

**Promoting
Positive Staff
Attitudes to
Diversity –
A Good Practice
Review**

February 2003

Acknowledgements

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- . The Social Care Association;
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This document is available in alternative formats on request.

Introduction

The Health and Personal Social Services (HPSS) family of organisations consulted widely with the statutory, voluntary and community sector as part of the implementation of its Section 75 duties on equality and good relations. That consultation identified cross-cutting issues which had implications for equality of opportunity which could be best addressed through a review of good practice. This Good Practice Review is therefore in direct response to the frequently-voiced concerns of consultees, in this instance concerning perceptions of the attitudes of staff to diversity.

“A truly effective diverse organisation is one in which the differences individuals bring are valued and used.” (Modernising Government White Paper, March 1999.)

It is our view that creating an environment where diversity and difference are valued is about more than the implementation of the current legal and statutory duties. Encouraging staff to recognise the rich differences among people in the course of their dealings

with other staff and service users needs to be grounded in good practice and relevant to service delivery.

Throughout the course of this Review it has been heartening to hear and read that by and large, people were content with staff attitudes and acknowledged the considerable pressures under which many staff operated. Some areas for improvement were however identified and it was realised that there was a need to find new ways to support staff in the promotion of positive attitudes to diversity.

The HPSS acts within an extensive legal framework. For some years now legislation has addressed unlawful discrimination on the grounds of sex, marital status, religious belief, political opinion, disability and racial group. With the advent of Section 75 of the Northern Ireland Act 1998, the need to promote equality of opportunity more generally has been brought into sharper focus. A new duty to have regard to the desirability of promoting good relations between people of different religious beliefs, political opinions and racial groups has also given added impetus to our efforts.

Against the backdrop of the legislation, we were tasked with producing recommendations and practical proposals which can be readily incorporated into the everyday operations of the HPSS and support staff to recognise and value diversity.

“Delivery of a modern high quality service requires effective leadership of, and investment in, the staff who deliver the Service. The range of services available and quality of care received by service users depends upon the people who work in the service. Staff are the major asset of the HPSS.”

(The Employer of Choice - March 2002):

Our Approach

As no single method of identifying the issues surrounding staff attitudes was likely to be effective on its own, a three strand approach was adopted for this Review.

The first strand of the Review involved carrying out a search of relevant literature to develop a clear understanding of the attitudes experienced by the nine equality categories. The full Literature Review can be obtained from Department of Health, Personal Social Services and Public Safety (DHSSPS). (Bibliography – Appendix1).

During the second strand we engaged with representative groups to get a clear insight into the perceived attitudinal problems which may be experienced by some service users (List of individuals and groups consulted Appendix 2).

The final strand of the Review identified guidance, research and other initiatives to support good practice in the promotion of positive attitudes to diversity (Full list in Appendix 3).

Findings and Recommendations

The overriding theme from the literature review and the consultation is that the process of mainstreaming equality within organisations is essential to supporting the promotion of positive staff attitudes to diversity. Mainstreaming is defined as “ ... means of automatically considering the race equality dimension of everything that is done. Getting there involves equipping staff with the skills, knowledge, expertise and attitudes to do this so that they take responsibility for this as part of their professional practice.” (Alexander 1999). Although this definition relates to the mainstreaming of racial equality issues, the definition rings true across the nine categories.

While mainstreaming is a longer term goal, the following short to medium term recommendations are practical steps that can contribute at a local level towards supporting staff to recognise and value the diversity of all patients, clients and staff. However, it is recognised that these are not exhaustive and that there is a number of longer term recommendations which would go some way to the mainstreaming of equality generally. This Review will,

however, confine itself to the shorter term recommendations which was the focus of the scoping paper.

Recommendations

- **Establish a diversity internet site**
- **Ensure that all written and visual images reflect the diversity of the community**
- **Develop an easy reference guide for staff with information on the nine categories**
- **Devise a training programme and materials for the whole of the HPSS**
- **Embed diversity awareness into the planning and evaluation of services**
- **Establish a Regional Equality Good Practice Award**

Diversity Internet Site

Review Findings

Both the literature review and consultation meetings indicated a lack of awareness within the community on issues relating to diversity. It was suggested that health and social care staff need information and access to diversity initiatives in order to work

effectively within an increasingly diverse workforce and community.

