

University Hospitals of Leicester NHS Trust

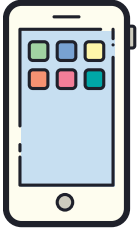
Equality, Diversity and Inclusion Strategic Plan

2020-2025



Accessibility Statement

If you would like this information in another language, or format such as EasyRead or Braille, please contact us by:



Telephone: 0116 250 2959



Email: equality@uhl-tr.nhs.uk

اگر آپ کو یہ معلومات کسی اور زبان میں درکار ہیں، تو براہ کرم مندرجہ ذیل نمبر پر ٹیلی فون کریں۔
ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿੱਚ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਹੇਠਾਂ ਦਿੱਤੇ ਗਏ ਨੰਬਰ 'ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ।
إذا كنت ترغب في الحصول على هذه المعلومات بلغة أخرى، الرجاء الاتصال على رقم الهاتف الذي يظهر في الأسفل
Aby uzyskać informacje w innym języku, proszę zadzwonić pod podany niżej numer telefonu
જો તમને અન્ય ભાષામાં આ માહિતી જોઈતી હોય. તો નીચે આપેલ નંબર પર કપા કરી ટેલિફોન કરો.

Contents

02	Executive Summary
03	Introduction
09	Where are we now?
11	Pillar One: Patients
12	Pillar Two: Workforce
19	Pillar Three: Inclusive Culture
20	Revised EDI Strategic Plan 5 Years with priorities
30	Communication and Engagement
31	Evaluation of impact
32	Conclusion
33	Acronym list
34	Contact us

Executive Summary

Welcome to the University Hospitals of Leicester NHS Trust Equality, Diversity and Inclusion Strategic Plan for 2020-2025. Our Trust is dedicated to promoting and embedding the equality agenda in every aspect of the work we do; for our patients and their families, staff and stakeholders. We are committed to driving positive changes that make our Trust an excellent place to work, and enable us to provide a high standard of care for all our patients.



This year, we have seen significant changes and challenges affecting our Trust, which have highlighted the need and importance of our commitment to equality. The publication of the NHS Long Term Plan in December 2019 and the disproportionate impacts of COVID-19 on particular groups have highlighted the need to address health inequalities at local, regional and national levels.

Our work with developing this Strategic Plan acknowledges that COVID-19 has had a significant impact on our patients and staff. The long term impact will be felt by many and may take years for services to return to pre COVID levels. The need to address health inequalities is now a national priority of the NHS Long Term Plan and post COVID recovery plans. We acknowledge that the impacts of this will be carried into the future and this will require strong and effective partnerships as part of the Leicester, Leicestershire and Rutland (LLR) system, also known as Better Care Together.

The disproportionate impacts of COVID on BAME communities, together with the prominence of the Black Lives Matter Movement have raised race equality issues to the forefront - we will take action that is needed to tackle the injustice of discrimination faced by our BAME patients, staff and the communities we serve.

This review will set out our strategic plan for improving equality, diversity and inclusion across the Trust and LLR system. It will align to the principles set out within our legal duties, NHS Long Term Plan, NHS People Plan and the Workforce Race Equality Standard (WRES) Model Employer Strategy which addresses racial inequalities and discrimination within the NHS, including leadership diversity.

Work carried out as part of this review has involved undertaking an rigorous evaluation of our equality performance to date. Review work has involved carrying out in-depth analysis of equality related data, patient feedback and themes. Review work was informed by workshops with staff from different teams within the Trust, all of which have helped to inform our revised equality objectives for the next 5 years.

Our ambition is that we improve equality, diversity and inclusion across our Trust and we will lead the way and influence wider changes in the NHS at both local, regional and national level. We are focused on providing an inclusive workplace that is free from discrimination and provides the best environment for our workforce to thrive as well as an excellent setting for our patients to be cared for.

