



EQUALITY, DIVERSITY AND RESPECT AT WORK POLICY

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Author A Shiels	Issue Date Jan 2022	Version V1.2	Document Ref HR-48	Approved By EXEC	Approval Date Dec 2022	Next Review Feb 2026	Page i
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DOCUMENT CONTROL

Document Storage

Location: P:\Ops Team\Central Policies & Procedures - Development - Word Docs\HR - Human Resources Policies & Procedure\HR-48 Equality, Diversity and Respect at Work Policy V1.2.doc

Version Control Log (Only last 3 versions, earlier versions can be found in the appropriate Achieve directory for the document)

Version	Date	Author	Description of Changes
V1.0	October 2018	A Shiels, HR Department	Revision and amalgamation of the following policies: Equality and Diversity Policy Harassment, Victimisation and Bullying in the Workplace Policy Dignity and Respect Policy
V1.1	November 2020	Anna Shiels	Reviewed – no change
V1.2	Dec 2022	HR Department	Reviewed – no change

Approval

Version	Name	Position	Signature	Approved Date
V1.0	Exec Team	Executive Team		October 2018

Glossary

Term	Description

1 INTRODUCTION

The success of Badger depends on its staff and its clinicians. Capitalising on what is unique about individuals and drawing on their different perspectives and experiences adds value to the way that Badger operates and treats its patients.

Dignity and Respect at work is primarily about how we treat people and how we all, irrespective of our role within Badger treat each other, our patients and those who use the services of Badger. It is about valuing and respecting people as individuals, their qualities and their differences. Badger wishes to build and maintain a culture in which respect for all staff, clinicians, patients and members of the public who enter our work environment is regarded as a key part of the conduct of all those who work for Badger.

Badger will not tolerate bullying and harassment of any kind. Any allegations of bullying and harassment will be investigated, and, if appropriate, disciplinary action will be taken. Badger will also not tolerate victimisation of a person for making allegations of bullying or harassment in good faith or supporting someone to make such a complaint. Victimisation is a disciplinary offence.

Equal Opportunities at work is the right to be treated without discrimination, especially on the grounds of one's gender, race, religion, sexuality or age. Badger wholeheartedly supports the principle of equal opportunities in employment and opposes all forms of unlawful or unfair discrimination.

Badger is committed to eliminating discrimination and encouraging diversity amongst its workforce. Our aim is that our workforce will be truly representative of all sections of society and all who work for Badger will feel respected and able to give of their best. We believe that by accessing, recruiting and developing talent from the widest possible talent pool, we can gain different insights within the organisation and generate greater creativity in anticipating and meeting the needs of those we serve. Badger strives to create a productive environment, representative of and responsive to different cultures and groups, where everyone has an equal chance to succeed.

To that end, the purpose of the policy is to provide equality and fairness for all in our employment. This policy also sets out to ensure that any individuals using the services provided by Badger receive the very highest levels of safety, privacy and dignity and that these standards are met and maintained at all times. Those who use our services will know and feel that they are being treated with the utmost respect at all times.

Senior managers fully support this policy and are committed to informing those responsible for engaging and supervising staff of the need to maintain the effectiveness of this policy.

This Policy will be made available to all employees and clinicians at their place of work and will be made available to any patients or members of the public.

In the event of a grievance or complaint arising out of any alleged discrimination or bullying and harassment, the relevant Manager or Head of Workforce should be informed without delay in order that the matter may be examined in detail and appropriate action taken. Any act of discrimination, harassment or bullying by employees or workers of Badger or a failure to comply with this policy may result in the disciplinary process being invoked which if, proven could lead to dismissal. Any self employed clinicians committing any act of discrimination, harassment or bullying or failure to comply with this policy will be referred to the Medical Director which could result in their services being terminated. Any contractors working for Badger committing any act of discrimination, harassment or bullying will have their services terminated by Badger.

The Patients' Charter (1992 revised 1995 & 1997), "Our Health Our Care Our Say" (2006), The Care Act 2014 and The NHS Constitution (2015) all emphasise the importance of dignity and respect for patients.

