



Levelling Up Impact Report



Proudly run by
this is
purpose

LEVELLING UP
GOALS



Contents



01

Foreword

Rt Hon Anne Milton, Chair of the
Purpose Health Coalition

Foreword

Calderdale and Huddersfield
NHS Foundation Trust

02

Introduction

2.1 Introduction to Calderdale and
Huddersfield NHS Foundation Trust

2.2 The Journey to the Purpose Goals

03

Mapping Calderdale and
Huddersfield NHS Foundation Trust's
activities against the Purpose Goals

04

Analysis

05

Recommendations

Foreword

Rt Hon Anne Milton

Chair of the Purpose Health Coalition

The pandemic served as a stark reminder to all of us of the vital role the NHS plays in protecting us and our loved ones.

The pandemic was a massive challenge to the NHS, pushing its systems and staff to the limit.

Unfortunately, the COVID-19 pandemic is not the only challenge the NHS now faces. With rising running costs for organisations and supply chains, and a rise in bills and food prices for patients and staff, the cost of living crisis threatens the NHS further.

There is also pressure on organisations to fill vacant roles with a decreasing pool of talent. Developing pipelines, nurturing talent and spreading opportunity has never been more important for the NHS.

The many challenges the country, and especially the healthcare sector, faces is contributing to a growing consensus across all sectors that organisations must have a wider social impact on communities.

The NHS and its 219 Trusts are often the largest employer in their area and as a bedrock of the local community they play a key role in affecting purpose-led change.

Calderdale and Huddersfield NHS Foundation Trust (CHFT) recognises this and is already making comprehensive strides in broadening its impact within its community, acting as an example to similar organisations.



With over 6,500 staff across its two main sites, the Trust is in a unique and compelling position to affect real change across Goals 3 (Positive Destinations post 16+), 5 (Open Recruitment), and 6 (Fair Career Progression).

The Trust is also providing innovative ways to deliver social value through infrastructure projects in partnership with local stakeholders, contributing to Goal 11 (Infrastructure for Opportunity).

This report aims to track CHFT's current progress against the 14 Purpose Goals, highlighting its current work and identifying areas where further progress for patients, employees and the wider community can be made.

It is an extremely important time for NHS organisations to take a leading role in spreading opportunity. I applaud the work of Calderdale and Huddersfield NHS Foundation Trust and others who are determined to maximise the impact that they are able to have.

Foreword

Brendan Brown

CEO, Calderdale and Huddersfield
NHS Foundation Trust

Calderdale and Huddersfield NHS Foundation Trust is an integrated Trust, providing a full range of services for around half a million people living in Calderdale and Greater Huddersfield. Employing around 7000 staff, the Trust operates acute services from two main hospitals, Calderdale Royal Hospital and Huddersfield Royal Infirmary, and from our community sites, health centres and in our patients' homes in Calderdale.

The Trust has a five-year strategy to 2027 which sets out how, together with partners, we will deliver outstanding compassionate care to the communities we serve. Our goals are structured around transforming and improving patient care, keeping the base safe, having an inclusive workforce and local jobs and being financially, economically and environmentally sustainable.

In delivering its strategy, the Trust has a real commitment to being an anchor partner in both of its local communities. It has an ambition to work closely with its health and care system partners and the communities we serve to better understand, and address, the inequalities experienced by our patients, their families and our staff.

As one of the largest employers in both of our local places, and with a budget of £400 million, the Trust is very mindful of the impact it has, not only on the health and wellbeing of our communities, but also the economic prosperity of the area. Our focus is on working with local suppliers, offering jobs and careers, and contributing to innovation and educational success.



The Trust is also a digital exemplar and prides itself on pioneering new technologies in the healthcare environment and providing career opportunities outside of the usual health and care sphere, as well as supporting digital development in local communities.

The Trust is currently part way through an ambitious programme of estates development on both of its hospital sites, investing £198 million in creating new accident and emergency departments, theatres, learning and development centres and inpatient facilities. As well as using local suppliers and workforce, the new developments offer an opportunity for the Trust to improve its sustainability and net zero position for the future.



Introduction to Calderdale and Huddersfield NHS Foundation Trust

Background

Serving a diverse population of over 650,000 across Calderdale and Kirklees in West Yorkshire, the Trust's commitment to modernisation and investment in its health services stands to benefit the lives of many.

The geographic location of the Trust, between two northern powerhouse cities of Leeds and Manchester, means much of its population is vital in keeping the North of England as a whole working effectively. Therefore, delivering top of the range and compassionate care – as CHFT does – is vital.

Calderdale and Huddersfield NHS Foundation Trust employs over 6,500 staff across its two main hospital sites; Calderdale Royal Hospital and Huddersfield Royal Infirmary. It also delivers specialist care throughout local community sites, health centres and in patients' homes.

CHFT offers a range of services including urgent and emergency care; medical; surgical; maternity; gynaecology; critical care; children's and young people's services; end of life care and outpatient and diagnostic imaging services.

Purpose Priorities

CHFT has set out its 'Future Plans' within a framework for the Trust's long term strategy. This is underpinned by a commitment to the following values:

- ▶ **Compassionate care** – The Trust will deliver better care for patients in modern, comfortable surroundings, with an assurance to the local community that any new CHFT buildings will be attractive with sites bettering the Calderdale and Kirklees surroundings.
- ▶ **Exceptional working environment** – In order to attract and retain a highly skilled workforce the Trust understands the need for a stellar working environment with leading-edge hospital services and technology.
- ▶ **One culture of care** – The Trust will care for colleagues in the same way it cares for patients, ensuring colleague wellbeing remains a priority.
- ▶ **Looking forward** – The Trust promises to be operationally and environmentally sustainable.

When compared with the wider NHS health strategy, which aims to move care closer to patients homes, an increase in patient choice and the development of regional models for specialist services, the Trust's 'Future Plans' are mostly aligned.

Although CHFT is part of the NHS, decisions about what it does and how it does it are driven by independent boards. Boards listen to their Council of Governors and respond to the needs of their members – patients, staff and the local community.

This specialised care specific to the needs and demographics of the local community is what makes each Trust and its work so special.

Foundation trusts provide the wider health service agenda, yet are also free to invest quickly in the changes to the local community needs, in striving to be the best, and in putting its patients first.

In December 2018 The Department of Health and Social Care awarded CHFT £196.5m to invest in local health services at both Calderdale Royal Hospital (CRH) and Huddersfield Royal Infirmary (HRI).

This has given the Trust the opportunity to enhance services for its local populations but also widen its impact through its procurement of goods.

The priorities of patients, community and employee well being are crucial to CHFT's purpose and are a central theme of this report.



03

The Journey to the Purpose Goals

Calderdale and Huddersfield (CHFT) NHS Trust and the Purpose Coalition are working together to tackle the UK's biggest challenges facing patients, customers, colleagues and communities. From helping people with the cost of living crisis in the short term, to levelling up across the country.

The cost of living is the biggest issue facing the United Kingdom today, and will require action from all sections of our society – whether the public sector, business, or all of us as individuals helping out our friends, neighbours and local communities where we can. Whilst the cost of living crisis will affect the poorest in society the most, with those households facing a higher level of inflation, one of the biggest challenges for the government is that the rising cost of living will affect almost everyone.

The Purpose Coalition measures organisations against what they are doing for their customers, patients, colleagues and communities through the Purpose Goals with tools such as the Cost of Living Taskforce.

In 2015, as Secretary of State for International Development, Rt Hon Justine Greening led the UK delegation to the United Nations (UN). Along with 184 international partners, she helped to establish the UN's Sustainable Development Goals (SDGs). In 2017, the SDGs were made more 'actionable' by a UN resolution adopted by the General Assembly which identified specific targets for each goal, along with indicators used to measure progress towards each target.

These 17 interlinked, global goals were designed to be 'a blueprint to achieve a better and more sustainable future for all'. The SDGs emphasised

the interdependent environment, social and economic aspects of development by centralising the role of sustainability. As Secretary of State, Justine recognised how useful a common set of accessible but ambitious objectives could be in galvanising action to effect change.

The pathway towards recovery is a chance for the United Kingdom to address these issues and level up but that requires updated and specific goals in order to outline, inspire and measure progress. The most committed signatories of the Social Mobility Pledge, the Purpose Coalition, and the Cost of Living Taskforce aim to improve social mobility in the UK and have responded to this challenge with the launch of the Purpose Goals in February 2021 and the Cost of Living Taskforce in August 2022.

The Purpose Goals build on the foundations laid by the UN's SDGs by outlining 14 clear goals, and draw on expertise provided by academia and businesses which has been applied to the unique challenges facing the UK currently in what has potential to be a profound levelling down moment for the country.

