



Llunio ein
Llesiant
i'r Dyfodol
Shaping Our Future
Wellbeing



Tegwch a Chynhwysiant
Equity & Inclusion



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Bwrdd Iechyd Prifysgol
Caerdydd a'r Fro
Cardiff and Vale
University Health Board

Shaping Our Inclusive Culture

Cardiff & Vale University Health Board's Strategic Equality Objectives 2024 - 2028



Putting People First

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Foreword

This document sets out the Health Board's Strategic Equality Objectives and approach to shaping our inclusive culture. As we embark on this journey, it is important to acknowledge the profound significance of equity, inclusion, and diversity within the communities of Cardiff and the Vale of Glamorgan. The provision of high-quality healthcare to our diverse population lies at the core of our commitment to the well-being of every individual.

The Covid 19 pandemic has brought to the forefront the disparities in health outcomes, healthcare access, and the diverse experiences of individuals in Wales. It has highlighted the urgent need for us to confront these discrepancies and strengthen our commitment to constructing a healthcare system that is responsive, inclusive, and equitable.

The Health Board's Strategic Equality Objectives are a commitment to upholding our organisational values and behaviours framework. These objectives align with our overarching strategy, Shaping Our Future Wellbeing, reinforcing our dedication to 'Putting People First' and 'Providing Outstanding Quality.' Our pledge to cultivate an inclusive culture, representative of our local population, and our ambition to reduce inequities in prevention, access to clinical services, and clinical outcomes are integral components of this strategy.

We would like to thank all those who actively participated in the engagement process, contributing their insights and experiences to shape our Strategic Equality Objectives. Your valuable input has been instrumental in crafting objectives that resonate with the needs and aspirations of our communities.

As we embark on the implementation of these objectives, we look forward to working closely with our stakeholders and partners in our communities and throughout NHS Wales. Together, we will navigate a path towards a healthcare system that not only meets the diverse needs of our population but also serves as a beacon of excellence in inclusivity, responsiveness, and quality.

In closing, our Strategic Equality Objectives are vitally important; they represent our collective commitment to a future where healthcare is accessible to all, irrespective of background or circumstance.

Charles Janczewski
Chair

Suzanne Rankin
CEO



About us and our Strategic Equality Objectives

Who we are

Cardiff and Vale University Health Board is one of the largest NHS organisations in the UK and was established in 2009. As a Health Board we have a responsibility for the health of nearly 500,000 people living in Cardiff and the Vale of Glamorgan, including the provision of local primary care services (GP practices, dentists, optometrists and community pharmacists) and the running of hospitals, health centres and community health teams. As well as providing health care to the local Cardiff and Vale of Glamorgan communities, we provide an extensive range of highly specialist services to the population of South Wales and beyond. We have the most ethnically and culturally diverse communities in Wales and we employ approximately 17,000 staff.

Detailed information about the services we provide and the facilities, from which they are run, can be found on the Health Board's website in the section [Our Services](#).

Why we have Strategic Equality Objectives

As a public sector body, the Health Board takes pride in making sure that we continue to improve our services. This is so we can better meet the needs of the people we work with. We are guided by the Equality Act 2010, the Public Sector Equality Duty, which call on us to think ahead and put Strategic Equality Objectives in place, and the Socio-economic Duty. Other legislation that informs these objectives include the Human Rights Act (1998), Welsh Language (Wales) Measure 2011, the Social Services and the Well-being (Wales) Act 2014, All Wales Standards for Accessible Communication and Information for

People with Sensory Loss, and the Wellbeing of Future Generations (Wales) Act 2015. In addition, the United Nations Convention on the Rights of the Child 1989 and the UN Convention on the Rights of Persons with Disabilities 2010 have also been considered.

What are Strategic Equality Objectives?

As part of our specific duties, every four years we are required to develop and publish our Strategic Equality Objectives. These objectives set out the strategic equality priorities of the Health Board, focusing on how we can add to an inclusively fairer society and move ahead on equality and good relations. The objectives are specific and focus our attention on how we deliver services and employment opportunities in relation to 'protected characteristics' and the Socio-Economic Duty 2020.

Developing our Equality Objectives

During 2023/24 we engaged with patients, staff, partners, and other key stakeholders. We asked them what they thought the equality priorities should be for the Health Board for the next four years. We also identified what research and information was already available to help in the development of the objectives, including the work undertaken when developing the Health Board's Shaping Our Future Wellbeing Strategy.

We also specifically surveyed patients, staff, partners, equality and third sector organisations and other groups as to whether the Health Board's previously set objectives should be kept as they are, changed or whether we needed to amend or add new ones.