Introduction

Our Equality, Diversity and Inclusion (EDI) Vision

Our Trust is committed to developing an inclusive culture which facilitates the provision of outstanding care to all of our patients regardless of their social background, and to attract and develop diverse talent. Our vision is directed by the following:

- Our evidence-base for EDI shows differential outcomes and experiences for patients and our workforce from different backgrounds
- EDI is a transformational agenda which requires cultural change to address differential outcomes



NHS
University Hospitals
of Leicester
NHS Trust

Caring at its best



Our refreshed approach to EDI

We have reviewed our current approach to EDI and have decided to refresh our plan. The drivers for this came from three areas:

- Strategic
- Legal and regulatory
- Moral

The Three Pillars

The aims of our revised EDI strategy can be categorised into three different pillars, which have informed the focus of our EDI objectives:



Patient Outcomes and Experience

We included work within the workshops to focus on:

- 1** Patient Outcomes and Experience
- 2** Reducing health inequalities
- 3** Collaborating with key stakeholders across the LLR system



With the aim to help identify a set of EDI patient priorities



Workforce related outcomes

In order to refresh our EDI plan we invited a range of stakeholders across UHL to attend a series of workshops. Our workshop themes based around workforce were:

Attraction and Recruitment



Development and Progression



Anti-Bullying and Harassment



Pay and Benefits



This Strategic Plan has been developed using a range of information, feedback and evidence relating to our EDI work. Much of this evidence is set out in our case for change, which should be read in conjunction with this plan.

This document outlines the journey of how we reached our EDI Strategic Plan. It sets out the drivers for change, the direction and mechanisms of our review work and our revised EDI priorities moving forward.



New information impacting our Trust

The impact of COVID-19

During 2020, all NHS organisations, including our Trust have responded to the pandemic. This has impacted our communities, patients and staff in every aspect of our lives.

The pandemic has impacted the way we deliver services, with a nationally directed response. It has shone a light on existing health inequalities and there is now a national directive to tackling inequalities and addressing discrimination. We have considered this as part of this review work in order to improve the experiences of all our patients and staff including those facing disproportionate outcomes , especially BAME staff.



A report by Public Health England on the impact of COVID-19 sets out the following key recommendations:

Accelerate efforts to target culturally competent health promotion and disease prevention programmes for non-communicable diseases promoting healthy weight, physical activity, smoking cessation, mental wellbeing and effective management of chronic conditions

Support community engagement using participatory research to understand the variety of determinants of COVID-19 in BAME communities, and to develop programmes to reduce risk and improve health outcomes

Mandate the collection and monitoring of ethnicity data and ensure data is readily available to local health and care partners to help mitigate the impact of COVID-19 on BAME communities

Ensure that COVID-19 recovery strategies actively reduce inequalities caused by the wider determinants of health to create long term sustainable change

Improve services for BAME communities including access, experiences and outcomes of commissioned services at all levels including health impact assessments, good representation of black and minority ethnic communities among staff at all levels and sustained workforce development and employment practices

Fund, develop and implement culturally competent COVID-19 education and prevention campaigns, working with local BAME and faith communities

Accelerate the development of culturally competent occupational risk assessment tools that can be used in a variety of settings to reduce the risk of employees' exposure to and acquisition of COVID-19, especially for key workers