The Purpose Goals focus on key life stages and highlight the main issues that need to be resolved in order to create a level playing field for all in this country. The Goals are intended to guide how the urgent ambition to level up the UK can actually be achieved. The impact of the work carried out to do this can, and should, be measurable.



Sub-goals with quantifiable targets and measurements against which progress can be charted within the 14 goals are being developed by the Purpose Coalition. This will create a more transparent and measurable framework with which to monitor and subsequently address problems of social mobility and inequality. The Purpose Goals are designed to look at the outcomes of CSR strategies and measures that organisations operate. Many organisations are doing outstanding work and making important contributions to society but are still measuring this via inputs.

Crucially, these Goals are a shared framework. Justine and the wider Purpose Coalition, of which CHFT is a key member, believe that with a common understanding and objectives, there can be action that drives change on the ground. Distinct entities, including universities, businesses, policy-makers, and public sector bodies can work together, with the shared Goals being a uniting and motivating foundation for progress. As the problems which cause social inequality in the UK are interlinked, it seems that the response to these problems must also be collaborative.

Although the NHS remains a revered institution and highly valued institution across the country and the world, it remains strained under the many current challenges facing the UK today. Still reeling from the COVID-19 pandemic and now faced by rising health inequalities in-line with a cost of living crisis bound to affect the health of the poorest in our society, the NHS is under threat.

The institution and its staff are doing everything in their power to serve and protect every member of the community. Its work should be commended and supported.

NHS Trust's are anchor institutions for so many, often being the largest employer and procurer of goods and services across large areas of the country. More and more Trust's are committing to working with the Purpose Health Coalition, seeking to highlight current work and possible areas for even further development.

The Purpose Coalition has encouraged businesses, universities, NHS Trust's and Local Authorities to share their own best practice with other organisations so they are not only demonstrating their own commitment, but creating a shift towards purpose-led organisations. The Goals can encourage an extension of this co-operative exchange of information which can be used to address the cost of living crisis, and later level up the UK.

Mapping Calderdale and Huddersfield NHS Foundation Trust's activities against the Purpose Goals



Goal 1: Strong Foundations in early years

Rainbow Hub

The Trust has developed its community 'Rainbow Hub' as part of a reconfiguration of services.

A specialised team holds child meetings in the Rainbow Hub for pre school children with additional and complex needs. The service offers education, therapy and family support.

Nursery and pre-school engagement

The Trust has links with nursery's pre-schools through specialist nurses when required. For example, they deliver training for conditions such as diabetes or epilepsy.

The Trust uses puppets called Thunder, Star and Sunny to engage with pre-school children.



Goal 2: Successful school years

The Widening Participation Team

Since its creation in August 2021, The Widening Participation Team has developed a range of employability and outreach activities that the Trust delivers both online and in person to help raise aspiration and support work readiness across its local communities.

This includes:

- ▶ Targeting high schools, further education institutions and local community, statutory and charitable organisations with a range of workshops that promote applications for opportunities at the Trust, apprenticeship masterclasses, 'Sector spotlight' Q&As, aspirational visits to the Trust and bespoke trust careers events in local institutions.

▶ CHFT has reached over 3,800 young adults across Kirklees and Calderdale delivering a range of in person and Microsoft Teams careers and aspirational based activities.

St John Ambulance NHS Cadets

The Widening Participation Team has also developed a range of external partnerships that promote extracurricular activities for local disadvantaged young people including NHS Cadets - a youth volunteering programme delivered by St John Ambulance.

This is a personal development and volunteering led program for over seventy young people aged 14-18 - across 3 cohorts - and prioritises underrepresented groups across Kirklees and Calderdale who have been disproportionately affected by the pandemic.

Outside of London, West Yorkshire has the second highest take up of NHS Cadets in the UK, with 81 cadets registered to date.

Crucially, 13 are Young Carers, 11 receive free school meals, 6 cadets have at least one or more NEET (not in education, employment or training) indicators, 5 were previously excluded from school and 67% of the 81 cadets are from Black, asian and minority ethnic communities.

Delivering social value through investment

Through the Trust's programme of reconfiguration it is investing approximately £200 million in its estate and as part of this is requiring suppliers to commit to providing opportunities for young people.

The Trust is currently progressing the procurement of construction partners and it will require its suppliers to demonstrate the delivery of social value through:

- ▶ provision of work placements for young people.
- ▶ reach out to local colleges and schools to involve young people in informing them of the designs for new hospital buildings.



Specific support resources

The Trust has created a 'children's passport' for children and their families to complete to help staff to know what their needs and preferences are without having to repeat them.

'Jumping Kangas' is the Trust's training material for school children: to help strengthen and develop their muscles through regular exercise and identify children with particular needs. It is copyrighted to CHFT and the Trust is currently looking to expand its IP via Medipex.

CHFT uses social media apps to reach out for feedback and to offer support to young people.

The Trust initiates joint working with adult palliative care teams to support pre-bereaved children with memory making.

The Trust has set out a specific procedure to support children facing the end of life of a parent in CHFT hospitals. This has been constructed using self-assessment of past situations and collaborative working with various children's services.

3 Positive destinations Post 16+



Goal 3: Positive destinations post 16+

Apprenticeship Schemes

CHFT is an employer apprenticeship provider that delivers its own entry level clinical apprenticeships in-house.

Non-clinical entry level apprenticeships are delivered in partnership across a range of local providers.

Both pathways are promoted and prioritised to existing pre-employment participants from a range of projects CHFT has recently embedded into the Trust including; Kickstart, Princes Trust 'Get Into', Inclusive Volunteering project, NHS Cadets, Project Search and SWAP (sector based academies) and other participants referred in via external partnerships.

These are projects that specifically target school and college leavers and NEET young adults with additional barriers to entry or those from underrepresented groups from across Calderdale and Huddersfield's local communities. Since January 2022, 45 local young unemployed adults have accessed apprenticeships and employment at CHFT as a direct result of new entry pathways

The Trust offers clear internal pathways upon completion of an entry apprenticeship into a substantive band 2 positions or higher-level apprenticeships.

Graduates from CHFT's entry level apprenticeships are also prioritised to apply for one of eighty Clinical TNA Foundation degree pathways to encourage continued training participation - 40 candidates (50%) were successful last year.

In 2020/2021 CHFT added 129 new apprenticeship starts, 70 new entrants and 59 from existing Trust colleagues.

In the 2020/2021 cohort, the apprenticeship students achieved a 4% attrition rate and 97% achieved a Merit / Distinction grade.

The Clinical Education Team within the Trust supports career pathways from apprenticeship and Health Care Assistants to becoming a qualified nurse and beyond.

Additional Employment Pathways

The Finance team works with the Step On programme at various entry levels. This includes 5 staff, from a team of 60 who have used this entry route. CHFT supports participants through professional accountancy qualifications, support sessions, guidance, mentoring and a rotation of roles throughout the workplace.

The Trust is currently working with partners in Calderdale to support the ambition of developing a health academy in Calderdale. This is has the potential to enable:

- ▶ A diverse and sustainable talent pipeline for health and social care, to prepare a workforce for the future.
- ▶ A clear progression pathway for young adults (school leavers) to jobs, opportunities and careers in the health and care system across Calderdale.
- ▶ A workforce representative of the local community

Community Outreach

The Trust conducts active outreach into its communities, attending a range of careers events with local educational partnerships.

Additionally, it also recruits and promotes opportunities directly to local JobCentre+ claimants. Approximately 45 individuals (50%) were successful last year - recruited to a range of entry level roles, providing advice, support and guidance to those who need it.

Pathways for underrepresented groups

The Trust is currently exploring the creation of a new T level cadet pathway - alternative to other higher education routes - for Healthcare, Health Science, Business management, and Leadership. Discussions are ongoing with local further education partners with emphasis on local students from disadvantaged backgrounds.



CHFT is also exploring co-locality opportunities working in partnership with the Princes Trust and Careers Guidance services exploring the opportunity to embed Careers Guidance support internally.

The Trust has successfully embedded a SWAP (Sector work based academy) model working alongside its partners at JCP+ and Kirklees LA supporting the recruitment of domestic, portering and catering staff.

The Trust is also delivering 'Project Search' for people with a Learning Disability – this offers a year-long supported internship combining classroom-based learning delivered by Calderdale College and work experience in the Trust. The aim is to boost opportunities to learn new skills to help secure full-time, paid employment.

The Trust works with an agency to actively recruit nurses from overseas. These Nurses are subject to the same recruitment process as UK counterparts.