This policy is underpinned by Department of Health guidance which defines dignity as 'a state, quality or manner worthy of esteem or respect; and (by extension) self respect. Dignity in care, therefore, means the kind of care, in any setting, which supports and promotes, and does not undermine, a person's self respect regardless of any difference'. (Social Care Institute for Excellence - 2007).

This policy seeks to apply the principle of the Human Rights Act 1998 and aligned to the Equality Act 2010 of Fairness, Respect, Equality, Dignity and Autonomy for all (FREDA – Human Rights Act 1998).

The overall policy lies with the Director of Workforce.

We all have a responsibility to embrace and support this vision and must continue to challenge behaviour and attitudes that prevent us from achieving this.

2 SCOPE

This policy provides a framework for all staff (including self employed clinicians) working for Badger. This policy covers bullying and harassment of and by managers, employees, clinicians, contractors and anyone else engaged to work for Badger, whether by direct contract with Badger or otherwise. The purpose of this policy is also to ensure that Badger provides equality and fairness for all in our employment and for those who use our services.

It is recommended that independent contractors and agency staff abide by the principles of this policy as good practice.

Services commissioned by Badger (if any) should adhere to the principles of this policy.

3 POLICY STATEMENT

This policy describes the responsibilities of Badger, its managers and individuals whether clinical or non clinical

This policy outlines core principles that all staff are expected to implement in terms of dignity, respect, equality and diversity:

Using fair and objective employment practices, our aim is to ensure that:

- We oppose all forms of unlawful and unfair discrimination.
- All employees and potential employees are treated fairly and with respect at all stages of their employment.
- All employees have the right to be free from harassment and bullying of any description, or any other form of unwanted behaviour, whether based on sex, trans-gender status, marital status, civil partnership status, pregnancy, race, disability, age, political or religious belief or sexuality.
- All employees have an equal chance to contribute and to achieve their potential, irrespective of any defining feature that may give rise to unfair discrimination.

4 RESPONSIBILITIES

Badger is responsible for:

- Recognising that it has a reciprocal duty of care towards its staff, clinicians, patients and members of the public.
- Setting clear principles for the organisation in relation to dignity and respect, equality and diversity.
- The provision of training and development for clinical staff in relation to dignity and respect, equality and diversity.
- Integrating dignity and respect, equality and diversity into governance and service monitoring.
- Ensuring that its policies and procedures are not applied unreasonably or disproportionately.
- Supporting its staff and clinicians who challenge poor conduct and behaviours.
- Commissioning and contracting services that promote dignity and respect, equality and diversity for people (including patients and those who use the services of Badger).

All staff have a responsibility to:

- Treat every person fairly and equally.
- Value differences in others and the contribution they make.
- Treat everyone with politeness, courtesy and respect when carrying out their work.
- Behave at all times with integrity honesty and openness
- Be aware of how your behaviour impacts on others and change it if it is likely to cause offence or has caused offence.
- Challenge inappropriate behaviour you have experienced or witnessed constructively. Bring the unfair treatment you have witnessed or strongly suspect to the attention of relevant managers or HR.
- Cooperate with investigations into allegations made under this policy and maintain confidentiality at all times.
- Participate in training or service development initiatives identified by their manager.
- Adhere to the principles set out in this policy

In addition All Executive members, Senior Management members, Managers and Team Leaders are responsible for:

- Providing a good role model in their own attitude and behaviour.
- Behave at all times in an ethical and responsible manner, accepting responsibility and accountability for their own actions.
- Implementing the principles set out in this policy.
- Ensuring all systems of care are person-focused rather than task-orientated.
- Setting up systems to monitor how effectively the service promotes dignity and respect, including where appropriate the monitoring of the environment, ensuring that feedback is provided to staff.
- Managing and responding to any complaints and for sharing any learning from complaints with team members.
- Concerning themselves with the performance, progress, employment conditions, well being and development of each member of their team as Badger sees the care, support and development of its staff and workers as an intergral part of management.
- Supporting staff to participate in training and / or service development initiatives where appropriate

The above responsibilities form part of Badger's Code of Conduct (Appendix 1).

