

Equality, Diversity & Inclusion Strategy

Trust Board	Item: 11
Date: 30th September 2020	Enclosure: F
Purpose of the Report: To present to the Board the Trust's draft Equality, Diversity & Inclusion strategy, which has been subject to consultation in the Executive Management Committee and the Equality, Diversity & Inclusion Committee and is in preparation for final sign-off later in the year.	
For: Information <input type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input checked="" type="checkbox"/> Decision/approval <input type="checkbox"/>	
Sponsor (Executive Lead):	Kelvin Cheatle, Director of Workforce
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Risk Implications – Link to Assurance Framework or Corporate Risk Register:	None
Legal / Regulatory / Reputation Implications:	None
Link to Relevant CQC Domain: Safe <input type="checkbox"/> Effective <input type="checkbox"/> Caring <input type="checkbox"/> Responsive <input type="checkbox"/> Well Led <input checked="" type="checkbox"/>	
Link to Relevant Corporate Objective:	Strategic objective 2 – to have a committed, skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients
Document Previously Considered By:	Executive Management Committee Equality, Diversity & Inclusion Committee
Recommendations: The Board is asked to endorse the key principles in the strategy for onward further consultation with stakeholders. It will return to the Board for final approval on 1 st December 2020.	

DRAFT

Equality, Diversity & Inclusion Strategy

2020 to 2023

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WRES data 2020

WDES data 2020

1. Foreword

Jo Farrar, Chief Executive

To be completed once objectives and actions are agreed

Dr Rita Harris, Chair of the Equality, Diversity & Inclusion Committee and Non-Executive Director

To be completed once objectives and actions are agreed

2. Purpose and Vision of Equality, Diversity & Inclusion Strategy

The NHS Constitution embodies the whole purpose of the health service and clearly states that the NHS is for everyone. This imparts a duty on all parts of the health and care system to ensure patients and staff have an experience of receiving and providing care that meets their needs and expectations. Where this is done successfully barriers to service access and to work opportunities would no longer exist. All stakeholders would feel equally heard and would feel able to express concerns without fear of judgement. This is the wider context in which Kingston Hospital NHS Foundation Trust provides care and employs staff and is an ideal we support to as an Outstanding NHS Trust.

This strategy reflects Kingston Hospital NHS Foundation Trust's commitment to meet the needs of our staff and community and in doing so continuously improve the way we employ, support and retain a high quality, diverse workforce and the way we involve our patients and stakeholders.

The Trust seeks to be a leader in the development and delivery of services that meet the needs of our whole population including those who have protected characteristics under the Equality Act of 2010. Our vision and values put the patient first in all our activities but we are also aware that in order to do this we must be an employer who meets the needs of our staff.

We have a responsibility to our local community and as a major employer in Kingston and surrounding areas to be a trailblazer in the area of equality, diversity and inclusion . As well as our commitment to our patients and employees, all those who visit, volunteer or work at the Trust in whatever capacity should be able to feel supported by an organisation that has equality, diversity and inclusion as a central principle in all its activities. By demonstrating this commitment through delivery of this strategy we will be a leader within our locality and be a strong influencer and partner in the South West London Integrated Care System.

This is a challenging strategy and requires us to move at pace to deliver significant change. The required shift in organisational culture will be our priority and the actions that support this strategy will ensure we achieve this. Lasting and demonstrable change will be measured through improved scores in national metrics – Equality Delivery System, Workforce Race Equality Standard and Workforce Disability Equality Standard - and also through regular surveys of staff and patients to monitor the success of our actions and ensure we remain on the right path.

Successful implementation of this strategy will be demonstrated by the following measures:

Patient survey data indicates high degree of satisfaction with experience of receiving care

Improved engagement with patient groups and local community to inform future services

Achievement of target WRES and WDES indicator scores (indicators 1,2,3,4,9) which will demonstrate parity in opportunity and experience for BME staff and staff with disabilities

Significant reduction in the number of staff reporting bullying and harassment from patients, other staff or managers (WRES indicators 5,6,8)

All staff report that the trust provides equal opportunities for career progression or promotion (WRES indicator 7)

Achievement of Model Employer goals for BME staff in Bands 8a-9 and VSM within three years.

Staff turnover is at target rate for all staff groups and data reporting from exit interview questionnaires indicate positive experiences of working at the Trust

3. Context – 2020 as a watershed

At Kingston Hospital Foundation Trust we are proud of our outstanding achievements in providing high quality care and leadership.

However, events in 2020 reinforce the need for the trust to develop a much bolder strategy on Equality, Diversity & Inclusion. We want to create and sustain an environment where our staff find their voice and feel heard, our patients' care continues to be tailored to their needs and our role as an "anchor" organisation in the local economy brings tangible benefits to all people.