The Trust recruits from a number of countries, however it also works within the ethical guidelines specified by the Government to ensure that the recruitment processes are not negatively impacting healthcare in other countries.

CHFT also has an internal training programme to support overseas nurses to prepare for The Nurses and Midwives Competency (NMC) test and enter the UK register.

In November 2021, CHFT became a gateway provider for local disadvantaged young people aged 18-24 in receipt of Universal Credit. Through its Kickstart programme individuals can access a placement or a fixed 6 month term role in a clinical or nonclinical setting. The Trust has recruited 20 trainees, with over £115,000 in salary subsidy and 13,000 additional workforce hours. 75% of trainees have secured an apprenticeship or substantive post with CHFT as a result of this pathway

CHFT works with local Health Education Information System's (HEI's), Health Education England (HEE), and NHS England & NHS Improvement (NHSEI) to offer return to practise options for people who have had time away from their profession. Although only small numbers each year The Trust is unique among its counterparts that it offers an employer lead option with employment whilst they study which generally results in those staying with the Trust on successful completion of the training.



CASE STUDY

Calderdale and Huddersfield NHS Foundation Trust supports young people making the transition from children's to adult services to continue receiving the care they need and has recently changed its processes as a result of specific young person and family feedback.

Andrew, now 20, was under paediatric care for 16 years with a neuro-disability.

Andrew recently transitioned from children's to adult services with CHFT and described the process as though he was "falling off a cliff". He said he had "built a relationship with a specific doctor and as soon as you go to adult services they expect you to be independent straight away...It is important to recognise that taking away my support, takes away my independence".

The Trust identified that this is the case for young people with other conditions, whereby the attention, support and approach from the child to the adult team was vastly different. This process identified an improvement needed within the Trust and national care services generally.

Specifically, CHFT applied the learnings from Andrew's case into actions:

- ▶ The Trust created 2 educational videos; 'Andrew's Voice' and 'The Transition Journey' shining a light

on the wider national approach to the care services transition and what is important for the young person.

- ▶ CHFT has now created a register to group cohorts of young people making the transition to adult care services, this can be expanded with further cohorts added.

- ▶ CHFT has put together and considered a case for a clinical nurse specialist to ease the transition for young people with neuro-disability. The Trust has developed Key Performance Indicators (KPI) for the role and conducted interviews with Andrew involved as part of the interview panel.

- ▶ CHFT have made steps to further focus on the transition steering group, offering therapy and adult Operating Department Practitioner (OPD) colleagues.

- ▶ There is now further recognition within the Trust of the power of the patient voice to transform pathways and steer service improvement.

- ▶ Andrew is now a 'Young person Transition Ambassador' with the Trust.

- ▶ This process has influenced other areas to focus on the care transition - palliative care for example - with engagement from CHFT charity and Executive Board over possible funding for care transition improvements.

4 Right advice and experiences



Goal 4: Right advice and experiences

The Widening Participation Team

The team has recently relaunched work experience placements for local schools and colleges across Kirklees and Calderdale:

▶ Young people aged 16–18 benefit from a 5–day block work placement supporting the Trust as ‘ward helpers’ and in non-clinical settings. From April 2022 till July 2022, the Trust has welcomed back over 150 local students back into work placements

▶ Where possible, CHFT assigns a ‘buddy’ to them which includes current apprentices and volunteers since August 2021.

The team has developed a range of employability workshops that it delivers both online and in person to help raise aspirations and support work readiness across the Trust’s local communities, this includes targeting:

▶ high schools and further education institutions.

▶ local community, statutory and charitable organisations.

▶ JobCentre+ applicants. The Widening Participation team successfully embedded over 20 Kickstart recruits into a variety of ward helper and non-clinical administrative roles, supporting their applications and interview processes with 15 candidates now securing full time roles at CHFT.

▶ Supported internal colleagues in need of support for internal applications and interviews practise. This has also linked into a new partnership with ‘REALISE’ who now deliver functional skills in maths, English and digital to colleagues looking at upskilling

The Finance Team provides placements for students from the local 6th form college.



The Widening Participation team is also currently supporting 10 Project Search Interns whilst on their 38-week industrial placements at the Trust. These young adults have additional support needs and are supported by a partnership between Calderdale College, Calderdale Council, CHFT and Project Search mentors. Since July 2022, 5 interns have secured full time roles at CHFT

Employability Pathways

A clinical Prince’s Trust pathway was launched in February 2022 by the Trust and will run quarterly for cohorts of up to 10 young, disadvantaged adults aged 18–30. Participants gain 4–6 weeks work experience as ward helpers with the potential to progress into apprenticeship pathways where appropriate. A non-clinical pathway has also started in conjunction with this.

Prince’s Trust cohorts has so far welcomed 20 young people into CHFT with 9 candidates progressing into a clinical apprenticeship. CHFT have also recently launched a nonclinical equivalent in partnership with CHS into a variety of roles.

CHFT’s targeted volunteering project has so far recruited over 92 young adults into CHFT. Of those, 52% are aged 19–24, 52% White British, 45% Black, Asian or minority ethnic. Approximately 11,000 volunteering hours have been achieved since November 2021

Sector Work Based Academies – initiative launched in July 2022 to support local unemployed residents into roles across domestics, catering and portering. This 2-week activity will challenge pre-employment barriers and offer work trials guaranteeing all participants with an interview. CHFT are expecting up to 10 candidates to be offered employment opportunities.

5 Open recruitment



Between May 2022 and July 2022, the Trust welcomed back 100 work experience students aged 16 – 18 across 10 cohorts of 10.

Targeted in person and online Employability workshops have reached over 200 young adults across the Calderdale and Huddersfield communities.

- ▶ 55% are aged between 16-18.
- ▶ 54% with a recognised disadvantage marker.
- ▶ 27% participants from Black, asian and minority ethnic communities.

The Kickstart cohort is made up of unemployed young adults, of which 52% are Male, 47% Female, 58% White, 37% Black, asian or minority ethnic and 47% of the cohort aged under 20, with 53% aged 20-24.

Progression into apprenticeships currently stands at 75% of the cohort.

Project Search is made up of 10 young people, all which have Education and Healthcare Plan (EHCP) plans and 40% are from Black, asian or minority ethnic communities. So far 50% have progressed into full-time employment.

The research team at the Trust also provides work experience for students. There is a student placement pack being developed to assist with this work experience.

Colleague support and guidance

CHFT is in the process of relaunching the reverse mentoring programme, with a particular focus on colleagues from ethnic minorities.

CHFT recognises that approximately 30% of its workforce are carers. The Trust promotes the Working Carer's passport, it also engages in national carers week.

CHFT research department provides a buddy and mentor scheme for new starters in the research delivery team, this includes extensive advice material for both mentor and buddy.

Colleagues take part in 'Ahead Partnership'. This is an organisation which pairs professionals and students for virtual interview practice.

Goal 5: Open recruitment

Volunteer Recruitment

The Widening Participation Team successfully secured temporary funding – NHS Improvement – from November 2021 until July 2022 to test a more inclusive approach to volunteer recruitment.

▶ This is targeting young adults – 16-30 – from underrepresented groups, interested in working for the NHS with referrals received from a range of educational, statutory and charitable partners. This can act as a main entry and progression pipeline from CHFT projects.

▶ The vision for this new approach to “Inclusive volunteering recruitment” is to provide an evidence base for additional funding for a new Trust wide volunteering strategy. This has been nationally recognised by NHS Improvement as a case study for best practice and presented to colleagues to Trusts across England. CHFT is currently seeking funds via HEE to extend the life of this activity and have recently submitted an expression of interest.

Estates Team

The Estates Team at the Trust has experienced real success in breaking down barriers for entry into work for the local community. The Team hold regular drop ins at the local Job Centre – with staff at the Centre working with potential recruits, encouraging them to meet local CHFT recruiters when they are at the Centre.

The Estates Team also engages with existing staff, asking them how the Team could encourage more applicants. Upon engagement with colleagues across the Trust, the Estates Team moved to paper rather than electronic applications for entry level jobs as this can be a significant barrier to applicants from lower socioeconomic backgrounds – the move has provided impressive results.

Through working with organisation's like The Prince's Trust and Sector-Based Work Academies, the Estates Team has supported a number of individuals to undertake a 8-12 week placement with CHFT. At the end of the placement people are guaranteed at least a job interview. Once participants have applied and shortlisted the Trust offers trial shifts in the specific role they are interested in, reducing the dropout rate significantly amongst more entry level roles.

If any candidates are unsuccessful in their application with the Estates Team with their first application, they are always held in the talent pool for other opportunities to arise.

