

Case Study: The Whole-Organisation Approach: Delivering Wrap-Around Support for Neurodivergent Colleagues

Benjamin Ford, Neurodivergent Cognitive
Behavioural Therapist, North Staffordshire
Combined Healthcare NHS Trust

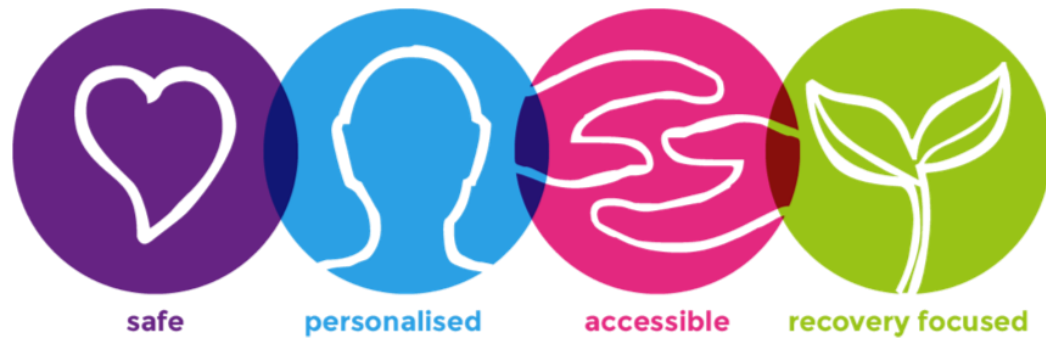
TRUST

- North Staffs Combined Healthcare Trust
- NHS Mental health service for Stoke on Trent and North Staffordshire
- Care provision in hospitals and in the community
- 1500 Full time equivalent staff in many disciplines



**North Staffordshire
Combined Healthcare**
NHS Trust

SPAR our quality priorities



- ‘SPAR’ represents the four key areas which evidence that we are delivering high-quality care and treatment to those using our services in a way that is person-centred.
- Our vision is underpinned by our SPAR quality priorities – to provide services that are safe, personalised, accessible and recovery-focused.
- These guide all that we do and are the benchmark against which we judge how we perform.

SPAR our quality priorities

- 'Safe: Our services will be consistently safe
- Personalised: Our care will be personalised to the individual needs of our service users
- Accessible: Our processes and structures will guarantee access to services for service users and their carers
- Recovery focused: Our focus will be on the recovery needs of those with mental illness

Vision and Values Our values
Proud to CARE – our values for
the way we want our staff to
behave.

- In delivering our services – as well as in all of our working relationships with service users, carers, families, stakeholders and each other – we are guided by our ‘Proud to CARE’ values; to be:
- Compassionate
- Approachable
- Responsible and
- Excellent





WDES NHS England Improvement

- Introduced in 2019
- The Workforce Disability Equality Standard [WDES] Ten specific measures
- Affords comparison between disabled and non-disabled staff
- NHS organisations produce a local plan and show progress against disability equality metrics
- Drives improvements in equality for disabled staff
- Annual reports

WDES NHS England Improvement

- https://www.england.nhs.uk/wp-content/uploads/2019/03/B1710_i_WDES-Technical-Guidance-2022-for-NHS-Trusts-and-NHS-Foundation-Trusts_June-2022.pdf
- Easy Read <https://www.england.nhs.uk/wp-content/uploads/2022/05/Workforce-Disability-Equality-Standard-2021-data-analysis-report-for-NHS-trusts-and-foundation-trusts-easy-rea.pdf>

WDES NHS England Improvement - our results

- <https://www.combined.nhs.uk/wp-content/uploads/2022/10/WDES-2022-FINAL-1.0-for-publicn.pdf>

Inclusion Council

- Chaired by Trust CEO
- Attended by inclusion and diversity lead, Trust managers, staff networking groups' representatives, other people as required, depending on topic being discussed
- Bi-monthly meetings
- Service user and workforce related matters discussed
- Staff network representatives report on pertinent developments and engage in discussion on any relevant agenda items
- WDES is a standing agenda item