Good Practice

The North and West Belfast HSS Trust has recently developed an Internet based directory of service for children and young people with disabilities. *Signposts to Help* is an E-Directory with the ability for service users to amend and update the content, which goes through a final check before it is posted on the web site.

www.nwdir.org

Recommendation

DHSSPS and HPSS organisations should establish an Interactive Diversity Internet Site:

- . To provide information about each of the nine category groups with contacts and web links;**
- . With a question and answer facility and discussion rooms;**
- . To include a database of existing initiatives and good practice identified within Appendix 3;**
- . Which is accessible by all staff;**
- . The content of which will be quality assured by the Regional Equality Steering Group;**

- Which will be updated and maintained by DHSSPS;
- Which will take account of the ongoing *Diversity Information Project (DIP)* being undertaken by South and East Belfast HSS Trust and other examples of good practice.

Presenting Positive Images

Review Findings

Many of the groups contributing to this review perceived that the problems they experienced in accessing health and personal social services were compounded by stereotyping on the part of some staff.

Good Practice

Homefirst Community Trust produced a Makaton guide for people going to the Dentist. When sourcing the images for this guide a conscious decision was made that the dentist would be a woman, the dental nurse would be a man and the patient would be Chinese. This was an effort to counteract stereotypical images

Good Practice

The Royal College of Speech and Language Therapists recognised that they were perceived as a white female profession.

They therefore produced a book aimed at young people called 'My Dad's a Speech and Language Therapist'

Good Practice

The Eastern Health and Social Services Board produced a booklet entitled "Mum, Dad, I've got something to tell you", which offers support to parents of gay, lesbian and bisexual young people

Recommendation

HPSS organisations should recognise the diversity of the communities they serve by ensuring that any visual and written images in all publications reflect the diversity of the community and project positive images. For example, the most frequent images of a family include a mother, father and an average of two children, while in Northern Ireland 1 in 3 families is headed by a lone parent.

Internal publications and staff magazines should include regular features which illustrate the diversity both within our staff and the community we serve.

Review Findings

Staff need information on how to deal with diverse communities.

Good Practice

The British Dental Association (BDA) in Northern Ireland has produced an advice sheet 'Religious & Cultural Diversity' which provides basic information on some of the issues that can be raised in a dentist's professional life by the different religious and cultural beliefs and practices of patients.

Good Practice

The Ulster Community Hospitals Trust has produced a minority ethnic care handbook.

www.n-i.nhs.uk/ucht/

Recommendation

The DHSSPS should in conjunction with key stakeholders produce a short, easy reference guide for staff with key information on the nine categories and signpost how to access more detailed information, if required. This guide should focus on helpful “do’s and don’t’s” and include the message that care should be taken to treat service users as individuals and not to generalise. The individual should always be consulted about his or her needs.

Training

Review Findings

Negative attitudes, where they exist, are often the result of ignorance and a failure to understand the values, customs, culture or issues of an individual or group (Connolly and Keenan 2001). This was also borne out by the individuals and groups involved in this Review.

Good Practice

Anti-Racism and Equality in Action – Train the Trainer Pack produced by the Northern Ireland Council for Ethnic Minorities (NICEM) referenced in Appendix 3.

Good Practice

As a result of diversity training the Crown Prosecution Service (CPS) has been directed by the Director of Public Prosecutions to be more confident about the credibility of witnesses and victims in the prosecution of racist crime, domestic violence and rape. Previously the CPS would often not call a witness with a learning disability because of a perceived lack of credibility on his/her part.

Recommendation

It is recommend that management, staff representatives, professional organisations and nine category representatives are invited to be involved in working up a training program resourced regionally, for the whole of the HPSS. Training should:

- . cover all nine categories;**

- **raise awareness and understanding;**
- **provide accurate information to challenge negative and positive stereotypes;**
- **help staff develop skills in working with patients and clients with different value systems, cultures and beliefs;**
- **be relevant to providing a quality service rather than focusing on an individual's practice or attitude;**
- **be delivered by members of the nine categories if appropriate; and,**
- **be regularly monitored to test both implementation and effectiveness.**

Planning and Evaluation of Services

Review Findings

Raising awareness and challenging negative stereotypes will require a number of complementary approaches within our organisations.

Good Practice

“... failure to make specific consideration of minority ethnic issues risks increasing ethnic inequalities by unintentionally favouring policies that benefit the ethnic majority. Thus policies to consider inequalities in health should include consideration of the application of these policies to minority ethnic groups as a matter of course” (Acheson 1998 cited in Racial Equality in Health Good Practice Guide DHSSPS and Equality Commission for NI 2002).