- Staff found not to be adhering to the principles set out in this policy and the Code of Conduct may be subject to disciplinary measures via the disciplinary procedure. Self employed clinicians found not adhering to the principles of this policy may be subject to their services being terminated.

5 PRINCIPLES FOR ACHIEVING A HIGH QUALITY SERVICE THAT RESPECTS PEOPLES' DIGNITY

1. **Badger has zero tolerance of all forms of abuse.**
Badger recognises that abuse can take many forms including physical, emotional, financial, sexual, institutional, neglect and discriminatory.
2. **Badger expects all staff to treat people with the same respect they would want for themselves or a member of their family.**
People should be cared for in a courteous and considerate manner at all times.
3. **Badger expects all staff to treat each person as an individual**
The attitude and behaviour of managers and staff help to maintain individual people's identity and individuality. Staff should agree with people how they would like to be addressed. Staff should take appropriate time to assess and understand people's individual needs.
4. **Badger expects all staff to enable people to maintain the maximum possible level of independence, choice and control**
People receiving services should be helped to participate as partners in decision-making about the care and support they receive. People should be encouraged and supported to take responsibility for managing their care themselves in conjunction with, when needed, care staff and other information and support services.
5. **Badger expects all staff to listen to and support people to express their needs and wishes**
People should be provided with information in a way that enables them to reach agreement in care planning and exercise their rights to consent to care and treatment.
6. **Badger expects all staff to respect people's rights to privacy**
Personal space should be available and accessible when needed. Areas of sensitivity which relate to modesty, gender, culture or religion and basic manners should be fully respected. People should not be embarrassed when receiving care and support.
7. **Badger expects all staff to ensure people feel able to complain without fear of retribution**
People should have access to the information and advice they need. Staff should support people to raise their concerns and complaints with the appropriate person. Concerns and complaints should be respected and answered in a timely manner.
8. **Badger expects all staff to engage with family members and carers as care partners**
Relatives and carers should be treated courteously and be able to communicate with staff and managers as contributing partners.
9. **Badger expects all staff to assist people to maintain confidence and positive self esteem**
Staff should encourage individuals to participate as far as they feel able. Care aims to develop the self-confidence of the patient, actively promoting well-being.

6 EQUALITY AND DIVERSITY

We believe it is in Badger's best interests, and those who work within the organisation, to ensure that the human resources, talents and skills available throughout the community generally are considered when employment opportunities arise.

Every possible step will be taken to ensure that individuals are treated equally and fairly and that decisions on recruitment, training, promotion and career development are based solely on objective and job related criteria. Furthermore the policy will apply throughout an individual's employment.

6.1 Principles

Under the Equality Act 2010, the following are "protected characteristics" under the law:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnerships
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

Under this policy Badger embraces the following principles:

Gender

Women and men and those who do not associate with any gender ie, gender neutral should be fully and properly represented and rewarded for their contribution to Badger at all levels of the organisation. Gender stereotypes should be challenged.

Parents and Carers

Badger will support employees and workers where possible, to balance their life at work and at home.

Transgender Status

People who plan to undergo, are undergoing, or have undergone gender reassignment are protected against all forms of discrimination and harassment. A transgender person should be treated with dignity and respect.

Marital Status

People should be treated fairly and equally in the workplace irrespective of their marital, civil partnership or family status.

Race

Badger aims to reflect the racial and cultural diversity of the communities we work within and the patients we treat through:

- Challenging racial stereotypes
- Understanding, respecting and valuing different racial and cultural backgrounds and perspectives

Disability

The abilities of disabled people are recognised and valued at all levels of the organisation through:

- focusing on what people can do rather than on what they cannot
- challenging stereotypes about people with disabilities
- making appropriate reasonable adjustments in the workplace to help people with disabilities achieve their full career potential.

Age

Age diversity in the workplace is valued through:

- challenging age stereotyping
- recognising the benefits of a mixed-age workforce.

