Equality Objectives Framework and Action Plan
2012 - 2014

April 2012
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</table>
1. Equality objectives and the Public Sector Equality duty

The public sector equality duty (the equality duty) under the Equality Act 2010 is made up of a general equality duty which is supported by specific duties. The public sector equality duty is the formal title of the legislation, the general equality duty is the overarching requirement or substance of the duty, and the specific duties are intended to help performance on the general equality duty.

1.1. What the specific duties requires on objectives:

The Dudley & Walsall Mental Health Partnership NHS Trust (DWMHPT) must:

- Prepare and publish one or more objectives to achieve the aims of the general equality duty, by 6th April 2012, and at least every four years thereafter.
- Ensure that equality objectives are specific and measurable.
- Publish equality objectives in such a manner that they are accessible to the public.

1.2. Purpose of equality objectives:

The purpose of setting specific, measurable equality objectives is to assist the Trust to better perform the general equality duty, focusing on the outcomes to be achieved. Equality objectives help focus attention on the priority equality issues within an organisation in order to deliver improvements in policy making, service delivery and employment, including resource allocation.

1.3. Proportionality:

When setting objectives, the Trust will take into account to what extent a function or policy affects discrimination, equality of opportunity and good relations, and the extent of any disadvantage that needs to be addressed. For example, functions that involve providing a service to members of the public are more likely to be relevant to equality and good relations than functions concerning the purchase of utilities.
2. Development of DWMHPT Equality Objectives

2.1. Using equality information:

On the 31st January 2010, the Trust published equality information, which includes information about equality issues in relation to employees and service users. This information had initially provided a good evidence base on which to start developing its priorities and equality objectives. In the development of Equality Objectives the Trust has sought to engage and involve a range of people with Protected Characteristics who have an interest in furthering the aims of the General Equality Duty. (Please refer to table below). The Trust’s CDW Team have been working with NHS Dudley in collating information through an Equalities Survey, which has been sent out to statutory, community and voluntary sector organisations with a view to obtain priority actions, resulting to assist the Trust to devise more meaningful objectives. A summary report of the findings will be published on the Trust website: www.dwmh.nhs.uk.

2.2. The Equality Delivery System (EDS) and Engagement:

The Equality Delivery System puts local interest groups at the forefront of assessing and grading NHS performance against a series of service user and staff focussed outcomes.

There are 18 outcomes, grouped under four EDS goals:

1. Better health outcomes for all
2. Improved patient access and experience
3. Empowered, engaged and included staff
4. Inclusive leadership at all levels

Based on the EDS grading, Equality Objectives will show how the most immediate priorities are to be tackled, by whom and when. Each Year through the Equality & Diversity Lead the Trust and local interests will assess progress and carry out a fresh grading exercise. In this way, the EDS will foster continuous improvements.
The Trust has assembled evidence for analysing its equality performance and setting priorities. Assembling this evidence includes active consideration of any gaps in evidence. With engagement with staff, stakeholders and local interests, The Trust has analysed its performance on each EDS outcome, taking account of each relevant protected group, i.e. Age; Gender; Race; Disability; Marriage & Civil Partnership; Religion & Belief; Pregnancy & Maternity; Sexual Orientation and Gender Reassignment

Based on transparency and evidence, the Trust and local interests have agreed one of four grades for each outcome, namely: **Excelling; Achieving; Developing; Undeveloped** *(Please see Appendix 1, Grading of Outcomes for the Trust)*

During 2011 / 2012 The Trust has facilitated engagement workshops with service users, carers, stakeholders and the local community to:

- Inform service users and local communities of the EDS and how their input can help shape and deliver the best solutions to meet the needs of local communities across Dudley and Walsall
- Involve service users, carers, stakeholders and local communities in the development of the EDS objectives and key priorities
- Help the Trust to assess where it is as an organisation by analysing and grading performance against each EDS Goal and 18 outcomes.