Good Practice

The DHSSPS Smoking Cessation Scheme involves gathering information to inform the evaluation of its implementation across the nine categories.

Recommendation

HPSS organisations should make sure that the issue of diversity is *specifically considered* within policy development, service evaluations and proposals for service change/implementation.

Review Finding

Staff and organisations should be encouraged to be creative in their approaches to dealing with diversity.

Recommendation

Establish a Regional Equality Good Practice Award to recognise the contribution individuals and groups make to the valuing of diversity and to improving the quality and accessibility of our services. This could be introduced as part of the Cash Grant Scheme where the DHSSPS awards grants to individuals and groups working in the health and social services or voluntary or community sector.

Good Practice

The Cash Grant Scheme funded the Northern Ireland Women's Aid Federation to produce a research and training pack for working with ethnic minority victims of domestic violence.

www.niwaf.org

Appendix I: References

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(http://www.dhsspsni.gov.uk/publications/2002/valuing_carers.pdf)

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Appendix 2: Individuals and Groups Consulted

Antrim Carers Group & Carers NI
Arthritis Care
Ballymena Ethnic Minority Group
Ballymoney Disability Forum
Blind Centre
British Deaf Association
Compass Advocacy Group, Ballymoney
COSO & Rainbow Project
COUNTERACT
Foyle Friends
HIV Support Group
Men's Advisory Project (MAP), Belfast
NHSSC Members
NI Association of Mental Health Members Group
NICEM
Parkinson Disease Society
People First (Learning Disability Advocacy Group)
Muslim Community representative

Travelling Community representative, SHSSB Area
Shirley Ewart, PhD Student (Thesis – Family Centres & How Men Are Treated)
Whiteabbey Carers Group & Carers NI
Women’s Aid, Cookstown
Young Carers, Ballymena
Age Concern, Cookstown (Caroline Monroe)
Seamus Lynch, Help the Aged
School Excludes, Antrim
Aftercare Group, Toome
Aftercare Group, Ballymena
Loughiel Community Association – Senior Citizens’ Luncheon Club
Dundarave Young Mothers Group

APPENDIX 3

LIST OF TRAINING PACKAGES/PROJECT INITIATIVES/LITERATURE REF'S OF GOOD PRACTICE

TITLE OF TRAINING COURSE	ORGANISATION	CONTACT DETAILS
RACE		
Anti-Racism & Equality Action – Train the Trainer Pack	Northern Ireland Council of Ethnic Minorities (NICEM)	☐
Anti-Racism Training in Northern Ireland - A manual for training personnel or those with a responsibility for training	Multi Cultural Resource Centre (MCRC)	www.mcrc.co.uk
Improving Working Lives: Tackling Racial Harassment in the NHS - Good Practice Guidance	Department of Health	www.doh.gov.uk/nhs_equality.htm
Improving Representation of Black & Minority Ethnic Staff in Ambulance Services	Department of Health	http://www.asa.uk.net
Racial Equality and NHS Trusts - Survey by the Commission for Racial Equality	Department of Health	
Tackling Racial Harassment - Good Practice Guidance - Key Principles	Department of Health	
Code of Practice for Employers for the Elimination of Racial Discrimination and the Promotion of Equality of Opportunity in Employment	CRE	www.creni.org
Minority Ethnic Community Health and Social Wellbeing Project - aim is to overcome the barriers faced by people from minority ethnic backgrounds accessing health & social care services to ensure equality of access and outcome	MCRC	www.mcrc.co.uk
Minority Ethnic Women's Development Project - aim is the empowerment of women from the ethnic minority communities	MCRC	www.mcrc.co.uk
Publications Section - listing guidelines and good practice in respect to ethnic minority groups	MCRC	www.mcrc.co.uk
☐		
Out of the Shadows - an action research report into families, racism		Contact Paula Rodgers

and exclusion in N Ireland. Examines the impact of racial discrimination on statutory service provision. Identifies policy and practice implications for the areas of H&SS, education etc

Tel 028 9043 1123

□
Literature Review of Ethnic Minority Health & Social Care Needs - Aug '95

MCRC
NHSSB
Bryson House

www.mcrc.co.uk

Health Fair for Ethnic Minorities at Craigavon Civic Centre, 26 March 2002

□
Craigavon & Banbridge Community HSST in partnership with other PA's and external agencies