Religious belief and political opinion

People will be treated fairly in the workplace irrespective of their religious beliefs and practices or political opinions by recognising individuals' freedom of belief and right to protection from intolerance and persecution.

AIDs and HIV

Discrimination against an employee or potential employee on grounds that he or she has, or is thought to have, HIV or AIDS is not acceptable, and confidentiality will be respected in line with the wishes of an individual with HIV or AIDS

Sexuality

People will be treated fairly in the workplace irrespective of their sexuality through respecting different lifestyles and challenging negative stereotypical views.

6.2 TYPES OF UNLAWFUL DISCRIMINATION

6.2.1 Direct Discrimination

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have (See the Principles section above for protected characteristics). An example of direct discrimination would be refusing to employ a woman because she is pregnant.

Direct discrimination cannot usually be justified except in very limited circumstances (occupational requirement) specified in the legislation, e.g. where being a woman is a genuine and necessary requirement for the job in question.

6.2.2 Discrimination by Association

This applies to all protected characteristics apart from pregnancy/maternity and marriage/civil partnership.

Discrimination by association is direct discrimination against someone because they associate or are believed to associate with another person who possesses a protected characteristic (See the Principles section for further information on protected characteristics).

6.2.3 Discrimination by Perception

This applies to all protected characteristics apart from pregnancy/maternity and marriage/civil partnership.

Discrimination by association is direct discrimination against someone because they associate or are believed to associate with another person who possesses a protected characteristic (See the Principles section for further information on protected characteristics).

6.2.4 Indirect Discrimination

Indirect discrimination applies to the protected characteristics of age, race, religion or belief, sex, sexual orientation, marriage and civil partnership, disability and gender reassignment.

Indirect discrimination can occur when a condition, rule, policy or even a practice at Badger applies to everyone, but particularly disadvantages people who share a protected characteristic.

Indirect discrimination is unlawful unless the condition, rule, policy or practice can be objectively justified, i.e. shown to be a proportionate means of achieving a legitimate aim.

6.2.5 Victimisation

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

There is no longer a need for a complainant to compare his or her treatment with someone who has not made or supported a complaint under the Equality Act 2010. For example, if a blind employee raises a grievance that the employer is not complying with its duty to make reasonable adjustments, and is then systematically excluded from all meetings such behaviour could amount to victimisation

Giving false evidence or information, or making a false allegation, is not a protected act if the evidence or information is given or the allegation is made, in bad faith.

6.3 Recruitment and Selection

Job descriptions should be reviewed before advertisement to ensure that job requirements are stated accurately in the person specification and that they are in line with Badger's policy.

1. Job descriptions and person specifications should accompany all requests to recruit forms.
2. Person specifications should consist of measurable and justifiable criteria: criteria or requirements which are unnecessary for the post and which might exclude applicants of particular groups must not be included.
3. Recruitment should be by advertisement and open competition. Exceptions to this principle may be short fixed-term appointments, secondments, in the event of organisational change or where the existing post holder's job is at risk of redundancy.
4. All managers who are involved in the recruitment process will, before commencing the recruitment process, review their selection criteria and tests to ensure that they are related to job requirements and do not unlawfully discriminate.
5. All applicants will be given equal consideration for appointments. Criteria used for short listing and interviewing should be clearly established and equally applied to all candidates. Interview questions should be related to the requirements and circumstances of the job, and must be of a non-discriminatory nature.

Selection decisions must not be influenced by any factors referred to in the opening statement, or by the traditional profile of the post holder. Selection decisions must not be influenced by perceived prejudices of other staff. Each individual should be assessed according to his/her personal capability to carry out a specific job

6.4 Special Needs

Where employees have particular cultural, religious, physical or any other special needs which may conflict existing work requirements, Badger will consider whether it is reasonably practicable to vary or adapt these requirements to enable such needs to be met.

Where employees request either the accumulation of annual leave, special leave or unpaid leave in order to meet their special needs, sympathetic consideration should be given.