**North Staffordshire
Combined Healthcare**
NHS Trust

Inclusion Council

- Various sub groups of the inclusion council are formed according to specific inclusion needs and meet as required
- Cultural inclusion group
- Inclusion development group
- Values based recruitment
- Activities discussed, quality assured and approved at the Trusts People, Culture and Development Committee [PCDC]



Recruitment and development

- Values Based Employment
- Recruitment Fair
- Pre-Employment training
- Combined Virtual Reality [CVR]
- Apprenticeship scheme
- Neurodiversity friendly
- Interviews
- Can be accessed online
- Ample forewarning for information
- Unconscious bias training
- High Potential Scheme
- <http://jobs.combined.nhs.uk/about/accessibility>



NO MORE TICK BOXES

No More Tick Boxes

- Roger Kline's summary report of research for the NHS suggesting practical methods of addressing inequity in recruitment and progression for three disadvantaged groups
- Female, disabled, and BAME
- Being used to inform future work in these areas of inequality in the Trust
- <https://www.pslhub.org/learn/culture/no-more-tick-boxes-a-review-of-the-evidence-on-how-to-make-recruitment-and-career-progression-fairer-september-2021-r5190/>

Freedom to Speak Up

- Freedom to Speak Up Review (2015) [FTSU]
- Identified groups facing barriers to speaking up but, any group of workers could be affected
- Trust's FTSU Guardian appointed 2018
- 22 FTSU Champions recruited, undertaking the work on a voluntary basis.
- Diverse backgrounds and work roles.
- Facilitate employees to speak up when they think they have no other way to do so.
- [Diversity-and-Inclusion-Annual-Report-v2.0-FINAL.pdf \(combined.nhs.uk\)](#)

Differently Abled Buddy Scheme



- Initial idea for a Buddy scheme proposed in 2021 and developed by a subgroup of the inclusion council
- Bid for funding made to the WDES team at NHS England
- £15K awarded
- Scheme commenced in January 2022
- Supports new workers with disability, long-term health conditions and neuro-difference to settle into the organisation and to access reasonable adjustments and supportive equipment
- A differently Abled Buddy is also differently abled and has received training about the Access to Work scheme and disability

Differently Abled Buddy Scheme



- The scheme has been successful
- Report has been submitted to the WDES team at NHS England – June 2022
- Health Passport and documents related to the scheme have amended policy and practice starting with Induction and Appraisal policies
- Scope for the scheme to expand?
- <https://www.combined.nhs.uk/wp-content/uploads/2022/07/Diversity-and-Inclusion-Annual-Report-v2.0-FINAL.pdf>



Health Passport

- Health Passport – document to facilitate access to support for staff with a long term health condition, mental health condition, neurodiversity, or disability/learning disability
- Intended to support staff through any changes during their NHS career
- A living document to be amended with any changes as required
- To facilitate communication with new line manager to ensure wellbeing at work
- https://www.nhsemployers.org/system/files/media/Health-passport-manager-guidance-final_0.pdf
- https://www.nhsemployers.org/system/files/media/Health-passport_0.pdf

Psychological Wellbeing/Welfare

TOGETHER
WE'RE **BETTER**



**Staffordshire and Stoke-on-Trent
Staff Psychological Wellbeing Hub**

- Created following the start of the Covid 19 pandemic
- Together We're Better Staff Psychological Wellbeing Hub
- Open to all members of the NHS and Social Care workforce employed by organisations in Staffordshire and Stoke-on-Trent
- Safe space to explore areas of concern
- Compassionate and confidential
- Signposting

Psychological Wellbeing/Welfare

TOGETHER
WE'RE **BE**  **ER**

**Staffordshire and Stoke-on-Trent
Staff Psychological Wellbeing Hub**

- Placing a strong emphasis on supporting workforce physical and psychological health and wellbeing throughout the ongoing pandemic, including launching a new Psychological Wellbeing Hub for the system, hosted by the Trust;
- <https://www.staffordshire.gov.uk/Care-for-all-ages/Information-for-providers/Coronavirus-information/Documents/Wellbeing-Hub-Brochure-2.pdf>



Combined Ability Network

CAN

- Neurodiversity Networking Group
- Disability network needed
- Combined due to lack of viability to run for neurodiversity alone. Agreed to format the group to include disability
- Formed Combined Ability Network [CAN]
- System Wide Disability and Neurodiversity Equality Staff Network