Contact: Marie Austin
Tel No: 028 38 831983

Minority Ethnic Care Handbook

Ulster Community Hospitals Trust

www.n-i.nhs.uk/ucht/

Ethnic Minorities Project

Ballymena Community Forum

www.ballymenacom
munityforum.org

Racial Harassment Support & Advocacy Project - this initiative was launched at the Tackling Racist Incidents Seminar held on 20 June 2002. Aim is to tackle racial harassment through the provision of support, advice & advocacy to the victims of racial harassment in NI

PSNI, NICEM & ECNI

Health for Everyone - May 2000 - details sharing of good practice amongst ethnic minority groups

NICEM & SEBT

Muslim Culture and Traditions - Information Pack

Mrs A S Khan
Chairperson of the Women's Group (BIC)

02890 228135 or
02890 667076

Training Courses Offered within the following areas: anti-racism training, anti-discriminatory practice, harassment support procedures, race equality standards and services, equality of service; racism and prejudice in NI; the race

□
NICEM

relations (NI) Order 1997 and its implications; ethnicity; history of migration to NI and history of the origins of racism

Diversity on Display Pack - an exhibition on the lives and culture of NI's Ethnic Minorities□

NICEM

Guidelines for Users Incorporating a Code of Practice for Interpreters - Health & Social Services - April 2001
Recommended Guidelines for Multilingual Materials

Chinese Welfare Association (CWA)
MCRC

www.mcrc.co.uk

Report on the Health Related Quality of Life & Individual Level of Need of Chinese Elderly in NI
Caring for Children from Ethnic Minorities in NI

South & East Belfast Trust (SEBT)
MCRC

www.mcrc.co.uk

□
Racial Equality in Health - Good Practice Guidelines

DHSSPS & ECNI□
NICEM

Introduction of Anti-Discrimination Training Measures within Public Authorities - project funded by European Union aims to deliver a new training framework on anti - discrimination and diversity issues to public authorities concerned with education and possibly health in three pilot European cities ie Belfast, Berlin and Althea. To be launched on 14/1/03

Contact: Selice Kiel,
Tel No: 02890
319666 Ext 203

Cultural Awareness Training covering Traveller Culture & Current Issues Facing the Traveller Community□

Belfast Travellers Education & Development Group

www.btedg.com

Diversity Information Project (DIP) - scheduled for completion by December 2003. Main aim is to increase Health & Social Services staff awareness and understanding of diversity by providing tangible information about groups within and across the Section 75 categories□

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Eastern Area Equality Best Practice Forum

Contact: Barbara Cuthbertson, Co-ordinator, South & East Belfast Trust
Tel No: 028 90
565330

Profiling Discrimination; Conflict Resolution and Impartial Language Training Courses□

David White,
Concept 11

Email:
dwhite@nei.ac.uk

<p>Craigavon Travellers Support Committee - aim of project is to improve the quality of life of Travellers in Craigavon</p> <p>Delivering the NHS Plan to Diverse Communities</p>	<p>Craigavon Travellers Support Committee Elizabeth Al-Khalifa</p>	<p>Moylinn House Resource Centre, 21 Legahory Centre, Legahory, Craigavon Head of Equality Strategy Division, Department of Health, Richmond House, 79 Whitehall, London W1 2NJ As Above</p>
<p>The National Ethnic Health Projects - learning the lesson 30 Years Seen But Not Heard</p>	<p>As Above</p>	<p>www.mcrc.co.uk</p>
<p>Stress, Culture and the Management of Diabetes - Executive Summary Report on Seminar held in the Indian Community Centre</p>	<p>Multi Cultural Resource Centre Multi Cultural Resource Centre</p>	<p>www.mcrc.co.uk</p>
<p>Racial Equality Directorate - Irish Traveller Movement AGM 25/3/2000</p>	<p>ECNI</p>	<p>www.equalityni.org</p>
<p>Estimated Population of Ethnic Minorities in NI</p>	<p>Multi Cultural Resource Centre</p>	<p>www.mcrc.co.uk</p>
<p>Results of a short survey on language needs of ethnic minority community groups in Northern Ireland</p>	<p>Multi Cultural Resource Centre</p>	<p>www.mcrc.co.uk</p>
<p>Report on Portuguese workers in NI (2002)</p>	<p>Multi Cultural Resource Centre</p>	<p>www.mcrc.co.uk</p>
<p>In Other Words - this report identifies minority ethnic languages in NI. In draft format at present, anticipated to be completed shortly</p>	<p>Multi Cultural Resource Centre</p>	<p>www.mcrc.co.uk</p>
<p>□ Irish Travellers - Outlines origins of Irish Travellers. Brief description of their language</p>		<p>http://Sca.lib.liv.ac.uk/collections/gypsy/travell.htm</p>
<p>Craigavon Travellers Support Committee</p>		<p>Moylinn House Resource Centre 21 Legahory Centre Craigavon</p>
<p>Delivering the NHS Plan to diverse communities</p>	<p>NHS</p>	<p>Elizabeth Al-Khalifa Head of Equality Strategy Division - Richmond House 79 Whitehall London</p>
<p>Racial Equality Directorate - Irish Traveller Movement</p>	<p>ECNI</p>	<p>www.equalityni.org</p>