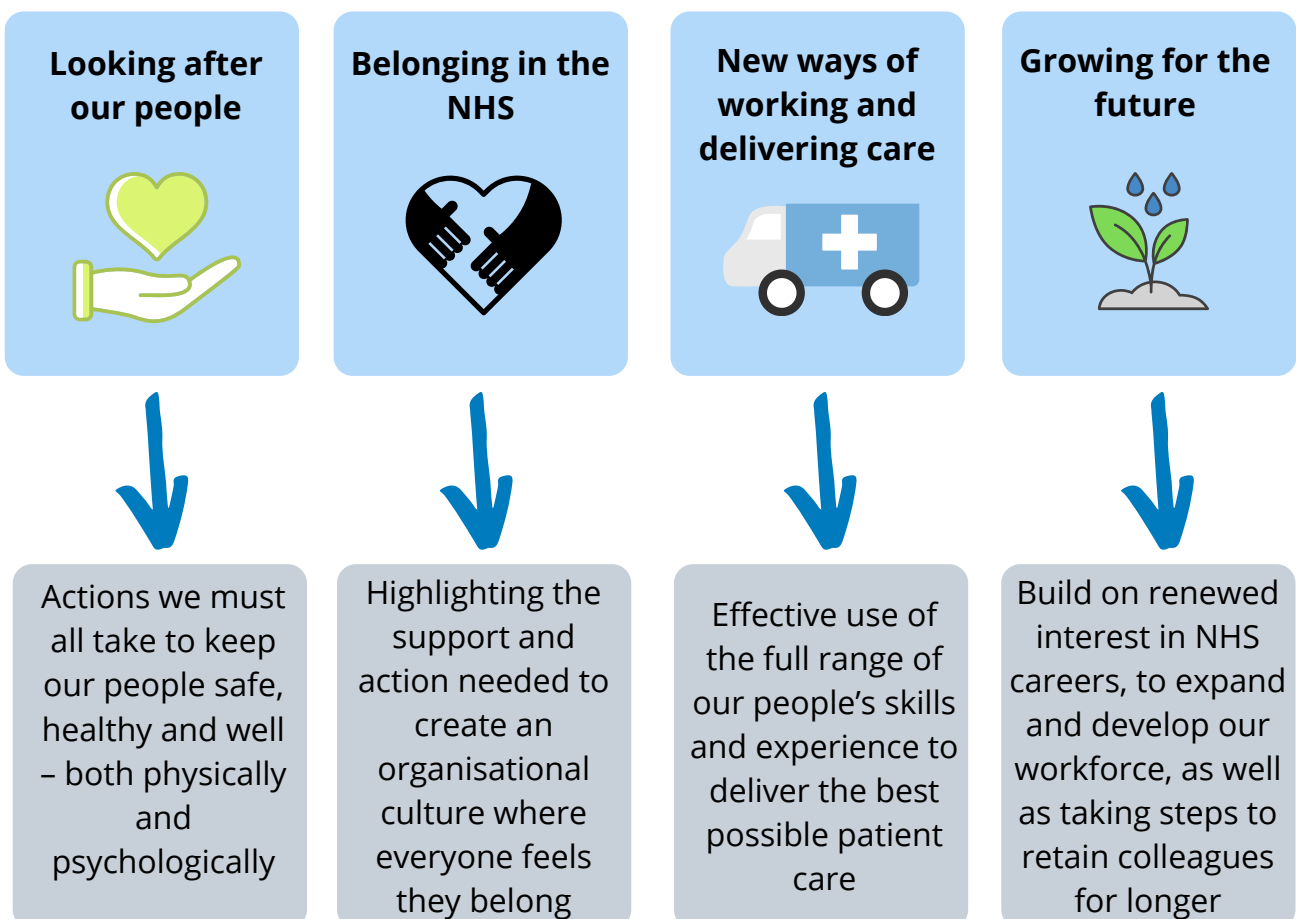
The NHS People Plan

The NHS People Plan provides national, regional and local actions for 2020/21 to support the NHS workforce. Published in July 2020, the plan focuses on equality and tackling inequalities throughout. Following its release, additional guidance to support the implementation of the People Plan has been published by NHS England and Improvement titled 'Implementing Phase 3 of the NHS response to the COVID-19 pandemic' (published August 2020).

The plan acknowledges the challenges that we have faced as a result of COVID-19 and provides a shared purpose in order to drive change moving forward. It particularly focuses on the existing inequalities that impact upon BAME communities and staff that have been highlighted during the pandemic.

As part of the plan, NHS organisations are expected to create a compassionate and inclusive culture in the workforce. As a Trust, this has reinforced our commitment to creating an inclusive culture which is set out in pillar three of our EDI strategy.

The key themes from the NHS People Plan



Our UHL People Plan has been aligned to national, regional and system level people priorities.