Badger has achieved the Two Ticks Disability Symbol status. The Disability Symbol provides a nationally recognised framework for developing good practice and by using the symbol Badger should assure disabled people that Badger is positive about disabled people in employment and career progression.

7 BULLYING, HARASSMENT AND OTHER UNACCEPTABLE BEHAVIOUR

Badger regards as unacceptable behaviour that which an individual knows or ought reasonably to know would cause or be likely to cause offence or physical, emotional or psychological harm. Unacceptable behaviour can be categorised as bullying; harassment; direct discrimination; indirect discrimination and victimisation.

Badger aims to ensure that if unacceptable behaviour does occur in the workplace (including clinical practice) it is dealt with in a serious, sensitive and confidential manner, so that the matter can be resolved as quickly as possible for all concerned.

7.1. What is bullying and harassment?

Bullying is offensive, intimidating, malicious or insulting behaviour, and/or an abuse or misuse of power that is meant to undermine, humiliate or injure the person on the receiving end.

Harassment is unwanted conduct related to relevant protected characteristics, which are sex, gender reassignment, race (which includes colour, nationality and ethnic or national origins), disability, sexual orientation, religion or belief and age, that:

- has the purpose of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person; or
- is reasonably considered by that person to have the effect of violating his/her dignity or of creating an intimidating, hostile, degrading, humiliating or offensive environment for him/her, even if this effect was not intended by the person responsible for the conduct.

Conduct may be harassment whether or not the person behaving in that way intends to offend. Something intended as a "joke" may offend another person. Different people find different things acceptable. Everyone has the right to decide what behaviour is acceptable to him/her and to have his/her feelings respected by others. Behaviour which any reasonable person would realise would be likely to offend will be harassment without the recipient having to make it clear in advance that behaviour of that type is not acceptable to him/her, eg sexual touching. It may not be so clear in advance that some other forms of behaviour would be unwelcome to, or could offend, a particular person, eg certain "banter", flirting or asking someone for a private drink after work. In these cases, first-time conduct which unintentionally causes offence will not be harassment but it will become harassment if the conduct continues after the recipient has made it clear, by words or conduct, that such behaviour is unacceptable to him/her.

Harassment may also occur where a person engages in unwanted conduct towards another because he/she perceives that the recipient has a protected characteristic (for example, a perception that he/she is gay or disabled), when the recipient does not, in fact, have that protected characteristic. For example, it would be harassment for an individual to tease repeatedly an individual because of an incorrect belief that the recipient is deaf. Similarly, harassment could take place where an individual is bullied or harassed because of another person with whom the individual is connected or associated, for example if his/her child is disabled, wife is pregnant or friend is a devout Christian.

There may also be circumstances in which an individual is subjected to unwanted conduct from a third party, such as a client or customer. For example, it might be that a client makes a series of racist remarks to a black employee. If an employee feels that he/she has been bullied or harassed by customers, suppliers, vendors or visitors, he/she should report any such behaviour to their manager who will take appropriate action. Bullying or harassment of customers, suppliers, vendors or visitors or others will be dealt with through the disciplinary procedure.

A single incident can be harassment if it is sufficiently serious.

All bullying and harassment is misconduct and is a disciplinary offence which will be dealt with under Badger's disciplinary policy. Bullying or harassment will often be gross misconduct, which can lead to dismissal without notice.

Bullying or harassment will constitute unlawful discrimination where it relates to one of the protected characteristics, which are sex, gender reassignment, race (which includes colour, nationality and ethnic or national origins), disability, sexual orientation, religion or belief and age. Serious bullying or harassment may amount to other civil or criminal offences, eg a civil offence under the Protection from Harassment Act 1997 and criminal offences of assault.

Furthermore, employees have the right to complain if they believe that they have been bullied or harassed by a third party, for example a patient, patient's representative or family member, client or supplier

7.2 Examples of bullying or harassment

Bullying and harassment may be misconduct that is physical, verbal or non-verbal, eg by letter or email (so-called "flame-mail").