6 Fair career progression



Goal 6: Fair career progression

Apprenticeship Pathways

From July 2022 the Apprenticeship and Widening Participation Teams are seeking to launch a free, in-work Maths, English and Digital skills offer for unregistered workforce colleagues.

Working in partnership with local private educational providers, the Trust seeks to support colleagues in helping to raise aspirations and opportunities to progress in their current roles. This includes the delivery of a free maths; English and digital skills offer with 95 colleagues recently registering for support.

The team have also developed an offer to support colleagues with job applications and interview practice so to help reduce anxieties when applying for progression opportunities.

As an employer Apprenticeship provider, there are options for the Trust's workforce to access a range of apprenticeship pathways. In 2020/21 59 existing employees accessed an apprenticeship at CHFT.

The Empower Programme is a free 12 month development programme focused on self-awareness and personal development which is available for all Trust staff. It includes:

- ▶ Combination of face to face, self directed and workplace learning.
- ▶ Core to the programme is peer assessment – this is a learning exercise for all as peers submit evidence to each other and then provide feedback.
- ▶ Self-managed learning. Delegates are responsible and accountable for the areas they choose to focus on.
- ▶ Delegates are asked to hold themselves and their 'Empower' colleagues to account, to give and receive feedback and share the impact of learning with the wider community.
- ▶ A strong focus on inclusion.
- ▶ Mentoring opportunity as part of the programme.

Mentoring programme

There is mentoring provided within the Trust as part of its empower programme.

This has included the Director of Finance (DoF) providing reciprocal mentorship of a finance colleague from outside CHFT, originally from Ghana, as part of the Finance skills development programme. The DoF also takes part in reverse mentoring of a trainee within the region.

Informally the DoF and Deputy DoF support newly appointed finance colleagues in partner organisations.

The Trust has previously had a Black, asian and minority ethnic reverse mentoring programme. This was hard to maintain during the pandemic but the Trust plans to reintroduce the programme in 2022.

Staff Training

The Trust provides comprehensive online leadership training for all managers.

Trainee nurse associates and nurse associates receive training to help them become registered nurses with the Trust.

The Trust provides supporting assessments for dyslexia and reasonable adjustments that would help employees. The Trust also provides hearing equipment for staff members and set out a broad agenda of reasonable adjustments for clinically vulnerable staff during COVID-19.

Skills Training

The Apprenticeship and Widening Participation Teams are seeking to launch a free, in-work Maths, English and Digital skills offer for existing unregistered workforce colleagues.

Working in partnership with private educational providers, the Trust seeks to support colleagues in helping to raise aspirations and opportunities to progress in their current roles.

The Trust is also offering an internal programme to support colleagues with job applications and interview practice to help reduce anxieties when applying for progression opportunities.

7 Widening access to savings & credit



Goal 7: Widening access to savings and credit

Patient Information

There is signposting across CHFT estates directing patients to NHS financial support helplines. This covers all aspects of budgeting, savings and debt management

Staff Support

There is support available to staff through Able Futures to aid with budgeting support before it impacts on employees mental health. This includes nine months of confidential, no cost advice, guidance and support from mental health professionals to help cope with work while managing a mental health condition such as anxiety, depression or stress.

There is signposting on the staff intranet to support and inform about finances both in and out of the Trust.

Salary finance supports staff to access low cost loans.

Following feedback from staff CHFT do a weekly pay run for bank shifts. This provides staff with rapid access to additional income earned.

CHFT has recently introduced a 'top up shop'. This allows staff to share food and essential items with other colleagues who need them.

This supports a sustainable community and - especially during the cost of living crisis - will help staff cope with the associated pressures. Suggested items include: cereal, long life milk, pasta and sauce, soup and toiletries.





Goal 8: Good health and wellbeing

External partnerships

CHFT has sought to partner with organisations specialising in mental and physical health and wellness. Aiming to support patients, colleagues and the wider Calderdale and Huddersfield Community. Partnerships include:

- ▶ The Trust works with Able Futures to aid with mental health.
- ▶ The Trust works with Carefirst on its CHFT employee assistance programme for advice and guidance and in some cases specialised counselling support.
- ▶ CHFT works with the West Yorkshire and Harrogate Mental Health Hub for Trust colleagues to access support. This is more specialised to employees who have a learning or physical disability.
- ▶ CHFT also works on the 'Healthy Hospitals' campaigns, including smoking cessation, healthy walks near the hospital and encouraging staff to be more active.

In partnership with the University of Huddersfield, CHFT is exploring the demographics of patients requiring hip and knee surgery to understand the barriers leading to a late presentation of clinical symptoms and a reluctance to undertake surgery in specific demographic groups.

The aim of the project is to understand what the reasons might be as to why people who are from the most deprived communities experience inequality in accessing hip replacement surgery.

Findings will support and influence the development of offers and information for people who need procedures or access to care.

There is also the potential to develop a prioritisation tool which will complement the clinical prioritisation and identify (a) particular demographic factors which increase the patient's priority in terms of waiting time, but b) also ensure that any care plan considers the social economic factors which may

need to be addressed to ensure that patients are able to access care.

Embedding the health and wellbeing agenda
The pandemic accelerated the conversation already taking place in relation to health and wellbeing and created the opportunity for the Trust to commit to action and activity. Health and wellbeing has become culturally embedded and is now core to the organisation.

This includes:

- ▶ Introduction and promotion of a wellbeing hour.
- ▶ Introduction and promotion of Health & Wellbeing Risk Assessments – a universal tool and a range of health and personal circumstance specific tools.
- ▶ Brought in a psychology service through an external provider.
- ▶ Delivering health and wellbeing across the Trust's services including working with Halsa to deliver mental health and wellbeing and self-care sessions across the partner organisations.
- ▶ Recruitment and appointment of a Board Wellbeing Guardian.
- ▶ Development of a network of Wellbeing Champions.
- ▶ Providing manager access to a programme of resources both on the intranet and through the Employee Assistance Programme (EAP) which offers 24/7 access into helplines for emotional, psychological, financial and legal assistance.
- ▶ Development and maintenance of a dedicated intranet page with access to guidance and Health and wellbeing apps like Headspace and Sleep apps.
- ▶ Mental Health First Aid training.
- ▶ There is a growing resource at a place level and at the Integrated Care Systems (ICS) level for support and intervention with the CHFT's mental health and wellbeing hub.
- ▶ Specific investment received for wellbeing hour, resources, materials, intranet and risk assessments.
- ▶ Investment in establishing engagement and wellbeing teams.



Employee support network

The Trust has a number of staff support groups to connect employees and better understand the issues facing certain groups within CHFT:

- ▶ CDAG - Colleague Disability Action Group which is active in promoting and supporting staff with a disability.

- ▶ The Trust also has a Mental Health support group for employees who wish to connect with others and openly discuss and support each other.

CHFT holds an annual Mental Health Awareness Week through Chief Executive's message, the employee intranet, activities and more. This is also planned for other key events including stress awareness, stop smoking, January focus on healthy choices etc.



Vulnerable community care

CHFT has put in place the steps to conduct an internal audit review of A&E attendances and admissions for individuals who are homeless, asylum seekers, refugees and high intensity users.

This work included hearing the lived experiences from refugees and asylum seekers facilitated by the St Augustine's Centre in Calderdale and the Resettlement Team in Kirklees.

This learning has also been shared with the Integrated Care System (ICS) to support their aim to become an ICS of Sanctuary.

The actions suggested from the audit along with the user experience stories to improve the support available in the community has received funding from the ICS to develop a pilot project to create and implement 'Adversity Trauma Care Navigator' roles in both of the Trust's A&E departments.

This pilot is being developed collaboratively between the ICS and the Trust, along with the wider health and care system and VCS partners.

Paediatric Health and wellbeing months, including the 'sharing my story' scheme.

9 Extending enterprise



Goal 9: Extending Enterprise

Medipex Membership

The Trust is also a member of Medipex, a Healthcare Innovation Hub, initially set up by the Department of Health to support NHS organisations as a consultancy service provider. Medipex provides support and assistance to:

- ▶ Identify and assess new ideas.
- ▶ Understand market opportunities and validate clinical need for an idea.
- ▶ Protect valuable Intellectual Property.
- ▶ Map out product development pathways and access required support.
- ▶ Commercialise ideas where appropriate.