Our key considerations for equality review work

Considerations for our ongoing and future equality and inclusion work are summarised below:

The implementation of Equality and Inclusion Strategies



Phase 3 recovery of services following COVID-19 planning



Supporting staff through policies and procedures



WRES, WDES and GPG delivery planning



The development of System and UHL People Plan



Governance arrangements for driving equality performance



Equality Delivery System (EDS) 2 and Accessible Information Standard (AIS)



Feedback from Staff Networks



Impact of global equality movements



Where are we now?

Our previous EDI reporting highlights that our Trust can demonstrate a high level of compliance to our equality duties. The EDI objectives developed within this Strategic Plan aims to further improve and demonstrate our commitment to the equality agenda. We are proud of the recent achievements we have made as a Trust, as summarised below:

Pre COVID EDI achievements:

- Equality and Diversity Board established which is led by our Trust CEO
- UHL BAME Voice Network with over 200 staff members
- UHL Differently Abled Voice Network with over 25 staff members
- UHL Leicester Asian Nurses Network with over 45 staff members
- BAME Leadership targets met for Bands 8a and 8b
- Development of Patient and Staff Trans and Non Binary policies in partnership with the Trans community
- Dignity gowns pilot implemented as a result of patient feedback from Muslim community
- Changes to recruitment process which the Trust mandates balanced recruitment panels for posts Band 8b and above
- Bias training delivered to 132 staff and Professional Behaviour Master Classes delivered to 142 staff
- Implementation of Reverse Mentoring Scheme - targeted at UHL Senior Leadership Team with 21 mentees and 21 reverse mentors recruited
- Anti-Bullying and Harassment plus Disability Advisory Service established
- Prince's Trust and Learning Disability Employment Programme in operation with 46 participants
- UHL completed National NHS Employers Partners EDI Programme year 1 and 2
- UHL delivered BAME Master Classes in partnership with the WRES NHS England team and participated in WRES Quality Improvement Project and NHSE publication
- UHL hosted its first BAME conference with 141 participants
- Launch of Cultural Ambassadors programme with 11 Ambassadors across UHL
- EDI training for UHL Improvement Agents with 65 participants

Where are we now? Continued...

During COVID EDI achievements:

- UHL held five Listening Events led by our Trust CEO to provide reassurance, inspire and motivate workforce. Events provided opportunity for UHL to hear, understand and address concerns
- Occupational Health Service playing a central role in designing risk reduction framework for both Trust and Nationally
- Leicester is a front runner of national research activity in COVID impacts on BAME communities and other community groups at risk of poorer health outcomes
- UHL has good survival rates in relation to patients admitted with Coronavirus - with one of the best survival rates nationally
- UHL introduced GRIPE tool for junior doctors to report racial discrimination, harassment and victimisation
- Support package developed for leaders and line managers to enable compassionate and inclusive conversations during one to one meetings to support risk assessments and health and wellbeing
- LLR System EDI Taskforce established with regular system wide communication during COVID
- LLR System started work to develop an Inclusive Decision Making Framework
- LLR Academy established which is clinically led with strong focus on EDI
- Strong partnerships in place with regional and national EDI teams influencing the direction of travel



Pillar One: Patients

1

Outstanding health outcomes and experiences for all our patients regardless of their social background

About our patients

Between April 2019 and March 2020 there were 260,730 patients accessing hospital services at the Trust. For our review work, we have looked at the backgrounds of our patients. We have compared to local demographic data available through JSNA and Office of National Statistics (ONS). This data highlights that our patients come from diverse backgrounds.



Summary information on some of the protected characteristics of our patients are listed below. We are aware that patients come from a range of different backgrounds and circumstances including carers, veterans, rural communities, asylum seekers and refugees.

Ethnic Background

69.39% of patients were White British and 22.24% of patients were BAME.

Learning Disability

989 of patients during 2019/2020 had a learning disability.