Examples of unacceptable behaviour that are covered by this policy include (but are not limited to):

- physical conduct ranging from unwelcome touching to serious assault;
- unwelcome sexual advances;
- the offer of rewards for going along with sexual advances, eg promotion, access to training;
- threats for rejecting sexual advances, eg suggestions that refusing advances will adversely affect the employee's employment, evaluation, pay, advancement, assigned work, or any other condition of employment or career development;
- demeaning comments about a person's appearance;
- unwelcome jokes or comments of a sexual or racial nature or about an individual's age, disability, sexual orientation or religion;
- questions about a person's sex life;
- unwanted nicknames related to a person's age, race or disability;

- the use of obscene gestures;
- excluding an individual because he/she is associated or connected with someone with a protected characteristic, eg his/her child is gay, spouse is black or parent is disabled;
- ignoring an individual because he/she is perceived to have a protected characteristic when he/she does not, in fact, have the protected characteristic), eg an employee is thought to be Jewish, or is perceived to be a transsexual;
- the open display of pictures or objects with sexual or racial overtones, even if not directed at any particular person, eg magazines, calendars or pin-ups;
- spreading malicious rumours or insulting someone;
- picking on someone or setting him/her up to fail;
- making threats or comments about someone's job security without good reason;
- ridiculing someone;
- isolation or non-cooperation at work; and
- excluding someone from social activities.

7.3 Victimisation with regards to raising a bullying and harassment complaint

Victimisation is subjecting a person to a detriment because he/she has, in good faith, complained (whether formally or otherwise) that someone has been bullying or harassing him/her or someone else, or supported someone to make a complaint or given evidence in relation to a complaint. This would include isolating someone because he/she has made a complaint or giving him/her a heavier or more difficult workload.

Provided that you act in good faith, ie you genuinely believe that what you are saying is true, you have a right not to be victimised for making a complaint or doing anything in relation to a complaint of bullying or harassment and the organisation will take appropriate action to deal with any alleged victimisation, which may include disciplinary action against anyone found to have victimised you.

Making a complaint that you know to be untrue, or giving evidence that you know to be untrue, may lead to disciplinary action being taken against you

8 DEALING WITH UNACCEPTABLE BEHAVIOUR

If you believe that you are being bullied or harassed, do not feel it is your fault or that you have to tolerate it. There are a number of different sources to help you deal with such behaviour and offer you advice and support in taking the matter forward.

You should keep a written record of any incidents of including the date, time, nature of incident(s), the names of those involved and the names of any witnesses who were present.

Informal Procedure

Dependent on the nature of the bullying and harassment, you are encouraged to try and resolve any allegations on an informal basis if appropriate.

The action you can take includes:

- i. Approaching the individual yourself – if you feel able to, you can approach the individual who is responsible and make clear to them that their actions or comments are unwanted and offensive and you wish them to stop.
- ii. Approaching the individual with support which could be your line manager or a member of the HR team.

You should seek support immediately so that the issues can be discussed and a suggested way forward identified.

Where the informal procedure has not resolved an employee's complaint then the complaint will be put to the Dignity and Respect at Work Panel.

The Dignity and Respect at Work Panel

The Dignity and Respect at Work Panel comprises of 3 panel members made up of one manager (this can be a clinician), a member of HR and another member of staff who has volunteered and been trained to participate in this process. The Dignity and Respect at Work Panel is for the management of problems or issues where disciplinary action may be unnecessary, disproportionate or otherwise inappropriate.

If the situation is too serious to be dealt with informally or via the Dignity and Respect at Work Panel, a formal grievance can be raised by the employee.

Formal Procedure

Any employee who feels that they have been subjected to harassment or bullying may at any time decide to deal with the issue through formal procedures, regardless of whether informal steps have been taken or not.

Where an employee wishes to deal with any issue of harassment formally, they must do so according to the Grievance Procedure.

In very serious cases a criminal offence may have been committed and you may wish to report matters to the police. The Director of Workforce can arrange for someone to accompany you to make a complaint to the police.

Where employees are not happy with the outcome of the formal grievance procedure they can appeal this decision internally.