With regards to examples of innovation, the Trust is currently working with Medipex on 3 projects at various stages:

- ▶ The Bereavement Support Service is a unique collaborative initiative with bereaved relatives at its heart. The service has 2 elements:
 - A bereavement box is sent to families of deceased patients – it contains marigold seeds, a handwritten card, bereavement support numbers and a knitted heart. A knitted heart is also placed with the deceased patient.
 - Calls to relatives – take place 5-10 days after the death.
- ▶ New equipment for minimally invasive negative pressure approach to skin and soft tissue infections (SSTIs):
 - ▶ Concept is an equipment which includes a combination of existing devices: wide bore suction catheter (open ended perforated), guide wire, small negative pressure suction device, large bore hollow needle device.
 - ▶ The development of a game/app to promote Patient Initiated Follow Up and patients who are on a PIFU pathway.



10 Closing the digital divide



Goal 10: Closing the digital divide

'Digital by Design' is a fundamental principle

underpinning CHFT's activities. The Trust recognises the need for digital advancement but also to ensure that no patients are left behind.

The following activities show why CHFT is recognised as one of the most digitally advanced Trusts in the UK.

Digital Inclusion Networks

CHFT is a member of Digital Inclusion networks in both Calderdale and Kirklees.

Both networks are organised by the relevant local authority and include members from voluntary and community groups that are supporting members of the public to digitally access information and services.

Both the Local Authority and groups who attend have provided digital equipment and data that has enabled people to use services that they wouldn't otherwise have had access to.

If patients make the Trust aware that they needed equipment then it would put a request through the networks to see if they could be supported.

Remote services

As part of the Trust's remote appointments work, it is working with 3 different groups of patients and groups that currently access remote appointments to develop a support package and pilot it.

CHFT will use the outcomes to finalise a model that will then be shared across WYAAT (West Yorkshire Association of Acute Trusts) through the Outpatients Transformation group.

The 3 groups are:

- ▶ Learning Disabilities – The Trust is working with patients, its Learning Disability forum and Cloverleaf.
- ▶ Older patients – CHFT are working with Age UK Kirklees and Kirklees LA who provided some equipment for a Age UK Hub.

- ▶ Patients geographically distant from the Trust site who would have a more complicated journey on public transport to access services – the final group will be supported through an existing Kirklees community HUB.

The Trust is also leading remote appointments training and promotion on behalf of WYAAT:

- ▶ CHFT is developing a training package aimed at its own staff that will increase their understanding of the benefits and use of remote appointments alongside the options that patients have.
- ▶ It is working alongside Communications Leads from the ICB/WYAAT (West Yorkshire Integrated Care Board / West Yorkshire Association of Acute Trusts) to develop patient communications that can be used across all Trust organisations to promote remote appointments to patients.
- ▶ Finally, the Trust is looking at internal recruitment of Remote Appointment champions to help staff feel more confident with what they need to do and advising patients.

Estate Improvements

There is ongoing work to improve internet connectivity and accessibility. Within hospitals across the Trust there is free access to wifi.

The CHFT Radiology Department is implementing a new x-ray reporting system which uses Artificial Intelligence (AI) to auto report images. The team have been asked to take part in a research study to evaluate the system – the Trust is currently following this up with its sponsor.

Digital Skills Training

Kirklees Council has recently launched digital skills training that includes a section on Healthcare and CHFT is working with them to explore how it could also cover Trust services.

The Trust is also working with patients and volunteers who have Learning Disabilities to test devices that might be appropriate for community groups or to install in HUBs. This will also provide the Trust information regarding platforms patients already use for video calls including WhatsApp, Facebook etc.

CHFT have had 1 testing session so far and students from Project Search and Calderdale College attended and completed over 60 tests. The next session will be supported by some of the Community groups that the Trust have links with.

11 Infrastructure for opportunity



Goal II: Infrastructure for opportunity

Travel Plan

CHFT's Travel Plan was developed for Huddersfield Royal Infirmary (HRI) and Calderdale Royal Hospital (CRH). The sites are just over 8km apart and an estimated 5,959 staff provide acute community and hospital services to a combined population of over 450,000 people.

A number of Trust wide initiatives support travel to, from and between sites. For staff these are advertised on the Trust's intranet and on posters at the general offices at both sites.

- ▶ **Cycle to Work Scheme** - Staff can purchase a bike and pay for it through salary sacrifice arrangements.
- ▶ **Salary Sacrifice / Car Benefit Scheme** - Allows employees to drive a brand-new car and pay for it directly out of their salary with the option to choose an electric vehicle.
- ▶ **Parking Permits** - Staff can pay for their parking permit through a benefits scheme, meaning their permits cost them less each month.
- ▶ **Discounted Metrocards** - Staff can save 12% of the cost of travel with a Corporate Metrocard, valid on buses and trains throughout West Yorkshire and can pay through their salary.
- ▶ **Shuttle Bus** - There is a free shuttle bus service for staff that runs between CRH and HRI between 06:30 and 22:00 Monday to Friday.
- ▶ **Active Hospitals** - The Trust is a full partner in Active Calderdale and Active Hospitals which supports hospitals to design, deliver, maintain, embed and fund activities and create policy and infrastructure changes to encourage people to move more.
- ▶ **Fleet Vehicles** - The Trust has a small fleet of 32 vehicles and they are committed to the use of ultra-low emission vehicles, with 4 electric vehicles and 26 hybrid vehicles within the fleet currently



- ▶ **Cycle Training** - The Trust offers bespoke cycle training sessions for staff to increase cycling as a mode of transport.

The Trust runs regular surveys to ensure that it has the correct infrastructure in place for staff and patients.

Staff:

- ▶ Although 59% of HRI staff and 51% of CRH staff travel 5 miles or less to work and live within the recommended cycling distance, 65% of staff still travel to work in single occupancy vehicles.
- ▶ The main reason for staff choosing their mode of travel was 'convenience/time savings' (18%), closely followed by 'essential for work' (10%) and 'no alternative' (11%). 6% of staff already informally car share.

Patients and visitors:

- ▶ At both sites most patients and visitors travel less than 5 miles.
- ▶ Despite the short distance, there is a high dependency on car use, with either single occupancy vehicles or car sharing the most common modes, with the most common reason for doing so being 'convenience / time saving'.
- ▶ Rail services were not used to access either site, whilst bus services were only used by HRI patients (4%). Patient transport services are used by only 1% of patients at both sites.

Moving forward the Trust has introduced a target to reduce single occupancy vehicle use by staff by 5% over a 5-year period. Based on the staff travel survey from November 2020 this would mean a reduction in single occupancy vehicle use at HRI from 63% to 58% and at CRH from 66% to 61%.

12 Building homes & sustainable communities



Goal 12: Building homes and sustainable communities

Estate Improvements

The Trust is creating a biodiversity and green outdoor space on the site of the old nursing home at HRI which has been demolished – this is a space for staff and patients but also has the potential to provide a green area for local communities.

CHFT Green Plan

One of the three key areas of focus for the Trust's Green Plan is reducing its contribution to localised air pollution.

- ▶ The Trust will convert 90% of its fleet to low, ultra-low and zero-emission vehicles by 2028.

- ▶ The Trust will cut air pollution emissions from business mileage and its fleet by 20% by March 2024.

Social Value Portal Plan

The Trust has worked with the Social Value Portal (SVP) to support the Trust in measuring and reporting the delivery of social value to combat health inequalities in the Calderdale and Huddersfield area:

- ▶ An SVP action plan has been developed using nationally approved methodology for measuring and quantifying social value in terms of economic, social and environmental impact of the Trust's planned estate investment at Calderdale Royal Hospital and Huddersfield Royal Infirmary.

- ▶ This action plan has quantified the expected social return that will be generated by contractors and their supply chain.

- ▶ The Social Value assessment is based on a local needs analysis and targeted actions to support a reduction in health inequalities experienced by local communities through targeting the creation of jobs, training and apprenticeships to support the most deprived groups and communities.

- ▶ The output from this is now being used to inform implementation plans for the estate developments to ensure the investment secures wider social benefits that are targeted to reduce health inequalities.

- ▶ The estimated additional Social Value that could be generated through the reconfiguration investment is estimated as between £23m – £39m of measured Social Value.

Calderdale Centre of Excellence for Health and Care Workforce

Strategic partners in the borough of Calderdale – including the Trust as a centrepiece – have committed to building system-led responses to address place-based opportunities and challenges.

The group has a successful history of working together for wider community benefit and share a joint vision for Calderdale set out in 'Vision 2024':

- ▶ A diverse and sustainable talent pipeline for health and social care, to prepare a workforce for the future.

- ▶ A clear progression pathway for young adults (school leavers) to jobs, opportunities and careers in the health and care system across Calderdale.

- ▶ A workforce representative of the local community.

- ▶ Calderdale health and social care scholarship programme.