CAN Newsletters and Newsround

- CAN newsletters published online provide information of interest to neurodivergent/disabled colleagues and allies
- Ad Hoc depending on developments in Trust and external information e.g. webinars, conferences, publications, updated Royal College of Nursing neurodiversity information, Tweets
- Newsround published by the Trust communications team online to all staff on a weekly basis. Used to promote

Schwartz Rounds talk

- What are Schwartz Rounds?
- Structured forum for staff from all parts/disciplines of the Trust to come together to discuss and understand emotional and social aspects, challenges and rewards of working in healthcare
- Typically three individuals speak for 15 minutes then open for questions



Schwartz Rounds talk

- Gave a talk to Trust managers and colleagues describing autism from a personal perspective
- Personal history
- Experience working in mental health and the Trust – likes and dislikes
- Problems caused by autism (and my other neurodivergent conditions) in work.
- Achieved awareness and understanding with colleagues
- <https://www.pointofcarefoundation.org.uk/our-programmes/staff-experience/about-schwartz-rounds/>

Combined TV and Podcasts

- Various recordings of staff, patients and carers talking about their experiences of the Trust
- Includes recordings of neurodivergent staff substantive and apprentices
- Not all recordings are publicly available
- <https://youtu.be/kIKmmEBGgJI>
- <https://www.combined.nhs.uk/news/welcome-to-combined-tv/>



**On-site. Online
On catch-up.**



**North Staffordshire
Combined Healthcare**
NHS Trust

Inclusion School

- A programme of school sessions hosted on behalf of the Staffordshire and Stoke-on-Trent Integrated Care System covering: race; LGBT+; women in leadership; disability; and inclusion and intersectionality
- The Colour Purple. Understanding and supporting people with disability and neuro-difference
- 3 shorter 'bite-sized' Summer Masterclasses on inclusion themes cutting across different equality groups, including microaggressions, imposter syndrome, unconscious bias and allyship
- Aim to influence and change through personal stories and conversation

Disability History Month

- <https://cm.combined.nhs.uk/t/d-l-zjritld-ilyukjldkt-s/>
- [DISABILITY-HISTORY-MONTH-CONTINUES-23-11-22-.pdf \(combined.nhs.uk\)](#)

Disability History Month

Creating a disability positive NHS

16 November – 16 December 2022

Staff Survey

- Annual NHS England staff survey
- Snapshot of how people experience their working lives
- Results used by wide range of NHS organisation
- Another source of information regarding the success of initiatives and programmes including those impacting neurodivergent staff