**The table below highlights Dudley & Walsall Mental Health Partnership NHS Trust’s, Grading and Engagement activity (December 2011 – March 2012)**

<table>
<thead>
<tr>
<th>EVENT / MEETING / ACTIVITY</th>
<th>DATE / LOCALITY / VENUE</th>
<th>TIME</th>
<th>KEY THEME(S)</th>
</tr>
</thead>
</table>
| EDS Engagement / Awareness Workshop | 14th December, St Mathews Church Centre. | 09.30 – 13.00 | • Better health outcomes for all.  
• Improved patient access and experience.  
• Empowered, engaged and |
<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Time/Place</th>
<th>Notes</th>
</tr>
</thead>
</table>
| EDS Engagement / Awareness Workshop        | 14th December, New Testament Church, Dudley. 13.30 – 16.30                      | • Better health outcomes for all  
• Improved patient access and experience  
• Empowered, engaged and included staff  
• Inclusive leadership at all levels. |
| Sent out Equality Survey to Community groups, voluntary & Statutory organisations | Via Email and Hard copies – 18th Dec 2011                                                  | • Information and feedback of health priorities and key actions.     |
| Stakeholders Forum                         | 24th January 2012, Trafalgar House, Kings Street, Dudley 12.30 – 14.30           | • EDS Overview and implantation  
• Grading and priority setting.         |
<p>| EDS Task &amp; Finish Group                    | 10th February 2012, Trafalgar House, Kings Street, Dudley 12.30                  | • Grading &amp; Evaluating EDS Goals/Outcomes against 18 EDS outcomes.    |
| Team Brief                                 | 2nd March 2012 1.30 – 2.30                                                       | • Engagement on EDS with Trust Staff and Senior Managers.           |</p>
<table>
<thead>
<tr>
<th>Event Description</th>
<th>Date and Time</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Sent out Equality Survey to Community groups, voluntary &amp; Statutory organisations</td>
<td>Via Email and Hard copies - 9(^{th}) March 2012</td>
<td>Information and feedback of health priorities and key actions.</td>
</tr>
<tr>
<td>Trust Quality &amp; Governance Committee</td>
<td>14(^{th}) March 2012</td>
<td>Evaluation of EDS outcomes and Final Grades.</td>
</tr>
<tr>
<td>Local Interest HUB meeting (Centre for Equality &amp; Diversity)</td>
<td>19(^{th}) March 2012, Priory Hall, Dudley</td>
<td>Engagement with local interest groups on EDS grading outcomes</td>
</tr>
<tr>
<td></td>
<td>18.00 – 20.00</td>
<td>Draft objectives.</td>
</tr>
<tr>
<td>Draft Objectives sent out to Local Interests and Community Groups</td>
<td>21(^{st}) March - Via Email and Hard copies (facilitated by CDW Team)</td>
<td>Draft Equality Objectives</td>
</tr>
<tr>
<td></td>
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<td>Comments/amendments to be made by 30(^{th}) March 2012.</td>
</tr>
<tr>
<td>Trust Board (Public) Meeting</td>
<td>28(^{th}) March 2012, Holiday Inn Express</td>
<td>Ratification of Trust Equality Objectives 2012-2014</td>
</tr>
<tr>
<td>Management Executive Team Meeting (MEXT)</td>
<td>3(^{rd}) April 2012, Conference Room, Trafalgar House</td>
<td>Final Equality Objectives 2012-2014</td>
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</table>
2.3. Number of objectives:

There is no set number of objectives that is required. However the Trust has considered all three aims of the general equality duty and taken into account relevant evidence related to all protected characteristics across all relevant functions, in determining the objectives. Through the implementation of the Equality Delivery System (EDS), the Trust has evaluated its evidence base to justify the number of objectives set and demonstrates that the process used is strategic and well informed.

Criteria used to help the Trust to prioritise objectives included the following:

- Does information at a local or national level highlight this as an important equality issue?
- Are these priorities for staff and service users themselves?
- Would this objective stretch the organisation to perform better on equality issues in key areas?
- How would achieving this objective improve the experience for people with a relevant protected characteristic?
- How does this objective contribute to the aims of the general equality duty?
- What are the views of your stakeholders?

3. Final selection of objectives

DWMHPT Equality objectives for the period March 2012-March 2014 are:

1. Undertake an analysis of the health needs of communities from the nine Protected Characteristics (in partnership with other agencies) across Dudley and Walsall and develop plans to reduce key inequalities identified.
2. Improve Trust Interpretation and Translation services to ensure the services are accessible in alternative formats and languages.
3. Further develop meaningful engagement with service users, carers and the local community to improve and align Trust services to meet needs, and to ensure effective accountability to the local population.
4. Improve the access and experience of communities to mental health support and improve the accessibility of health information so that it is targeted, useful, and accessible.
5. Provide advice, guidance and Cultural Competence Training to staff to enable and support staff to work in culturally competent ways.