- ▶ A coordinated skill set for care across Primary, Acute and Secondary care centres.

- ▶ Health and Social care as a champion of supportive learning, career paths and flexible skill sets.

- ▶ High employment across Calderdale.

- ▶ Calderdale as a beacon for health education and learning.

- ▶ Working passport across health and social care organisations to build holistic understanding of patients and community needs

- ▶ A pride of place in Calderdale

Social Value Plan for Huddersfield Royal Infirmary (HRI):

CHFT in partnership with IHP, have taken specific steps to deliver social value through the construction of a new A&E department at the HRI. The Trust has put together a draft 'Social Value Plan', with four main goals outlined:

- ▶ **Jobs** – CHFT will focus on job creation, employing apprentices, and also supporting people to develop employability skills by engaging with local schools and colleges, delivering training and providing work placement opportunities.
- ▶ **Growth** – the Trust will encourage employment of local people and invite local businesses to supply products and services.
- ▶ **Social** – the Trust will support local community groups and charities focused on building healthier, safer more resilient communities.
- ▶ **Environment** – CHFT will implement waste reduction and carbon reduction measures through the project and source sustainable materials and products in line with the project Sustainability Procurement Plan.

The Social Value Plan has set out a comprehensive and strict measurement of its success, with a set of targets and objectives for each of the goals:

Jobs:

- ▶ As well as creating new jobs for local people through the project, the plan will support employment, training and education activities to help upskill people towards securing sustainable employment and enhancing their career prospects.
- ▶ The Plan targets 210 apprentice working week's on the project and will continue to encourage its supply chain to employ apprentices.
- ▶ The Plan targets 4 work placements for involvement on the HRI project. It will continue to work with partners like BAME recruitment to identify candidates who would most benefit from a placement.
- ▶ The Social Value Plan targets 15 weeks of training on the project and 6 educational activities. Educational

activities will focus engagement on the five schools within 3 miles of the hospital site that OFSTED has identified as 'requiring improvement', namely, Crow Lane, Oak, Woodside Green, Linthwaite Ardron and Newsome.

Growth:

- ▶ To support greater circulation of the local tender and add value to the local economy, the plan will maximise the use of local businesses, such as specialist trades and materials suppliers, as far as possible within the supply chain, support businesses local to the site and implement fair payment practices.
- ▶ The plan targets a minimum of 70% of the workforce residing 30 miles from the site and targets a local spend of a minimum of 50% in this same area.

Social:

- ▶ The Social Value Plan intends to support local charities and engage in community-based voluntary activities which help build healthier, safer and more resilient communities. With specific attention paid to initiatives that will help combat the social isolation experienced by some of the town's older population, and the community inequalities exposed and exacerbated by the impacts of Covid-19.

- ▶ The Trust and IHP will collaborate on 3 community activities during the project.

Environment:

- ▶ The Plan's aim is to reduce CO2 emissions and waste generated during construction activities and to provide a future platform for the further reduction in emissions during the new building's operation through good design and quality workmanship, and by sourcing sustainable materials and products in line with the project Sustainability Procurement Plan.
- ▶ The Trust and IHP ensure energy will be used efficiently with a specific target during construction of <435000kWh site energy.
- ▶ The Plan also sets out a waste reduction approach of ≤330 tonnes removed from site and ≥95% of waste diverted from landfill.




 THE
**QUEEN'S GREEN
 CANOPY**
THE PLATINUM JUBILEE 2022

**CALDERDALE AND HUDDERSFIELD
 NHS FOUNDATION TRUST**

HUDDERSFIELD

JUBILEE TREES PLANTED

40 Birch	40 Cherry
40 Hazel	120 Hedgerow (no. of trees)

13 Harness the energy transition



Goal 13: Harness the energy transition

Green Plan

The Trust has put together a comprehensive Green Plan with an aim to deliver net zero emissions by 2038.

This will be achieved by a strict adherence to a set commitments and targets outlined in the Green Plan:

▶ **Carbon Reduction** – The Trust will achieve a 100% reduction of direct (scope 1) carbon dioxide equivalent (CO2e) emissions by 2040. An 80% reduction will be achieved by 2032 at the latest. The Trust will achieve a 100% reduction of indirect (scope 2&3) CO2e emissions by 2045. An 80% reduction will be achieved by 2039 at the latest. The Trust will purchase 100% renewable electricity by April 2021.

▶ **Air Pollution** – As outlined in Goal 12, The Trust will convert 90% of its fleet to low, ultra-low and zero-emission vehicles by 2028. The Trust will cut air pollution emissions from business mileage and its fleet by 20% by March 2024.

▶ **Waste** – The Trust will achieve a minimum recycling target of 40% for non-clinical waste streams. The Trust will sign and adopt the Single-Use Plastic Pledge. The Trust will adopt a Zero to Landfill policy, sending no waste to landfill by 2021.

▶ **Governance** – The Trust will manage and deliver the Green Plan through the nomination of relevant leads and through management groups.

▶ **Sustainable Travel** – As mentioned previously, a Travel Plan has been drawn up for the Trust to support the planning procedure for upcoming capital projects. This strategy targets a 5% reduction in single occupancy vehicle use by employees over a five-year period.

▶ **Sustainable Procurement** – The Trust will carry out an assessment of its supply chain to ensure that ethical procurement standards are implemented. Supply chain surveys will be developed and distributed to key contractors. A sustainable procurement plan will be developed for future capital works, which promotes ethical sourcing and local investment.

Achievements to Date

The Trust is delivering an LED lighting scheme at both hospital sites to save energy and money. The data is currently being collected.

Currently, 95% of the CHFT fleet vehicles are now EV or Hybrid. The Trust's reconfiguration project includes schemes to decarbonize its site's, including additional EV charging points and providing clean energy sources generally.

14 Achieve equality, through diversity & inclusion



Goal 14: Achieve equality through diversity and inclusion

Equality, Diversity and Inclusion Strategy

The Trust has developed a 5 year EDI (Equality, Diversity and Inclusion) Strategy.

This includes a range of programmes to support, mentor and help develop underrepresented groups:

- ▶ Empower (this programme is running for its 3rd year in 2022).
- ▶ Race Equality Network.
- ▶ Pride Network.
- ▶ Colleague Disability Action Group.
- ▶ Women's Voices.
- ▶ International Nurses.
- ▶ Menopause Group.
- ▶ Mental Health Group.
- ▶ Armed Forces Network.

Also included in the Trust's EDI strategy is a strict policy that stakeholders who have responsibility for recruitment and disciplinary decisions go through rigorous unconscious bias training.

Data collection and monitoring on diversity and protected characteristics is undertaken and reviewed monthly with governance from quarterly workforce committee.

The Trust has active Black, asian and minority ethnic, LGBTQ and Disability networks to support colleagues and students working in the Trust.

There is learning disability essential safety training for all staff and the Trust as a whole has signed up to the Disability Confident stage 2 scheme.

Membership Engagement Strategy

CHFT has a 3 year Membership and Engagement Strategy. This strategy outlines what the Trust will do over the next three years to achieve its vision for membership and engagement, which is that it will be directly accountable to local people by making the best use of its membership communities.



Learning Disability Health Teams

CHFT hosted three special vaccination clinics at Calderdale Royal Hospital: on 13th March 2021 and a follow-up on 15th May 2021 and 9th January 2022 for people with a learning disability.

The Trust worked in partnership with both Kirklees and Calderdale community learning disability health teams – South West Yorkshire Partnership NHS Foundation Trust – to identify who would benefit from such a bespoke service. As part of the process CHFT:

- ▶ Adopted paperwork developed by another Trust for capacity and best interest documentation.
- ▶ Created a social story to help people prepare with photos of the building, car park, rooms and the staff who would be at the clinic on the day to help reduce anxiety and fear.
- ▶ Held it on a Saturday when the hospital is much quieter and car parking was available.
- ▶ Made a bespoke plan for every individual to meet their needs, which included distraction techniques, including listening to Abba and Cliff Richard on YouTube.
- ▶ Set up the lecture theatre so it was like going to the cinema with the 'Greatest Showman' playing and snacks included.

The first clinic had an 83% success rate and all those who had the first vaccine came to the second clinic, which had a 100% success rate. The third clinic had a 100% success rate.

Support for Black, asian and minority ethnic staff A Black, asian and minority ethnic group embedded within the Trust research team has been established to meet on a regular basis – this group has currently been meeting for about 18 months.

The aim of the group is to focus on the underrepresented areas of research within the Trust, in line with one of the National Institute for Health Care Research (NIHCR) operating principles; to actively and openly support and promote equality, diversity and inclusion.