Age

- 26,111 of patients were aged under 15
- 138,660 of patients were aged between 16-64
- 91,364 of patients were aged 65+

Sex

- 44.30% of patients were male
- 55.70% of patients were female



Pillar Two: Workforce

2

A diverse, talented, and high performing workforce

The review has looked at workforce information in relation to Race, Disability, Gender and Sexual Orientation. For our review work, we have looked at the backgrounds of our staff. We have compared to local demographic data available through JSNA and Office of National Statistics (ONS).



Race

The current situation

Across the Trust,
35.43% of the
workforce are Black,
Asian and Minority
Ethnic (BAME)

Leadership Roles

16.64% are BAME
80.60% are White
2.75% Unknown

Compared to the
overall workforce,
BAME representation is
generally lower in
Leadership roles

There is generally a
higher representation
of BAME staff in the
Medical workforce

There is generally a
higher proportion of
BAME staff in lower
Agenda for Change
bands, compared to the
LLR local population

Self reporting
ethnicity is
generally high with
1.52% of the
workforce
unknown

Overall ethnicity across
different staff groups
shows variation. BAME
staff have the highest
representation (across all
Bands) within Additional
Professional Scientific and
Technical group and
Estates and Ancillary

BAME staff more
likely to report
negative
experiences at
work

For our review work, full disaggregated staff data has been analysed - see Case for change.

Source: UHL Workforce Data December 2019

Leadership diversity

During the review of our EDI Strategic Plan, updated data was available through the WRES submission for 2020.

Below is a breakdown of current BAME staff by Band 8 and above. The table shows the Trust's BAME staff targets over a 10 year trajectory until 2028 for Bands 8a to VSM.

These targets are part of the national agenda to improve BAME representation at Leadership roles within the NHS and are aligned to the NHS People Plan and Model Employer Strategy devised by the WRES implementation team.

BAME workforce is underrepresented at Bands 8 and above

There is variation in BAME representation across staff groups for consultants and leadership bands

There are no BAME staff at Very Senior Management level

Band	Current BAME representation			BAME Target								
	Oct-2019	2019 Target	Oct-2020	2020	2021	2022	2023	2024	2025	2026	2027	2028
Band 8 - Range A	73	63	88	71	78	85	93	100	107	115	122	130
Band 8 - Range B	20	19	24	21	24	27	30	32	35	38	40	43
Band 8 - Range C	4	5	4	6	8	9	11	12	14	15	17	19
Band 8 - Range D	2	4	2	5	5	6	6	7	7	8	8	9
Band 9	2	2	1	3	3	3	3	4	4	4	5	5
VSM	0	0	0	1	1	1	2	2	2	3	3	3
Total	101	93	119	107	119	131	145	157	169	183	195	209

Source: UHL Workforce Data September 2020 - Note - Board members have been excluded from this data analysis.

2019 Targets met overall but just under target for Bands 8c and 8d

2020 Targets met overall but just under target for Bands 8c, 8d, 9, and VSM

Work needs to be done to improve BAME representation at leadership level

For our review work, full disaggregated staff data has been analysed - see Case for change.

BAME Staff experiences

Analysis of data from the NHS Staff Survey 2019 by ethnicity shows:

Staff from BAME backgrounds experience lower rates of harassment from patients and the public compared to White staff

Data is based on the 2019 annual staff survey which had an overall response rate of 35.4%

The rate of harassment for all ethnicities has fallen significantly since 2018 but is higher for BAME staff compared to White staff

BAME staff experiencing discrimination from their managers / colleagues is significantly higher than white staff. This has fallen slightly since 2018 but remains a concern to the Trust



For our review work, data relating to NHS Staff Survey is include with the Case for change.

Disability

The current situation



Source: UHL Workforce Data 2019

For our review work, full disaggregated staff data has been analysed - see Case for change.

Staff with Disabilities - experiences

Analysis of data from the NHS Staff Survey 2019 by disability shows:

Staff with disabilities experience higher rates of harassment from staff, patients, relatives and the public compared to non disabled staff

Data is based on the 2019 annual staff survey which had an overall response rate of 35.4%

Disabled staff experiencing discrimination from staff and from their managers is significantly higher than for staff with no disability

The rates of reporting harassment incidents have decreased for all staff in 2019 from the previous year. Disabled staff are reporting slightly less incidents of harassment and abuse than non disabled staff

Further insight is needed to understand this as overall, we know that disabled staff are more likely to experience harassment, bullying or abuse.