Many urgent ED&I issues emerged from Covid-19. The disproportionate negative effect of the virus on people from BME backgrounds has been a particular concern. We have also learned more about the challenges for people with disabilities of working remotely. We have had to display great flexibility in our workforce in transforming our services to meet the recovery needs of those hospitalised as a result of Covid-19 and to provide a safe environment for those receiving care in all services.

The death of George Floyd in the United States of America in May 2020 led to direct action from the Black Lives Matter movement and public bodies across the world are being challenged to remove racist practices. As a significant employer of Black, Asian and Minority Ethnic staff – both British and from overseas – KHFT must consider how we can take action to remedy previous injustices and create an environment that is fair and equal for all.

The publication of a NHS Workforce Race Strategy for London in September 2020 challenges us to significantly improve practice in the area of race equality. Through actions that create greater equality the position of staff and patients with other protected characteristics will also improve and the KHFT board are committed to delivering these.

Above all 2020 has encouraged us to work at pace, question previously accepted practice and overcome obstacles to improving the lives of staff, patients and residents.

4. Strategic Principles

In order to ensure we deliver our Equality, Diversity and Inclusion objectives we will adhere to the following principles.

- **Valuing Lived experience** – all staff will be able to share their experiences and have them heard.

- **Well-led but co-designed** – we will ensure all our leaders work in an inclusive way *and* that wherever possible organisational and services changes are co-designed to reflect the diversity of staff and patients.
- **Shared responsibility** – it is everyone’s responsibility to eliminate inequality. All staff at KHFT will be supported to create a culture that allows people to speak up when things are not right.
- **Clear communications** - wherever possible we will use language that is clear and does not rely on stereotypes or outdated concepts. We will make sure materials are available in alternative formats and languages. A detailed Communications Plan is included in Appendix ii of this document.

5. Our Local Profile

Our hospital supports around 350,000 people in the surrounding area from the boroughs of Kingston, Richmond, Roehampton, Putney, Merton and East Elmbridge. The Hospital is located on a single site in Kingston upon Thames, but runs a number of outpatient clinics in sites across the catchment area including Raynes Park Health Centre, Surbiton Centre for Health, Queen Mary’s Roehampton and Teddington Memorial Hospital.

We cover 5 main boroughs, Kingston Upon Thames, Richmond Upon Thames, Merton, Roehampton and Putney and East Elmbridge

We provide services to a diverse population with:

- A third of residents in most boroughs from a BAME background with the highest population of Korean residents within Kingston
- The religious make up of residents including, Christianity, Islam, Hinduism, Buddhism, Judaism and agnostic
- A wide range of languages spoken including, English, Korean, Spanish, Polish, French, German, Portuguese, Italian, Arabic and Dutch.

We will include the number of residents with learning disabilities in London Borough of Kingston given residential provision

6. Our Staff Profile

We have over 3,500 staff at Kingston Hospital employed in direct delivery of care and support services. We are proud to have a diverse workforce and know that this diversity enhances the care we give to our patients.

The trust has a long history of welcoming overseas staff into our workforce and currently we have over 77 nationalities and 109 countries of birth represented.

Our largest group of overseas staff are from the Philippines and we continue to welcome Filipino nurses into our workforce every year. The chart below represents the largest staff groups by nationality.

<p>Charts</p> <p>Total workforce by nationality</p>	<p>Our diverse nursing workforce by band</p>
<p>Number of staff declaring a disability</p>	<p>Number of LGBT+ workforce</p>

7. Our Achievements so far.....

In the last three years we have seen some key developments relating to our Equality, Diversity & Inclusion Agenda. Having established our Equality, Diversity & Inclusion Committee, grown our first BAME network MEGA, and committed to the Disability Confident scheme.

More recently in the last year we have gone further by developing our *Equality & Diversity Strategy 2019-2021* and moved at pace in implementing the following actions:

- Growing our existing staff networks and developing new ones
- Embarking on a reverse mentoring programme for BAME staff
- Piloting BAME representation at interview panels for bands 7 and above
- Launching the Rainbow Badge initiative within the Trust in support of our LGBT+ patients and staff
- Implementation of Listening events to hear the experiences of our staff on equality, diversity & Inclusion
- Offering compassionate leadership training to managers and offering independent self-compassion program to all staff to help support them at work
- Launch of our *Not a Target* campaign to raise awareness that bullying and harassment of staff will not be accepted.

- Establish Learning Disability and Patient Involvement Collaboratives that have provided opportunities for service users and staff to come together to discuss and explore issues and actions.
- Achieved our 2019/20 Quality Priority to broaden and deepen patient involvement in our work to improve the quality of our services.
- Secured funding to expand the Patient Experience Team as well the recruitment of a Learning Disability Practitioner, and a Dementia and Delirium Nurse. These roles will provide more capacity to move forward the Equality and Diversity agenda from a patient and carer perspective.
- Continued to identify and ‘flag’ people with an accessible information need.
- Recruitment of Acute Liaison Learning Disabilities Practitioner to ensure reasonable adjustments are made for patients where required

8. Equality Objectives 2020- 2023

The Equality objectives for the trust will be underpinned by our vision and values. The trust’s vision is *Working together to deliver exceptional, compassionate care – each and every time*. Our *Patient First* commitment is supported by our five values which all support the achievement of equality, diversity and inclusion for our staff and patients.