One of the first steps taken was to collect research participant ethnicity data on CHFT systems as part of the recruitment process. Feedback to the Yorkshire and Humber Clinical Research Network (Y&H CRN) prompted them to request all partner organisations within the region to follow suit and collect ethnicity data for upload to the Local Portfolio Management System (LPMS).

In addition, two research nurses attended an external cultural awareness training course, which led to the creation of CHFTs own in-house training for staff to complete as part of their competencies and is included in the Trust induction training for new staff joining the research team.

Members of the Trust's Black, asian and minority ethnic group connect with the Ethnic Minority Research Inclusion (EMRI) network, which is a network of research staff and members of the public from the region, working alongside Yorkshire Council groups.

The network enables collaboration with other organisations with work underway on several initiatives, including a community link pilot in deprived areas.

CHFT has also implemented an interpreter guideline to ensure those who do not speak English are able to receive a high quality of care.



Research department

The research department encourages Black, asian and minority ethnic Group research participants to become Patient Research Champions (PRC).

The Trust currently has 3 PRC's signed up as volunteers at the Trust and the team is actively seeking to include underrepresented patients in this initiative.

CHFT also support qualitative research studies in collaboration with universities and PhD students; 2 staff surveys that the Trust has most recently promoted within the organisation were related to those in underrepresented groups: 'Migrant women's experiences of maternity care within the NHS' and 'Socioeconomic impact of the COVID-19 on South Asian women'.

In comparison to similar Trusts regionally, CHFT is the only research department that has set up a dedicated focus group to tackle these issues and that have progressed in these areas.

The Trust plans to widen the groups focus to include all underserved groups and there are ongoing discussions around ideas for LGBTQ+ groups.

Health literacy

The acknowledgement of health literacy as a theme has led to an identification that there is a gap in knowledge systemwide regarding health literacy.

A meeting has taken place with NHS England to understand how as a system this could be improved. There are reading tools available so that information given to patients could be used to check if the way it is worded is accessible to all.

The theme has the support of a Leeds public health registrar who will be assisting in this piece of work, alongside the University of Huddersfield.

This inclusive strategy will provide a longer-term system benefit. With early access to care, it is less likely that patients' conditions will deteriorate as rapidly, leading to a reduction in dependence on health and social care down the line. It will therefore support a reduction in health inequalities.

Once the Trust has the blueprint for this particular intervention, it has the opportunity to roll learning into other interventions and specialities.



Tackling health inequalities

In 2020 Trust undertook work to address health inequalities experienced by people waiting for treatment.

CHFT used data the Trust holds to assess waiting times for Black, asian and minority ethnic communities and for those people that live in most deprived communities – using the index of multiple deprivation (IMD).

The IMD uses a number of indicators of deprivation such as income, education, employment, housing, crime in an area and gives a score from 1-10 where 1 is the most deprived and 10 the least.

The Trust used this data to assess if Black, asian and minority ethnic communities and people living in the most deprived areas that have the same clinical needs were waiting longer. Where an inequality was identified, the Trust then took action to address this and close the gap.

The data showed that:

For patients with clinical need assessment of Priority 2 (P2), Black, asian and minority ethnic patient waits have reduced over time and now wait the same time (4 weeks) as white patients. In March 2021 they waited 7.8 weeks longer.

For patients with clinical need assessment of P2 in IMD groups 1&2 they now wait 0.3 weeks less than IMD groups 9&10 – previously in May 2021 this was 8.5 weeks – so good progress and work to close the gap continues.

CHFT is committed to reducing health inequalities for all people with a learning disability who access services at the Trust. The Trust has used data to identify individuals with a learning disability on a surgical waiting list to ensure their care was prioritised to have their procedure.

The backlog of people waiting was completed within a few months and the surgical division now routinely monitors and ensures patients with learning disability are prioritised within 18 weeks.

The Trust has an on-going prioritised programme of work to reduce health inequalities.

Health inequality partnerships

The Trust has worked with place-based partners to support reduction in health inequalities and respond to the needs of its local communities.

In partnership with Calderdale Council, the Trust chaired and supported the creation of an action plan to tackle the adverse effects of the COVID-19 pandemic on local Black, asian and minority ethnic communities.

The Trust has also undertaken work on health Inequalities in maternity services. This includes discovery interviews with people who may experience some type of health inequality but do not feedback through traditional means; pregnancy classes for non-English speaking parents; cultural competency staff training and supporting women to stop smoking.

In Cancer Services CHFT has worked with Macmillan to review provision of information in other languages. The Trust has undertaken focus groups to understand patient experience and has surveyed patients on the 'First Steps' support available.

Work has continued between the Trust and the Greenwood Primary Care Network (PCN) to reduce inequalities identified in emergency asthma admissions in PCN and CHFT data.

Collaborative next steps have been agreed and are now being developed into a joint action plan.

Gender Pay Gap Action Plan

CHFT has put in place a number of initiatives to address the Gender Pay Gap.

Access to Leadership Roles:

- ▶ Since June of this year the Trust has rolled out a scheme of reverse mentoring.
- ▶ There are current development programmes ongoing within CHFT.
- ▶ In September of this year, the Trust will roll out its shadowing programme.
- ▶ Also in September 2022, CHFT has planned the commission of a piece of work to better understand the barriers to leadership roles, with a particular focus on medical leadership roles.

Development:

- ▶ CHFT Leadership Development offer will include inclusive leadership support covering key inclusion topics. This was implemented in January 2022 and is being monitored for its effectiveness in applying these learnings to the workplace.
- ▶ Unconscious bias and inclusion is covered in workshops for the Trust's processes when recruiting managers. Discussions will take place quarterly regarding fairness in this process.

Staff experience:

- ▶ The Trust works with 'Women's Voices', a non-profit organisation based in Manchester, to better understand key issues and host periodic discussions to support and engage in change.



Impact assessments

As part of the process of continuous assessment in relation to the Trust's Public Sector Equality Duty a refreshed assessment of the Equality Impact Assessment (EQIA) and Quality Impact Assessment (QIA) impact of the proposed service changes and estate developments at CRH and HRI has been undertaken.

This was completed using the new and strengthened process to assess the EQIA and QIA impacts which included meetings with groups of people that have protected characteristics to directly inform, advise and confirm the assessment and any mitigations required.

The completed EQIA and QIA were also shared with Trust Board in October 2021 as part of the business case approval process for the Full Business Case (FBC) for the new A&E at HRI and the Outline Business Case (OBC) for the Reconfiguration Programme and have now been shared with NHSE/I and DHSC colleagues as part of the regional and national approval process for the business cases.

The Trust has developed an Inequalities Action Plan and a steering group led by a Non-Executive Director has been established with quarterly updates to public Trust Board meetings.



Analysis

Calderdale and Huddersfield NHS Foundation Trust (CHFT) recognises and fulfils its potential to play a central role in its communities, far beyond acting purely as a healthcare service.

The Calderdale and Kirklees area is traditionally associated with a lack of social mobility compared to the rest of the country and close neighbouring areas – Greater Manchester to the West and Leeds to the East. Typically, where a person starts in life is – most of the time – where they end up.

Issues surrounding equality of opportunity have only been exacerbated by the COVID-19 pandemic and now a worsening cost of living crisis. Now, more than ever, purpose-led change from organisations directly involved in communities on the ground is vital.

CHFT and particularly its Widening Participation Team, since its creation in August 2021, has established and continues to hold close ties with local schools.

With a focus on starting early, the Team has reached out to over 3,800 young people in secondary schools across Kirklees and Calderdale, in person or virtual, informing of employability pathways and delivering aspirational based activities.

The Trust is creating a new T-Level Cadet Pathway, providing an alternative to traditional higher education roles. Importantly all of this outreach is targeted at underrepresented groups who need the most support and the team have made a recent bid to HEE to expand this activity further.

This work ensures children and young people are supported throughout their educational journey and are made aware and offered all possible opportunities.

CHFT has acknowledged the strain faced by all employees in light of the recent economic and health crises. It has embedded a comprehensive health and wellbeing plan into its staff support process.



CHFT is at the forefront of technological innovation to improve access to services and support people in managing their health closer to home. It develops its services to be digital by design and is working to ensure everybody has access to the right technology to benefit from these advancements.

As with much of its work this is done in collaboration with local stakeholders, such as local authorities and the voluntary sector.

The Trust has also been exploring innovative ways to build a sustainable community in its surrounding areas of Calderdale and Kirklees.

This is epitomised by the Social Value Plan for the construction of a new A&E department at Huddersfield Royal Infirmary. The strict set of goals, formulated in partnership with local construction firm IHP, ensures that the construction will benefit the community, the local environment and growth of the local economy.

