	Interview & application skills <i>Role Play, Good / bad examples, Vision & Values, Mission statement</i>
Week 7	Presentation Evening

Over the seven weeks the group grew in stature and had the backing of the Board and Directors. The group appreciated the importance of our senior people turning up to support them and felt very valued.

Top tips:

What learning could other organisations take from your example above?

The results/outcomes and next steps

Out of the ten one withdrew due to pregnancy which left nine. Following the recruitment process, 4 out of the 9 applicants who continued with their application have been successful in obtaining a Paramedic training place; 3 with the Trust and 1 with our HEI partner, the University of Worcester. One other candidate who failed our assessment process has now been accepted at another Trust as a Student Paramedic.

The 2 candidates that were unsuccessful with the Literacy assessment have been offered additional support with their literacy skills. They are in regular contact with the Recruitment Team regarding other opportunities within the Trust. The remainder have declined further offers of support and are no longer in contact with the Trust.

This first 'pilot' programme was very successful with over 40% of attendees achieving a place on a training programme to achieve their ultimate goal of becoming a Paramedic within the West Midlands region.

Considering the feedback and recruitment process outcomes, it has been identified that additional sessions should be facilitated to work on interview technique as well as exam technique and basic literacy and numeracy skills.

The Trust could also consider running these courses regularly to support any potential applicant for a variety of positions. Applicants could then select which session(s) are most appropriate for them.

Areas of good practice were:

- Evening sessions – made attendance more manageable
- Q&A opportunity at the start of each session – to clarify any content from the previous week

- Presentation Evening – gave the group a sense of achievement
- Introduction to include senior managers – demonstrated the Trust commitment to the programme
- Sessions delivered by relevant 'expert' in this area
- Visits from current BME employees sharing their experiences and acting as role models.

The next access course will be developed to suit our internal BME staff needs and will be delivered to an in-house audience.