6. Identify how the NHS Equality & Diversity Competency Framework can be embraced and incorporated into the Trust’s leadership development programmes.

When making the final selection of equality objectives, The Trust has considered the following:

- Set objectives under each EDS Goal and one or more of the outcomes
- Focused on the key issues affecting people with protected characteristics, and the objectives that will make the most impact on the disadvantage that they face.
- Ensured that objectives are based on robust evidence of need.
- How progress against the objectives will be measured.
- The role of the Equality & Diversity Steering Group on monitoring progress against each objective

The detailed framework and equality objectives action plan is shown as Appendix 2.

4. Implementing Equality Objectives

The key aim of the Trust’s Equality Objectives is to make sure that equality, diversity and Human Rights are embedded into mainstream Trust activity. The effective implementation of the Trust’s Equality Objectives will depend upon clear communication with accountabilities, responsibilities and active ownership at all levels and by all staff. The Trust’s Equality & Diversity Steering Group will oversee the implementation of the Equality Objective Action Plan.

5. Monitoring and Reporting

A reporting and monitoring mechanism will be put in place to ensure that service users/patients, Trust Members and staff are able to see the Trust’s commitment to deliver on actions contained within the action plan. It is proposed that the Equality & Diversity Steering Group (a sub-group of the Governance and Quality Committee) will monitor progress against the objectives.
Progress in achieving the Action Plan will be reported annually to the Trust Board and published on the Trust’s website. The Trust will endeavour to introduce appropriate policies, procedures and programmes of action that protect individuals from discrimination, harassment and victimisation, and to promote the right to be treated with dignity and respect while at the same time meeting individual needs wherever possible.

6. Publication/Raising Awareness of Equality Objectives


This publication along with the EDS grading/evidence outcomes will be made available in alternative formats on request. The Trust’s Community Development Worker Team will share and raise awareness of the equality objectives through ongoing engagement with local interests, stakeholders and members of staff.

All individuals, groups and organisations that have been involved with EDS Grading and Objective setting will be sent this publication in accessible formats.
Appendix 1

Equality Delivery System (EDS) Grading Outcome

The Trust has assembled evidence for analysing its equality performance and setting priorities. Assembling this evidence includes active consideration of any gaps in evidence. With engagement with staff, stakeholders and local interests, The Trust has analysed its performance on each EDS outcome, taking account of each relevant protected group, i.e. Age; Gender; Race; Disability; Marriage & Civil Partnership; Religion & Belief; Pregnancy & Maternity; Sexual Orientation and Gender Reassignment.

As a result of the analyses, an overall grade for each outcome as been agreed (please refer to the table below), taking into account any variations between protected groups and any variations in performance across the Trust. The evidence/grading that has been assembled will be shared with the Trust’s wider local interests via the Trust’s Community Development Worker Team in accessible formats, so that local interests can play their part in assisting the Trust in setting of equality objectives. Grades and Trust equality objectives will be published by the 6th April 2012.