CHFT aims above and beyond the Government guidelines of net-zero emissions by 2050, with its extensive 'Green Plan' aiming to deliver carbon neutrality across the organisation by 2038.

Underpinning all of this activity is a commitment to equality through diversity and inclusion. The Trust has an ongoing programme of work to reduce health inequalities. This work is informed by data which allows the Trust to target specific demographics who would traditionally be at a disadvantage.

This report shows that Calderdale and Huddersfield NHS Foundation Trust are committed to being a purpose-led organisation. Importantly, the Trust has pledged to continue to strengthen its current work and to widen its impact on its communities, staff and patients.



Recommendations

The cost of living is the biggest issue facing the United Kingdom today, and will require action from all sections of our society – whether the public sector, business, or all of us as individuals helping out our friends, neighbours and local communities where we can. Whilst the cost of living crisis will affect the poorest in society the most, with those households facing a higher level of inflation, one of the biggest challenges for the government is that the rising cost of living will affect almost everyone.

The Purpose Coalition measures organisations against what they are doing for their customers, patients, colleagues and communities through the Purpose Goals with tools such as the Cost of Living Taskforce.

In 2015, as Secretary of State for International Development, Rt Hon Justine Greening led the UK delegation to the United Nations (UN). Along with 184 international partners, she helped to establish the UN's Sustainable Development Goals (SDGs). In 2017, the SDGs were made more 'actionable' by a UN resolution adopted by the General Assembly which identified specific targets for each goal, along with indicators used to measure progress towards each target.

These 17 interlinked, global goals were designed to be 'a blueprint to achieve a better and more sustainable future for all'. The SDGs emphasised

the interdependent environment, social and economic aspects of development by centralising the role of sustainability. As Secretary of State, Justine recognised how useful a common set of accessible but ambitious objectives could be in galvanising action to effect change.

The pathway towards recovery is a chance for the United Kingdom to address these issues and level up but that requires updated and specific goals in order to outline, inspire and measure progress. The most committed signatories of the Social Mobility Pledge, the Purpose Coalition, and the Cost of Living Taskforce aim to improve social mobility in the UK and have responded to this challenge with the launch of the Purpose Goals in February 2021 and the Cost of Living Taskforce in August 2022.

The Purpose Goals build on the foundations laid by the UN's SDGs by outlining 14 clear goals, and draw on expertise provided by academia and businesses which has been applied to the unique challenges facing the UK currently in what has potential to be a profound levelling down moment for the country.

The Purpose Goals focus on key life stages and highlight the main issues that need to be resolved in order to create a level playing field for all in this country. The Goals are intended to guide how the urgent ambition to level up the UK can actually be achieved. The impact of the work carried out to do this can, and should, be measurable.



Outreach

Through its widening participation team, the Trust has some brilliant examples of outreach into the community and getting people into the workforce. The Trust delivers aspiration raising events in schools, a cadet programme and targeted support for different under-represented groups.

The Trust should continue to promote the great work that it is doing in this area and share best practice with others whenever possible. Through the Purpose Health Coalition, CHFT has the chance to share best practice and learn from other organisations who are facing similar issues.

One thing that the Trust could consider is introducing a consistent way of measuring the outcomes of outreach initiatives performed by the widening participation team. Time spent in schools and career days need to be quantified and structured feedback should be collected to improve projects moving forward. Collating information on perceptions and feedback of outreach initiatives will allow more in depth analysis of the projects.

The Trust should ensure that all under-represented groups are being represented during their outreach work and explore any possible barriers to particular communities more generally, especially in terms of their wellbeing and any health-based inequalities.

It could work with local further education providers and social services to offer opportunities for local care leavers. Working closely with these partners, the Trust could start by providing a small number of placements a year and grow the programme from then.

Recruitment

One of the biggest issues facing the NHS currently is recruitment. To ensure a diverse and vibrant workforce, and an open recruitment process, the Trust should ensure that all of their recruitment processes are refreshed and give the best chance for people to get a job. While certain jobs need qualifications, there is an opportunity to remove barriers for recruitment during the process. Best practice includes:

- ▶ Ensure unbiased job descriptions.
- ▶ Remove name, age and qualifications from the recruitment process.
- ▶ Ensure a diverse hiring panel.
- ▶ Use evidence-based assessment tools that are aligned with an organisation's culture.
- ▶ Ask behavioural questions rather than focusing on past experiences.

Another way the trust could look to attract a more diverse workforce is to introduce more flexible working hours.

Flexible working would open up opportunities to those with children or carers. The trust could explore ways in which they could incentivise getting parents back into the workforce, such as providing discounted rates at local authority holiday clubs.

CHFT is doing some great work, through Project Search and other initiatives, to get neuro diverse people into work. It should continue this work and collaborate with local stakeholders to give those with a disability or a health condition into employment.

Over 7 million people (17.5%) of working age are disabled or have a health condition in the UK. The Trust could create a partnership with an organisation like Mencap to offer relevant opportunities to those with disabilities, allowing it to tap into a talent pool it has not used before. The Trust could work with Mencap and use best practice to find and employ those with learning disabilities.

Career progression

Getting people into the workforce is only the first step in spreading opportunity. It is important that everyone, regardless of their background, is able to progress within the Trust.

CHFT is currently re-launching its mentoring programme and has a range of development opportunities for staff. The trust should ensure that this support is targeted at those who need it most. Just as people from under-represented backgrounds need support in getting into the workforce, they also need further support to progress.

Currently, representation within the governing bodies and senior management of the Trust could be improved. If CHFT does not already have a plan to boost the progression of individuals from Black, Asian and Minority Ethnic communities within the organisation – one should be established. Especially considering internal Council of Governors elections are taking place this year.

An important part of fair career progression is identifying what kind of employee progresses and where blockages appear. The trust could identify individuals in need of further support through this strategic socio-economic tracking.

Introducing four questions developed and implemented by the Equality of Opportunity Coalition, part of the Purpose Coalition, CHFT could identify the socio-economic background of all employees. These four questions are:

- ▶ 'What was the occupation of your main household earner when you were aged 14?'
- ▶ 'Which type of school did you attend for the most time between the ages of 11 and 16?'
- ▶ 'If you finished school after 1980, were you eligible for free school meals at any point during your school years?'
- ▶ 'Did either of your parents attend university and gain a degree (e.g. BA/BSc or equivalent) by the time you were 18?'

Once further information and data is collected on employees, tailored support mechanisms can be undertaken.

To go even further, in-line with the already internally established Gender Pay Gap reporting, CHFT could explore initiating an Ethnicity Pay Gap annual report. This would help boost mobility for underrepresented groups within the organisation through an identification of specific pay inequalities, and where strategic action could be taken.

Calderdale and Huddersfield NHS Foundation Trust as an anchor institution

Local Partnerships

With the current cost of living crisis, the Trust could think of innovative ways to support those from deprived communities. One possible way to support these communities would be to run workshops in deprived communities that combine financial literacy, health prevention and pre-employment support. This would ensure that every contact within communities has the most impact possible.

The Trust could initiate further collaboration with local partners to tackle health inequalities – a more joined up approach to identifying factors that will lead to poor health, such as poor housing or being unable to pay energy bills will help the Trust provide the support it needs.

CHFT could explore space for further place-based partnerships. This could begin with initiating a meeting with other local anchor institutions to discuss working together in the local area on boosting social mobility, beginning with coordinating career and education outreach teams for a more joined-up approach across Calderdale, Huddersfield and Kirklees.

To go even further, CHFT could explore multi-organisational apprenticeship opportunities on the back of further place-based partnerships. This could include specialisms from law to finance – the scheme could begin with an apprenticeship at the Trust and upon completion any accreditation could be recognised by local partner organisations.

This would allow participants to access opportunities for a paid position that would not have been available to them otherwise; boosting social mobility in the local community, increasing the size of the recruitment pool and aligning the Trust with other local organisations.

Spreading Social Value

On the back of COVID-19 and the ongoing cost of living crisis – all organisations are beginning to acknowledge their responsibility in generating social value.

CHFT has an opportunity to build this out further, opening up conversation across the NHS specifically focusing on the generation of social value through its procurement processes.

As the largest procurer of medical products in the world NHS organisations and Trusts have an opportunity to spread their agenda through upholding and promoting a specific set of standards across their extensive supply chains. Through a specific set of social value requirements for goods and services, the Trust could spread awareness of this agenda – while educating other NHS organisations on the benefits of adopting similar practices.





Proudly run by
**this is
purpose**

LEVELLING UP
GOALS