For our review work, data relating to NHS Staff Survey is include with the Case for change.

Gender

The current situation



Source: UHL Workforce Data 2019

Gender Pay Gap Information

Gender Pay Gap data from 2019/20 show the mean (average) pay gap difference between hourly earnings for men and women is **28%**

Bonus payments data shows there is a **26%** bonus pay gap between men and women, with men more likely to receive the bonus



Full information on gender pay gap data see case for change.

Source: UHL Gender Pay Gap Data 2020

Sexual Orientation

The current situation

Across the Trust,
2.2% of the
workforce have
disclosed that they
are LGB

Further insight work
is needed to
understand workforce
experiences

There are relatively
high rates of staff
who do not disclose
their sexual
orientation - **12.5%**

Caution should be
taken with this data
however the data
doesn't show a link
between sexual
orientation and
grade

Source: UHL Workforce Data 2019

Due to the low number of Lesbian, Gay and Bisexual (LGB) staff disclosing their sexual orientation, it is difficult to ascertain if there is low representation in the upper quartile bands of the workforce.

For our review work, full disaggregated staff data has been analysed - see Case for change.



Pillar Three: Inclusive culture

3

An inclusive, accessible and civil culture

Our work environment

Here are examples of how we promote inclusion and meets the needs of our patients and staff across the Trust:



Chaplaincy services



Engagement work with patients, carers and local community stakeholders



Disability Access



Volunteers



Human Resource policies and recruitment



Access and reasonable adjustments



Military Veterans Covenant



Equality assurance schemes



Mental Health and Wellbeing Support



Freedom to Speak Up Champions



Staff Side and patient partners



Patient policies and procedures



Revised EDI Strategic Plan - 5 Years

1

Outstanding health outcomes and experiences for all of our patients regardless of their background

Objectives

1

Improve access to our services for patients with diverse needs

2

Ensure that patients from diverse backgrounds receive a safe, high quality service

3

To reduce health inequalities

All objectives and actions are aligned to the Equality Delivery System (EDS)



Pillar One Priorities 2020-2021

1	Objective: Improve access to our services for patients with diverse needs	Outcome measures	Timeframes	Accountable Area
	<ul style="list-style-type: none"> To facilitate access to services for patients with communication needs including patients with a learning disability or a sensory impairment 	<ul style="list-style-type: none"> Patients, carers and communities can readily access hospital, services To reduce the number of DNAs (EDS goal 2.1) 	Review annually	EDI Team
	<ul style="list-style-type: none"> To facilitate access for patients whose first language is not English 	<ul style="list-style-type: none"> People report positive experiences of the NHS (EDS goal 2.3) 	Review annually	EDI Team and Clinical Management Groups
	<ul style="list-style-type: none"> To continue to improve digital access to services for patients 	<ul style="list-style-type: none"> Patients, carers and communities can readily access hospital, services (EDS goal 2.1) 	Review annually	EDI Team and Clinical Management Groups and Operations
	<ul style="list-style-type: none"> To ensure people who identify as Trans can access gender specific screenings e.g. cervical and prostate screening 	<ul style="list-style-type: none"> Service uptake for Screening services by gender identity. % of complaints received by trans patients (EDS goals 1.5 and 2.1) 	Review annually	EDI Team and Clinical Management Groups and Operations
	<ul style="list-style-type: none"> Continue to improve access to clinical services for patients with disabilities 	<ul style="list-style-type: none"> People report positive experiences of the NHS (EDS goal 2.3) 	Review annually	Clinical Management Groups