<p>Results of a short survey on language needs of ethnic minority community groups in N Ireland Irish Travellers Health Profile of Travellers in Brownlow (Craigavon) What is ITM (Irish Traveller Movement) Diversity on Display Latinoamerica Esta a study of Latin American Community in N Ireland</p>	<p>Multi- cultural resource centre</p>	<p>www.mcrc.co.uk www.sca.lib.liv.ac.uk Brownlow Health Centre Craigavon www.imtrave.com</p>
<p>Craigavon Travellers Support Committee - “Between Rocks and Hard Places.....Diamonds are made”- Annual Report 1999-2000 Community Development in HSS - the Craigavon and Banbridge Experience - Learning together - a personal development course for Traveller Women.□</p>	<p>NICEM Multicultural Resource Centre Craigavon Travellers Support Committee Craigavon & Banbridge Community HSS Trust</p>	<p>Contact Daniel Holder 028 9084 4639 www.mcrc.co.uk Moylinn House Resource Centre, 21 Legahory Centre, Craigavon</p>
<p>Making Health Services Accessible to Travellers</p>	<p>Craigavon & Banbridge Community HSS Trust</p>	<p>NICEM</p>
<p>Health For Everyone - Conference Report, May 2000 A Brighter Future - A Needs Audit and Social Profile Survey of the Chinese and Vietnamese Communities in the Greater Craigavon and Banbridge areas</p>	<p>NICEM/SEBT Craigavon & Banbridge Community HSS Trust</p>	<p>Paul Yam Community Development Unit</p>
<p>NICEM Annual Report 1999/2000 □ Kasmin Centre - Info Leaflets of the characteristics ie dietary requirements etc of the Asian Community □</p>	<p>NICEM Craigavon Asian Woman’s & Children Association</p>	<p>273 Legahory Court Craigavon 0762 341109</p>
<p>Consultation report on the final report of PSI Working Group on Travellers, New TSN</p>	<p>New TSN Unit DHSSPS</p>	<p>Mr Jim Breen Room E3.19 Castle Buildings Stormont, Belfast Catherine Moustafa AL NUR Brownlow HSSC Legahory Centre Craigavon</p>
<p>AL-NUR Association Needs Report and AGM 2000: Characteristics of the Asian Community in the Craigavon Area.</p>	<p>Craigavon Asian’s Women Group</p>	<p>Contact: Barbara</p>
<p>Principles of consulting Ethnic Minority Sector The First Steps Leaflets - There are</p>	<p>SEBT/CWA/</p>	<p>Contact: Barbara</p>

information leaflets, audio cassettes and video available to using Health and Social Care Services in NI in seven different languages. This helps to ensure that services are relevant, accessible and inclusive

NICEM/MCRC

Cuthbertson, Co-ordinator, South & East Belfast Trust
Tel No: 028 90 565330

RELIGION

Religious Diversity in NI – Training Programme □

NI Interfaith Forum

Des McCabe
Tel No: 02841 754777
www.interfaith.org.uk

A Handbook of Faiths - brief introduction to Faith Communities in NI
In Good Faith (Religion in NI)

NI Inter-Faith Forum

As Above

NI Inter-Faith Forum

As Above

Check Up - Guide to the special healthcare needs of ethnic-religious minority communities □