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<tbody>
<tr>
<td>1. Better health outcomes for all</td>
<td>1.1 Services are commissioned, designed and procured to meet the health needs of local communities, promote well-being, and reduce health inequalities</td>
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<td></td>
<td>1.2 Patients’ health needs are assessed, and resulting services provided, in appropriate and effective ways</td>
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<td></td>
<td>1.3 Changes across services are informed by engagement of patients and local communities, and transitions made smoothly</td>
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<td></td>
<td>1.4 The safety of patients is prioritised and assured. In particular, patients are free from abuse, harassment, bullying, violence from other patients and staff, with redress being open and fair to all</td>
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<td>1.5 Public health, vaccination and screening programmes reach and benefit all local communities and groups</td>
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<td>2. Improved patient access and experience</td>
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<td>2.1 Patients, carers and communities can readily access services, and should not be denied access on unreasonable grounds</td>
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<td>2.2 Patients are informed and supported so be as involved as they wish to be in their diagnoses and decisions about their care, and to exercise choice about treatments and places of treatment</td>
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<td>2.3 Patients and carers report positive experiences of their treatment and care outcomes and of being listened to and respected and of how their privacy and dignity is prioritised</td>
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<td>2.4 Patients’ and carers’ complaints about services, and subsequent claims for redress, should be handled respectfully and efficiently</td>
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<td>3. Empowered, engaged and well-supported staff</td>
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<td>3.1 Recruitment and selection processes are fair, inclusive and transparent so that the workforce becomes as diverse as it can be within all occupations and grades</td>
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<td>3.2 Levels of pay and related terms and conditions are fairly determined for all posts, with staff doing equal work and work rated as of equal value being entitled to equal pay</td>
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<td>3.3 Through support, training, personal development and performance appraisal, staff are confident and competent to do their work, so that services are commissioned or provided appropriately</td>
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<tr>
<td>3.4 Staff are free from abuse, harassment, bullying, violence from both patients and their relatives and colleagues, with redress being open and fair to all</td>
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<td>3.5 Flexible working options are made available to all staff, consistent with the needs of the service, and the way that people lead their lives</td>
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<td>3.6 The workforce is supported to remain healthy, with a focus on addressing major health and lifestyle issues that affect individual staff and the wider population</td>
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<td>4. Inclusive leadership at all levels</td>
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<tr>
<td>4.1 Boards and senior leaders conduct and plan their business so that equality is advanced, and good relations fostered, within their organisations and beyond</td>
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<td>4.2 Middle managers and other line managers support and motivate their staff to work in culturally competent ways within a work environment free from discrimination</td>
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<tr>
<td>4.3 The organisation uses the “Competency Framework for Equality and Diversity Leadership” to recruit, develop and support strategic leaders to advance equality outcomes</td>
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For any further information regarding the Equality Delivery System, please contact Mr Paul Singh, Equality & Diversity Lead on: 01384 362384 / 07795 238173 or E-mail: gurwinderpaul.singh@dwmh.nhs.uk
Appendix 2


This Action Plan maps the EDS Goals / Narratives and Outcomes to Trust Strategic Equality Objectives.

<table>
<thead>
<tr>
<th>EDS Goal 1. Better health outcomes for all</th>
<th>DWMHPT Equality Objective / Action</th>
<th>EDS Outcome</th>
<th>DWMHPT Outcome</th>
<th>Success Measures / Evidence</th>
<th>Protected Characteristic</th>
<th>Time scale</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>The NHS should achieve improvements in patient health, public health and patient safety for all, based on comprehensive evidence of needs and results</td>
<td>Undertake an analysis of the health needs of communities from the nine Protected Characteristics (in partnership with other agencies) across Dudley and Walsall and develop plans to reduce key inequalities identified.</td>
<td>Services are commissioned, designed and procured to meet the health needs of local communities, promote well-being, and reduce health inequalities</td>
<td>Establish a better picture of health needs amongst 9 Protected characteristics to ensure appropriate and responsive services</td>
<td>Use of the Equality Survey to identify health needs of local communities. Use Survey Feedback to develop recommendations based on the findings</td>
<td>Age; Gender; Race; Disability; Marriage &amp; Civil Partnership; Religion &amp; Belief; Pregnancy &amp; Maternity; Sexual Orientation and Gender Reassignment</td>
<td>2012 - 2014</td>
<td>E&amp;D Lead CDW Team</td>
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### EDS Goal 2. Improved patient access and experience

The NHS should improve accessibility and information, and deliver the right services that are targeted, useful, useable and used in order to improve patient experience.