Our values

We are a values-driven organisation and our goals will only be realised if our values are at the heart of everything we do. Created by colleagues, patients and their families and carers, our values are:

- We are **kind and caring**
- We are **respectful**
- We have **trust** and **integrity**
- We take **personal responsibility**

Living by these values every day, we will create the culture needed to deliver our vision for the future. We will continue to collaborate with and listen to colleagues, patients and partners to ensure that behaviours reflect these values and that people are confident to challenge others appropriately when behaviours are not in line with our values.

*Our values are
at the heart of
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Our approach

In our commitment to fostering equity, inclusion, and diversity, the Health Board has developed a whole organisational approach to deliver our Strategic Equality Objectives. This approach is strategically aligned with the overarching principles of our Shaping Our Future Wellbeing Strategy. We recognise the importance of embracing the 3I Framework, the Health Board's Equity, Equality, Experience, and Patient Safety Action Plan, as a guiding framework for our initiatives.

Our approach to achieving the Strategic Equality Objectives is aligned with the Health Board's People and Culture Plan, reinforcing the pivotal role of our workforce in realising these objectives. By ensuring that the wellbeing of our staff is at the centre of our plan, we acknowledge that representing the diverse population we serve requires a thriving and inclusive workplace. This commitment aligns with the seven themes of the People and Culture Plan, emphasising the interdependence of employee wellbeing, equality, diversity, inclusion, and the promotion of the Welsh language. Recognising that our workforce is a reflection of the communities we serve, we are dedicated to fostering a culture that not only supports the professional growth and satisfaction of our staff but also actively promotes our organisational values.

An integral aspect of our approach is the recognition of intersectionality. We understand that individuals within our diverse communities carry overlapping identities and experiences, necessitating a nuanced and inclusive approach that addresses the unique challenges faced by different groups. By incorporating intersectionality into our programmes and plans, we aim to ensure that our initiatives

are truly reflective of the multifaceted nature of diversity.

In tandem with our organisational plans, we are committed to aligning with national action plans such as the Anti-racist Wales Action Plan, the LGBTQ+ Action Plan for Wales, and More than just words. By coordinating our efforts with these broader initiatives, we seek to amplify the impact of our actions and contribute to a collective movement towards equality.

As part of our commitment to continuous improvement, our organisational action plans and programmes outline specific strategies and actions geared towards achieving the outlined Strategic Equality Objectives. We recognise the importance of clear accountability and established timelines for implementation to drive meaningful change within the Health Board.

Anticipating future legislative requirements, we commit to staying informed and adapting our approach to align with evolving legal frameworks. We will also adopt this approach to evolving organisational priorities, plans and programmes to ensure that the work being undertaken to deliver our Strategic Equality Objectives is relevant and current.

The incorporation of Equality Health Impact Assessments (EHIA) into our organisational approach is a crucial mechanism to systematically evaluate the impact of the Health Board's policies, procedures, and strategies on individuals from diverse communities, including those from various socio-economic backgrounds. Undertaking EHIA provides a structured framework for analysing potential differential effects, ensuring that our initiatives do not inadvertently

exacerbate existing disparities. By assessing the potential impact on different demographic groups, we can identify and address any unintended consequences that may disproportionately affect specific communities. This proactive approach aligns with our commitment to inclusivity and allows us to tailor policies and strategies to better meet the diverse needs of our population. The insights gained from EHAs will be integral in steering our efforts towards creating an equitable and accessible healthcare environment for all.

Monitoring and evaluation will be paramount to our success. We will establish key performance indicators (KPIs) and conduct regular evaluations to assess the effectiveness of our implemented actions. This commitment to continuous assessment and improvement demonstrates our dedication to delivering on our Strategic Equality Objectives.