The Company will investigate any informal or formal complaint thoroughly and fairly.

9 MONITORING AND EVALUATION

Implementation of the principles within this policy will be monitored through a range of activity such as national and local patient surveys, feedback questionnaires and patient participation activities.

Records of job applicants will be maintained in order to monitor the progress of equality of opportunity within accurate and meaningful equal opportunity analyses.

It is the responsibility of service managers to undertake annual monitoring activity supported by the clinical governance framework of the organisation.

10 ENSURING PATIENTS ARE AWARE OF THIS POLICY

A summary of this and associated policies and procedures will be incorporated into the practice leaflet. It is the responsibility of service managers to ensure that patients receive a copy of this leaflet.

11 RELATED POLICIES

Consent policies:

- Policy and procedures for the safeguarding of adults and children
- Complaints and compliments procedure
- Violence and aggression (management of) policy
- Recruitment and Selection Policy
- Disability Policy
- Disciplinary Policy
- Grievance Policy

12 REFERENCES

Department of Health (2007) Human Rights in Healthcare – A Framework for Local Action

Department of Health (2000) NHS plan. A Plan for Investment, a Plan for Reform

Department of Health (1992) Patients' charter

Department of Health (2006) Our Health, Our Care, Our Say: a new direction for Community Services

Social Care Institute for Excellence (2007): Dignity in Care. Adults services practice guide 09
www.scie.org.uk

Sheffield PCT (2010): Dignity and respect policy

The Care Act 2014

The NHS Constitution (July 2015)

The Equality Act 2010

BMA - Living Our Values (July 2017)

GMC – Good Medical Practice (2013)

APPENDIX 1

BADGER – OUR VALUES, OUR CODE OF CONDUCT

TREATING EVERY PERSON FAIRLY AND EQUALLY

Badger's values and code of conduct is guidance which sets out the standards and conduct we expect **ALL** our staff and clinicians to work and abide by.

Our policies and procedures inform how we do things, outline expectations and describe processes and procedures that must be followed.

THE FOLLOWING IS EXPECTED OF ALL BADGER STAFF AND CLINICIANS

BE PROFESSIONAL	<ul style="list-style-type: none"> All Badger staff are expected to act in a professional manner at all times in line with the expectations of their role and Badger policies and procedures Make sure all patients receive good care and treatment that will support them to live as well as possible, whatever their illness or disability Offer appropriate support to colleagues where possible Co-operate with investigations into allegations made under the Equality and Diversity, Dignity and Respect at Work policy Participate in training or service development initiatives identified by your manager Welcome and support new Badger staff and clinicians
ACCOUNTABLE	<ul style="list-style-type: none"> Accountable for your actions and decisions, maintain confidentiality, challenge constructively considering the impact on others Only put in writing what you would be prepared to say in person
DIGNITY	<ul style="list-style-type: none"> Be aware of how your behaviour impacts others and change it if it is likely to cause offence or has caused offence Treat our patients and members of the public with dignity at all times. Treat each other with dignity and respect at all times Behave at all times with integrity, honesty and openness
GUARDIANS OF BADGER ETHOS	<ul style="list-style-type: none"> Know and feel that you are a valuable member of Badger Feel confident to share ideas on how Badger can work more efficiently Contribute to change and accept changes Challenge inappropriate behaviour constructively and bring unfair treatment you may have witnessed or strongly suspect to the attention of relevant manager or HR
EQUALITY	<ul style="list-style-type: none"> Treat every person fairly and equally Value differences in others and respect the contribution they make Do not unfairly discriminate against colleagues or patients by allowing your personal views to affect your personal relationship.
RESPECTFUL	<ul style="list-style-type: none"> Everyone has the right to contribute and should be encouraged to do so Every contribution is valued Listen to one another – do not interrupt Be open to others' ideas and opinions Be prepared to change your mind Be respectful to our patients and members of the public at all times, treating everyone with politeness, courtesy whilst carrying out your work Above all be respectful to each other, treating each other with politeness and courtesy whilst carrying out your work