<table>
<thead>
<tr>
<th>DWMHPT Equality Objective</th>
<th>EDS Objective</th>
<th>EDS Outcome</th>
<th>DWMHPT Objective</th>
<th>Success Measures / Evidence</th>
<th>Protected Characteristic</th>
<th>Time scale</th>
<th>Lead</th>
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<tbody>
<tr>
<td>2</td>
<td>Improve Trust Interpretation and Translation services to ensure the services are accessible in alternative formats and languages.</td>
<td>Patients, carers and communities have knowledge of and can access services commissioned and will not be denied access on unreasonable grounds.</td>
<td>High quality and accessible Interpretation and Translation services are available.</td>
<td>Effective use of interpretation and translation services. Monitoring of service usage to inform requirements for different formats and languages through detailed management reports.</td>
<td>Age; Gender; Race; Disability; Marriage &amp; Civil Partnership; Religion &amp; Belief; Pregnancy &amp; Maternity; Sexual Orientation and Gender Reassignment</td>
<td>2012 - 2014</td>
<td>E&amp;D Lead</td>
</tr>
<tr>
<td>3</td>
<td>Further develop meaningful engagement with service users, carers and the local community to improve and align Trust services to meet needs, and to ensure effective accountability to the local population.</td>
<td>Patients and carers report positive experiences of the NHS where they are listened to and respected and their privacy and dignity is prioritised</td>
<td>Effective roll out of Patient Experience Strategy, Service User and Carer Strategy and Quality Improvement Strategy to encompass the 9 Protected Characteristics</td>
<td>Improved patient experience of services. Expressed views/feedback from focus groups and Patient Experience Tracker results. Patient stories to inform priorities and</td>
<td>Age; Gender; Race; Disability; Marriage &amp; Civil Partnership; Religion &amp; Belief; Pregnancy &amp; Maternity; Sexual Orientation and Gender Reassignment</td>
<td>2012 - 2014</td>
<td>E&amp;D Lead</td>
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CDW Team | EbE | Serv. Exp. Lead
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<tr>
<th></th>
<th>Improve the access and experience of communities to mental health support and improve the accessibility of health information so that it is targeted, useful, and accessible.</th>
<th>Patients, carers and communities have knowledge of and can access services commissioned and will not be denied access on unreasonable grounds.</th>
<th>BME communities have better information, understanding and access to services.</th>
<th>Hospital Admission packs are widely distributed with translated information. Ensure Hospital facilities cater for all religious needs i.e. access to prayer facilities. Provide local communities with advice and accessible information on Trust services.</th>
<th>Age; Gender; Race; Disability; Marriage &amp; Civil Partnership; Religion &amp; Belief; Pregnancy &amp; Maternity; Sexual Orientation and Gender Reassignment</th>
<th>2012 - 2014</th>
<th>CDW Team EbE</th>
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**EDS Goal 3. Empowered, Engaged and Well-Supported Staff**
The NHS should increase the diversity and quality of the working lives of the paid and non-paid workforce, supporting all staff to better respond to patients’ and communities’ needs

<table>
<thead>
<tr>
<th>DWMHPT Equality Objective / Action</th>
<th>EDS Outcome</th>
<th>DWMHPT Outcome</th>
<th>Success Measures / Evidence</th>
<th>Protected Characteristic</th>
<th>Time scale</th>
<th>Lead</th>
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<tr>
<td>5</td>
<td>Provide advice, guidance and Cultural Competence Training to staff to enable and</td>
<td>Through support, training, personal development and performance</td>
<td>Increase the cultural competence of all staff and</td>
<td>Training Evaluation Report Cultural Competence</td>
<td>Race, Gender, Age, Religion &amp; Belief.</td>
<td>2012-2014</td>
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support staff to work in culturally competent ways.

appraisal, staff are confident and competent to do their work, so that services are provided appropriately.

encourage a work environment embracing diversity.

Toolkit disseminated to all members of staff

Incorporate competencies in personal development plans.

**EDS Goal 4. Inclusive leadership at all levels**

NHS organisations should ensure that equality is everyone’s business, and everyone is expected to take an active part, supported by the work of specialist equality leaders and champions

<table>
<thead>
<tr>
<th>DWMHPT Equality Objective</th>
<th>EDS Outcome</th>
<th>DWMHPT Outcome</th>
<th>Success Measures / Evidence</th>
<th>Protected Characteristic</th>
<th>Time scale</th>
<th>Lead</th>
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<tbody>
<tr>
<td>6 Identify how the NHS Equality &amp; Diversity Competency Framework can be embraced and incorporated into the Trust’s leadership development programmes.</td>
<td>The organisation uses the NHS Equality and Diversity Competency Framework to recruit, develop and support Strategic leaders to advance equality outcomes.</td>
<td>Incorporate and promote E&amp;D Framework across all Trust service lines</td>
<td>Implementation of the EDS tool to help staff to increase or retain the right skills and expertise to deliver equality and diversity outcomes</td>
<td>Age; Gender; Race; Disability; Marriage &amp; Civil Partnership; Religion &amp; Belief; Pregnancy &amp; Maternity; Sexual Orientation and Gender Reassignment</td>
<td>2012 - 2014</td>
<td>E&amp;D Lead</td>
</tr>
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</table>
Published: April 2012

This publication can be made available in a number of other formats on request.

Please contact Mr Paul Singh, Equality & Diversity Lead on 01384 362384 / 07795 238173 or:

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