NI Inter-Faith Forum

As Above

NI Inter-Faith Calendar

NI Inter-Faith Forum

As Above

□

AGE - ELDERLY

Scrap Age Discrimination for Equality Campaign

Help the Aged

helptheaged.org.uk

□

Ageism in Health, Social Care and Employment - Summary of Literature Search - November 2000

University of Bristol

Contact: Lesley Cullen, Research Fellow, International Institute on Health & Ageing

Age Discrimination in Health & Social Care

Kings Fund

www.kingsfundbooks.hop.org.uk □

Old Habits Die Hard - Tackling Age Discrimination in the Health & Social Services

Kings Fund

www.kingsfundbooks.hop.org.uk

AGE: YOUNGER

Our Children - Their Lives - The National Children's Strategy

National Children's strategy

Email: child_strategy@health.irlgov.ie

GENDER

□

Good Practice Guidelines on Transsexualism

Equal Opportunities Commission

www.eoc.org.uk

Reference Documentation for the Transsexual Community

Press for Change

Tel 07779916519

**Proposed addition to N Ireland Bill of Rights : the need for express inclusion of "gender identity"
A sex difference in the human brain and its relationship to transsexuality**

Press for Change

BM Network
London
WC1 3XX
www.symposium.com

Sex Equality and Transsexualism

Equal Opportunities Commission

www.eco.org.uk

P-v-S and Cornwall County Council

- Judgement marked a breakthrough for trans people throughout Europe. The European Community's Equal Treatment Directive applies throughout Europe to all transsexual people

Supporting Community Development - A strategy for Equality and Inclusion

DISABILITY

**Consent - Guidance for People with Learning Disabilities
Disability Discrimination Act 1995 - Code of Practice for Employment**

Department of Health
Training & Employment Agency
Mencap

www.doh.gov.uk/consent
HMSO

Making Ourselves Clear, guidelines for accessible writing

Mencap

Meeting Blind People

RNIB

How to Guide a Blind Person

RNIB

Ten Things you should know about Visual Impairment

RNIB

Getting in touch with Blind People: A guide for Information Providers

RNIB

Get the Message - Making Information Accessible for Blind and Partially Sighted People

RNIB

'See It Right' - Clear Print Guidelines

RNIB

A Fair Chance

LEAD & DHSSPS

Visible Voices Project

British Deaf Assoc

E-Mail:
northernireland@bda.org.uk

Getting There - Survey of Standards of Accessibility to Statutory Health & Social Care Facilities for People with Sensory Impairment

Physical Disability & Sensory Team
NHSSB

Disability Equality Training - Working towards an Inclusive Society

□
Organisation of ODET Disability Equality Trainers

www.odet.co.uk

Skillability Certificate in Disability Studies & Community Development

- A project developed by Out and About Project in partnership with Queens University at Armagh.

An Evaluation Report on Arts in the Community - Certificate course at Queens university, Armagh

-A project developed by Out and About Project in partnership with Queens University at Armagh.

Epilepsy & Women - information booklet

British Epilepsy Assoc

www.epilepsy.org.uk

Epilepsy & everyone - information booklet

British Epilepsy Assoc

www.epilepsy.org.uk

Epilepsy & Children - information booklet

British Epilepsy Assoc

www.epilepsy.org.uk

Down's Syndrome your questions answered - information booklet

Down's Syndrome Assoc
Speechmatters

www.downs-syndrome.org.uk

Language Rights for people with aphasia - a communication disability□

Information , Advice and Advocacy Service Requirements of people with disabilities in N Ireland.□

Disability Action

Contact Tel 028 90297880□

Supporting Community Development - A strategy for Equity and Inclusion□

□
SHSSB

Going to the Dentist

Home First Community Trust

Dental Department:
Tel No: 02825 635213

SEXUAL ORIENTATION

A Guide to Involving and Consulting the Lesbian, Gay, Bisexual and Trans Community

COSO

www.coso.org.uk

□
"Mum, Dad I've got Something to tell you" - A Guide for Parents who have Lesbian Gay or Bisexual Children

EHSSB

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GENERAL

Review of the Literature on Equality of Opportunity Issues in the Health & Social Services	Covers all 9 categories	DHSSPS
Developing a Diversity Strategy, 2002	Royal College of Speech & Language Therapist	
Promoting Positive Staff Attitudes to Diversity	British Dental Association	Email: NorthernIreland@bda-dentistry.org.uk
Charter for Patients and Clients: Cash Grant Scheme	DHSSPS	Email:linda.boomer@dhsspsni.gov.uk