

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY
REPORT TO BOARD OF DIRECTORS
HELD ON 17th JANUARY 2018

Subject	Update for Athena SWAN pilot in the NHS
Supporting TEG Member	Kirsten Major, Deputy Chief Executive Sandi Carman, Assistant Chief Executive
Author	Emma Nofal, Leadership Fellow, Wendy Tindale, Innovation Director on behalf of the Athena SWAN Steering Group
Status¹	A

PURPOSE OF THE REPORT

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| <ol style="list-style-type: none"> 1. To brief the Board of Directors on the pilot of the Athena SWAN framework in the NHS 2. Obtain Board of Directors support for continuation of the pilot within STHFT |
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KEY POINTS

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| <ol style="list-style-type: none"> 1. Athena SWAN is a highly successful gender equality framework used in Higher Education. 2. It has been shown to lead to higher levels of staff engagement regardless of gender. 3. There is a broad base of support from Health Education England working across Yorkshire and Humber, Sheffield CCG, The University of Sheffield, Sheffield Hallam University, and Leeds Teaching Hospitals. 4. This project has further support from Dame Sally Davies (Chief Medical Officer), who remains in contact with the project. 5. Costs for the project are limited by the use of Leadership fellows employed by Health Education England, working across Yorkshire and Humber and we wish to ensure the sustainability of the project. |
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IMPLICATIONS²

AIM OF THE STHFT CORPORATE STRATEGY 2012-2017		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	
2	Provide Patient Centred Services	
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Deliver Excellent Research, Education & Innovation	✓

RECOMMENDATION

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| <ol style="list-style-type: none"> 1. Note the update on progress of the Athena SWAN pilot. 2. Continue to champion and support the Athena SWAN NHS project in the three pilot directorates. 3. Provide continued support for the incoming Leadership Fellows in 2018 to work on the sustainability of the project and disseminate this at a local, regional and national level. 4. Support the Steering Group to progress the Athena SWAN pilot to fruition for all three pilot directorates 5. Affirm organisational support and commitment to delivery of the programme. |
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APPROVAL PROCESS

Meeting	Date	Approved Y/N
TEG	11.1.18	Y
Board of Directors	17.1.18	

¹ Status:	A = Approval
	A* = Approval & Requiring Board Approval
	D = Debate
	N = Note
² Against the five aims of the STHFT Corporate Strategy 2012-2017	

Athena SWAN in the NHS

This is an update of the Athena SWAN NHS pilot which is currently underway in three directorates within STH.

1. What is Athena SWAN?

The Athena Swan charter mark is administered by the Equality Challenge Unit (ECU) and is an award scheme which recognises the commitment of Higher Education institutions and their departments in advancing women's careers. The ECU works across all nations of the UK and is funded by the Higher Education Funding Councils. The Athena SWAN programme has achieved significant commitment and impetus across the whole University sector in the UK since being established in 2005.

Bronze award signifies an institution or department that has a foundation for recognising gender bias, has activities planned to address this, and is developing an inclusive culture that values all staff. Silver is awarded to those that are able to make changes to practice and measure the impact of these changes on gender equality. Gold is reserved for those that have significant and sustained progression and achievement and who act as beacons of achievement in gender equality.

The University of Sheffield first received a bronze institution award in 2008 and now holds a silver award since earlier this year. Sheffield Hallam first received a bronze award in 2008 and has retained that position in the ongoing renewal and review processes.

The application process requires the gathering and interrogation of data by the applying institution or department to look for trends over time and, therefore, areas of concern. Once that information is available, the organisation is enabled to develop their own action plan. Interventions are targeted and appropriate for the individual institution, rather than prescribed activities which may be of no value.

The University of Sheffield has a wealth of experience with Athena SWAN having gained an institutional silver award in April 2016 and applied for a departmental gold award for the Medical School.

2. Aim of Athena SWAN and Evidence of Impact

Athena SWAN was developed to enable the progression of women in academic careers and the impact was assessed by an independent research team from Loughborough University. The report published in May 2014 suggested "considerable evidence" that career satisfaction, opportunities for training and development, knowledge of promotion processes and fairness in the allocation of workload was considered better in departments with Athena SWAN awards, impacting on both men and women.

3. Why Athena SWAN Would Benefit the NHS

Staff engagement is vital within the NHS, where engaged staff are able to channel innovation and positive activity into health service delivery and improvement. Research has shown that high levels of staff engagement, as evidenced by the NHS staff survey, are associated with lower levels of patient mortality, better use of resources and the delivery of stronger financial performance (West and Dawson 2012). From the government response to the Francis enquiry '*Hard hitting truths the journey to putting patients first*' the importance of compassion and engagement within the workforce was highlighted. Trusts with more engaged staff tend to have higher patient satisfaction, with more patients

reporting that they were treated with dignity and respect (Review of Staff Engagement and Empowerment in the NHS 2014).

Athena SWAN has growing and compelling evidence as an approach that generates improved engagement across the whole workforce.

With this in mind the Sheffield Women in Medicine Group assembled a steering group to consider whether there would be merit in pursuing Athena SWAN within STH. The Steering Group is chaired by Wendy Tindale and includes a host of other senior individuals from the organisation as well as key partners.

4. Project Update

Since February 2017 the project pilot has gained momentum, all three pilots now have a working group and all are working to complete submissions for assessment to the ECU in April 2018. Strategy and Operations, Cardiothoracics and Specialised Cancer Services have organised working groups who are meeting regularly and implementing a strategy to answer the framework's questions. The framework and handbook have been formalised in collaboration with the ECU and are being used by the pilot groups to fulfil the criteria. We have also made connections with Alexandra Milsom from the Office of the Chief Scientific Officer (CSO) at NHS England who has been working to get the Athena SWAN work recognised at NHSE and has succeeded in securing support and approval from Professor Sue Hill (CSO) and Sir Bruce Keogh. Long term this may prove to be a connection which enables the sustainability of the project away from being reliant on the Leadership Fellows.

The bid for two further Athena SWAN Fellows from August 2018 has now been approved, with interviews to be held in early January 2018. The new fellows will work collaboratively with SWIM to further its ongoing projects and continue the Athena SWAN project going forward. There has also been an extension for one of the current fellows until the end of April 2018.

The work of the incoming fellows will be to analyse the pilot project and to decipher why applications may or may not be successful in obtaining an award. They will also be responsible for developing the sustainability of the project.

The support from human resources and the departments working with the project has been exceptional and this will need to continue going into 2018 and further phases of the project.

5. Projected cost of Pilot

The Athena SWAN application process requires the directorates to form committees which would analyse the data collected and form action plans. These groups require support from HR.

6. Benefits for STH

We believe that the Athena SWAN framework offers a way to engage staff in activities that can be channelled to lead to greater engagement and better working practices. This will enable our staff to be 'cared for' and 'caring', as described in our organisational aims. The project has developed national interest and allows STH to be a national leader in pioneering what we believe could become a national programme.

7. National Context of Pilot

With the connections made and the support of Bruce Keogh we believe that there is a great opportunity to develop this into a national model. This would highlight Sheffield as a beacon for best practice and as an innovative leader in workforce development for the NHS.

8. Recommendations

- Note the update on progress of the Athena SWAN pilot.
- Continue to champion and support the Athena SWAN NHS project in the 3 pilot directorates.
- Provide continued support for the incoming Fellows in 2018 to work on the sustainability of the project and disseminate this at a local, regional and national level.
- Support the Steering Group to progress the Athena SWAN pilot to fruition for all three pilot directorates.
- Affirm organisational support and commitment to delivery of the programme.