NHS Staff Survey

We each have
a voice that counts

NHS

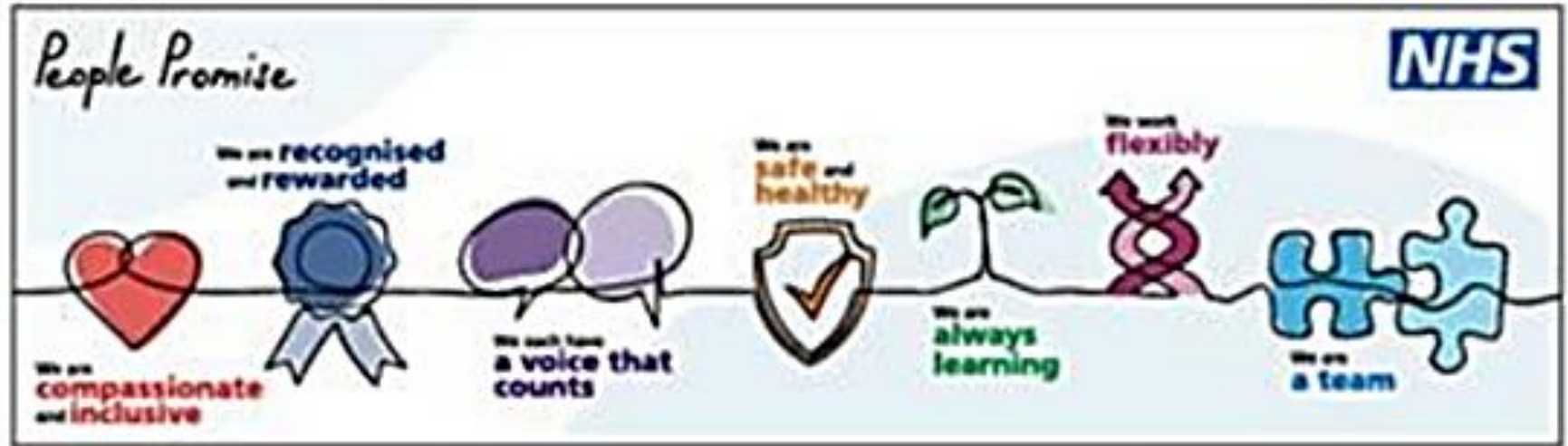


OFFICIAL - NHS Staff Survey 2021

We are the best performing Trust in the NHS



North Staffordshire
Combined Healthcare
NHS Trust



1st

average across all
People Promise
scores and themes

3rd 1st 2nd 4th 2nd 1st 1st

2nd in Morale Theme

7th in Engagement Theme

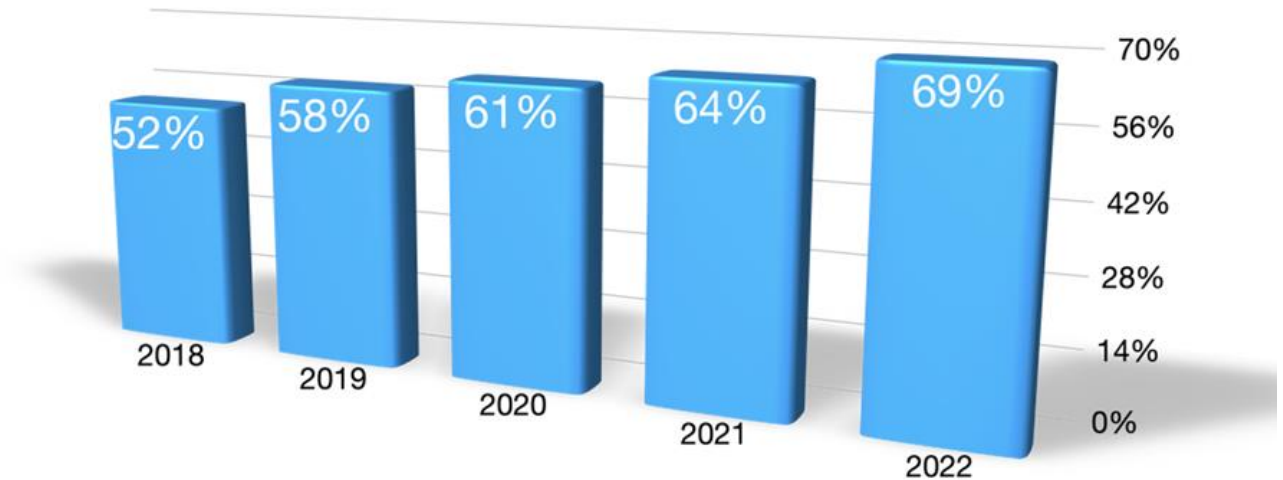
Source: NHS Benchmark, report, april_2021_2021 - Scores for all 217 organisations in the following categories:
(Acute and Acute & Community Trusts - Acute Specialist Trusts - Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts - Community Trusts - Ambulance Trusts)

Staff Survey

- NHS STAFF SURVEY OUR HIGHEST RESPONSE RATE YET!
- A huge thank you to everyone who completed the NHS Staff Survey! This year we smashed our score from last year ending up on the final percentage of... **69%**!
- In all, 1,225 staff responded to this year's NHS staff survey and this 69% response rate from our staff is the highest it's ever been!
- Take a look at the graph below to view our previous response rates:

NHS Staff Survey

Our highest response rate ever! - For the fifth year in a row!





NSCHT annual report

- https://www.combined.nhs.uk/wpfd_file/annual-report-2021-22-final-including-financial-statements-and-auditors-report/
- <https://www.combined.nhs.uk/>