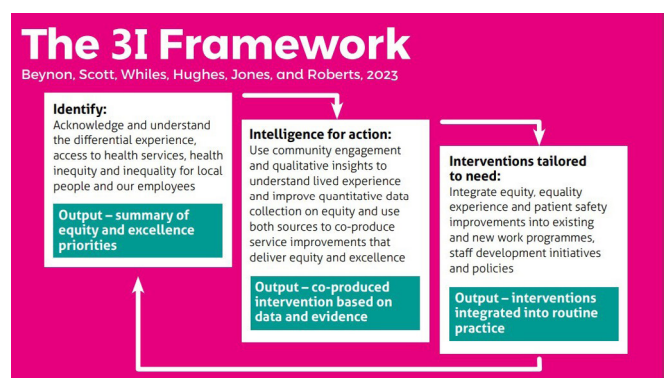
The realisation of our Strategic Equality Objectives hinges on the collective responsibility of every member of our staff. Every individual working within the Health Board has a personal responsibility to actively contribute to fostering an inclusive culture. By recognising and addressing disparities, embracing diversity, and promoting a culture of respect, our staff play a pivotal role in reducing health inequities and ensuring equitable healthcare access for all. Creating a workplace that is not only committed to these objectives but actively striving to embody them is essential. Therefore, each staff member has a duty to champion inclusivity, contribute to reducing health inequities, and actively contribute to cultivating a work environment that reflects our commitment to being a great place to train, work, and live. This shared responsibility reinforces our collective dedication to the values of equality, diversity, and inclusion, making it integral to the fabric of our organisation.

This organisational approach is crafted to propel us towards achieving our four Strategic Equality Objectives, which focus on:

1. Respect
2. Communication and Engagement
3. Accessibility
4. Data

Our focus on intersectionality and alignment with the Shaping Our Future Wellbeing Strategy ensures an inclusive culture of respect, acknowledging and addressing the unique challenges faced by diverse groups. Through active collaboration and stakeholder engagement, we aim to enhance communication and engagement, fostering a participatory healthcare experience. The emphasis on accessibility is integrated into our plans, actively involving diverse communities in making healthcare more responsive. Leveraging data-driven insights, we are committed to monitoring and evaluating our initiatives, contributing to a transparent and accountable pursuit of equity and inclusion.

Together, we look forward to building a healthier, more equitable, and inclusive Cardiff and Vale of Glamorgan.



Respect

Objective:

Foster an inclusive culture of respect through awareness campaigns and education, ensuring all individuals, including staff, patients and service users, feel valued and dignified.

Education

To fulfil our commitment to fostering an inclusive culture of respect, we will prioritise education as a cornerstone of our approach. Leadership and management courses will be tailored to include modules on diversity, compassion, and the promotion of respectful workplace environments. By providing our leadership teams with the tools to embrace compassionate leadership, we aim to create a top-down culture that values and prioritises inclusivity.

Simultaneously, we recognise the significance of extending education beyond our internal staff to include patients and service users. Implementing educational initiatives for these groups will empower them with the knowledge to actively participate in and contribute to our shared commitment to respect and dignity. Through comprehensive educational programs, we aspire to cultivate a community that is not only aware of the importance of equity, inclusion and respect but is also equipped with the skills and understanding to actively practice and promote it.

Awareness campaigns

In our pursuit of an inclusive culture, we will launch awareness campaigns utilising our inclusion calendar, marking key dates

and events. This calendar ensures our initiatives align with relevant themes, promoting diversity and respect. To enhance transparency and openness, staff are encouraged to raise concerns through Speaking Up Safely, facilitating prompt resolution. Patients and service users are also empowered to voice concerns through Putting Things Right. Our organisational values and behaviours framework will be central, guiding every aspect of our interactions with a commitment to respect and dignity. Additionally, we will actively support and promote staff networks, recognising their role in creating a sense of belonging and the importance of providing a voice for our people by strengthening and building the role of staff networks. These integrated efforts aim to cultivate a culture of inclusion within our organisation.



Communication & Engagement

Objective:
Enhance communication channels and strategies to make information accessible to everyone, fostering inclusive engagement.

Communication Channels

To enhance Cardiff & Vale University Health Board's communication channels, prioritising feedback is crucial. Actively listening to the voices of patients, service users, and staff is fundamental for fostering inclusivity, and links to our strategic priority of 'Putting People First'.

Establishing robust feedback mechanisms ensures that we not only hear but also understand the diverse perspectives within our community. By engaging in

meaningful dialogue, we can identify specific needs and concerns, allowing us to tailor our communication channels to effectively reach and engage with our diverse population. This approach ensures that information is not only disseminated but is accessible and relevant to everyone.

Engagement Strategies:

Collaboration and co-production are integral strategies in aligning with Cardiff & Vale University Health Board's Shaping Our Future Wellbeing strategy. We will achieve our vision, including the reduction in unfair differences in health outcomes, by working with local communities and the Public Services Board partners to tackle the issues that cause preventable illness and premature death.

Collaborative efforts enable the development of engagement materials and methods that are culturally sensitive and resonate with different communities. This approach not only enhances the effectiveness of our engagement, but also strengthens the sense of community ownership and engagement.

By weaving collaboration and co-production into our engagement strategies, we align with the broader organisational goal of shaping a future wellbeing that is inclusive and responsive to the needs of all.