In 2020 our new value “Inspiring” was added to reinforce the innovative and leading edge work our staff do to improve services – both experience and outcome for our patients – and to encourage us to inspire one another by creating an amazing place to work.

Whilst our Equality objectives for the next three years will build on the successes of our previous strategy we recognise the urgent need to take bold actions to make significant and lasting changes to the experiences of our staff and patients.

Our key objectives for the next three years are:

1. **Staff Networks** – We will continue to support our staff networks as a safe way for staff to have peer support and open conversations. Engagement with our staff networks provides the opportunity for the trust leadership to hear lived experiences of staff. This in turn will inform decision about how the trust supports our staff. Our

networks are: MEGA, Kingston Pride, Disability Network. We will also support staff in developing local support networks within their own areas of work to encourage local engagement and to feed into the trust wide networks.

2. **Lived experience** - Listen to and act on the lived experiences of our staff through the continuation of listening events and the introduction of a regular “staff story” at the trust board and other senior leadership fora.
3. **Inclusive patient access** - we will ensure that Equality Impact Assessment (EIA) is a robust process that offers both assurance and opportunities for improvement that address inequalities in access to services. We will include work with all our local health and care partners to address health inequalities in access to and provision of services.
4. **Inclusive patient feedback** – we will collect data on the protected characteristics of people providing feedback where appropriate and feasible and use this insight to improve patient experience of care. We will work with local partners to understand the voices and experiences of seldom heard groups. We will implement learning from patient feedback into future service design.
5. **Inclusive patient involvement** – through our Patient and Public Involvement Strategy we will continue to increase and diversify the range of patient partners and volunteers involved in our strategy and service improvement forums and projects.
6. **Accessible information** - we will ensure that there is a process in place to consistently identify and meet the information and communication needs of people with a sensory or cognitive impairment or loss.
7. **Safeguarding of Vulnerable Adults** - We will ensure that the safeguarding of vulnerable adults remains a priority by continuing to promote compliance with legal frameworks and access to additional resources in the management of care for vulnerable patients.
8. **London Workforce Race Equality Strategy** – We will (fully) implement the recommendations of the London Workforce Race Equality Strategy published in September 2020 – *Valuing difference. Improving care*. This will include working collaboratively with colleagues in the South West London Integrated Care System to support system wide improvements.
9. **Leadership** – We will develop inclusive and compassionate leaders to support a diverse workforce. We will have visible board leaders and leaders throughout the trust who encourage staff development and champion patient care for all those with protected characteristics. We will support the development of coaching and mentoring skills amongst all trust managers to deliver inclusivity in skills development so that all staff are actively encouraged to realise their potential. Our managers will be developed to ensure they have effective listening skills to support staff and patients and act upon feedback where changes are needed. We will recruit to leadership positions based on skills, knowledge and behaviours that demonstrate our culture and a commitment to equality, diversity and inclusion.

10. **Health and Wellbeing** – We will link our workforce equality objectives with the trust Health and Wellbeing Strategy to ensure the specific needs of staff are met and that any adverse effects of Covid-19 on specific groups are minimised.
11. **Equality Outcomes** including Workforce Race Equality Standard, Workforce Disability Equality Standard, Public Sector Equality Duty, Equality Delivery System 2 – We will ensure improvements in all equality outcomes as measured under national and local standards.
12. **Speaking up** – we aim to create a culture of Active Bystanders that allows people to speak up when things are not right. We will commit to providing safe ways for this to happen, including strengthening our Freedom to Speak Up function and supporting our local staff networks.

9. Conclusion and Next Steps

The action plan that comes from this strategy is ambitious and will require a commitment to doing things differently and having courage to question practices when things don't look or feel right.

Achieving a shift in organisational culture to one that is truly inclusive and supportive for all is challenging and will require commitment from all staff and in particular from managers at every level in the Trust. The ability as individuals for us to reflect on our own behaviours and to educate ourselves through active listening to the experiences of others will be a key foundation in achieving success.

The trust's Equality and Diversity Committee will oversee the implementation of the action plan and ensure delivery remains on track. As part of this oversight role the committee will also review this strategy annually to ensure it remains relevant.

Equality, diversity and inclusion issues are in the spotlight in the National Health Service probably more so now than at any other time in its history. This presents the trust with an opportunity to take bold actions to improve equality measures for both staff and patients.

Appendices

- i. Action Plan
- ii. Communication Plan
- iii. Guidelines for listening events
- iv. Summary of WRES data 2020
- V. Summary of WDES data 2020