Accessibility

Objective:

Improve accessibility of our health services and facilities, creating a more inclusive healthcare and working environment for everyone.

Easy to Access:

Ensuring the improvement of accessibility to health services and facilities requires a multi-faceted approach. Firstly, adopting accessible communication methods is paramount. Communicating with individuals in ways that meet their diverse needs fosters inclusivity.

Embracing technology further enhances accessibility, providing platforms for virtual consultations, online resources, and streamlined appointment systems. Equally crucial is the physical accessibility of sites and facilities, ensuring they meet the diverse mobility and sensory needs of all users.

By prioritising these aspects, Cardiff & Vale University Health Board can create an environment where healthcare is accessible for everyone.

Welsh Language:

Aligning with the national More than just words strategy, prioritising the Welsh language in healthcare is crucial. Adhering to Welsh Language Standards ensures that services are delivered bilingually, promoting inclusivity. The importance of Welsh language healthcare is emphasised through compliance with standards and active participation in Cymraeg 2050, aiming to achieve one million Welsh speakers.

By integrating the Welsh language seamlessly into health services, Cardiff & Vale University Health Board contributes to a more inclusive and linguistically diverse healthcare environment.

Education:

Education plays a pivotal role in achieving an inclusive healthcare environment. Staff must be educated on effective communication with a diverse population, encompassing different languages and communication formats. Training programmes should equip healthcare professionals with the skills to provide culturally sensitive and language-appropriate care.

Additionally, educating staff on supporting patients and service users in navigating and accessing healthcare services within Cardiff & Vale University Health Board fosters an environment where everyone feels adequately supported in their healthcare journey. Continuous education ensures that the health system remains responsive to the evolving needs of a diverse community.

Data

Objective:

Enhance the accuracy of data collection and analysis to identify and address inequity in both health outcomes and staff experience.

Workforce Planning:

Effective workforce planning is crucial to address equity in both health outcomes and staff experience. Data can be a powerful tool in measuring whether we are an organisation which is representative of the diverse demographic profile of Cardiff and the Vale of Glamorgan. By leveraging data, the health board can identify gaps in representation and implement targeted strategies to enhance diversity and inclusion. Having a workforce which is representative of our population will enable our staff to better understand the individual needs of our patients and service users.

Furthermore, workforce planning should extend beyond numbers; it should encompass skill development to equip our staff with the cultural competence needed to provide quality care to the diverse population we serve. This includes recognising the importance of Welsh language skills data to ensure that our workforce is adequately prepared to provide Welsh language healthcare. This proactive approach ensures that our workforce is well-prepared for the evolving healthcare landscape and can effectively meet the linguistic needs of the community.

Pay Gap Reporting:

Understanding and reporting on pay gaps is a key element in addressing inequities

within employment. By analysing pay gaps, the health board gains insights into potential disparities that may exist across different demographic groups. This not only fulfils legislative duties but also enables the implementation of targeted interventions to rectify any imbalances. Pay gap reporting serves as a transparent mechanism, promoting accountability and driving the health board's commitment to equal opportunities and fair treatment for all staff.

Data Collection:

Improving the accuracy of data collection is pivotal in addressing health inequities and enhancing staff experience. For patients and service users, aligning data collection practices with 'The 3I Framework', ensures a comprehensive understanding of health inequities. This framework emphasises the importance of intersectionality, inequality, and inequity in health outcomes.

Regarding staff, robust data collection, including equality monitoring information and Welsh language skills, is crucial. Accurate data informs better decision-making processes, allowing the health board to tailor strategies that address inequities in both health outcomes and staff experiences. The underlying goal of analytics is to identify, interpret and communicate patterns that can inform strategic decisions and improve performance.

By continuously refining data collection practices, the health board establishes a foundation for evidence-based interventions that foster equity across all aspects of its services.

Monitoring and review

We will monitor our progress against the objectives and supporting actions on an ongoing basis, which will lead to the publication of an annual report. The report will summarise our progress and any changes to our future work.

Progress will be reported through our People and Culture Committee. Our Board is accountable for the equality objectives, with our staff being responsible for the delivery and implantation of actions.

Feedback

We value feedback about our work, including the objectives and actions set out in this document, on an ongoing basis. If you would like to share any feedback or would like to discuss any aspect of our work, please contact:

Cardiff and Vale University Health Board Equity & Inclusion
1st Floor, Woodlands House
Maes Y Coed Road
Llanishen
Cardiff
CF14 4TT

Or EquityAnd.Inclusion@wales.nhs.uk