Pillar One Priorities 2020-2021 continued

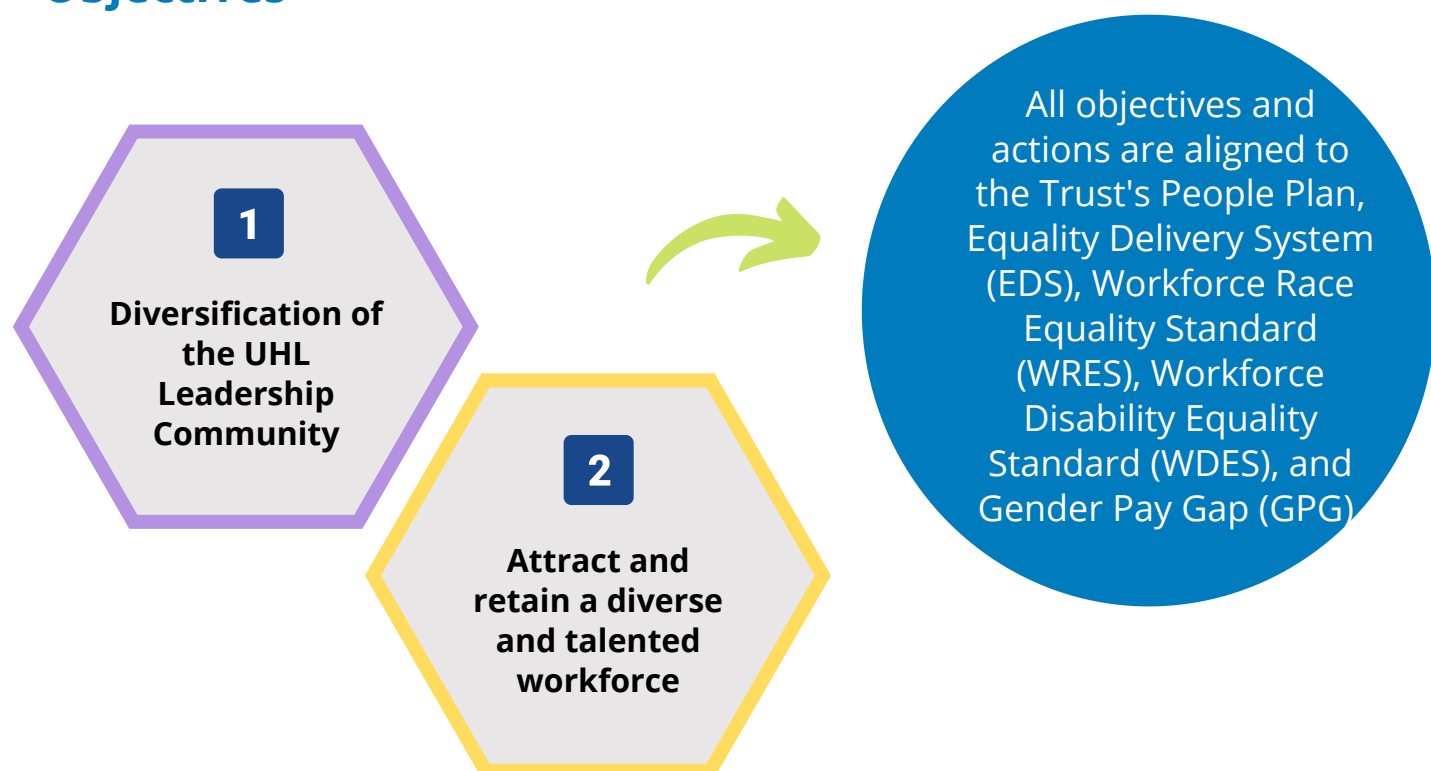
2	Objective: Ensure that patients from diverse backgrounds receive a safe, high quality service	Outcome measures	Timeframes	Accountable Area
		<ul style="list-style-type: none"> People report positive experiences of the NHS (EDS goal 2.3) 	Review annually	Chaplaincy Service
	<ul style="list-style-type: none"> Providing information to patients, carers and staff on the Trust's Chaplaincy services including information on different religions 			
	<ul style="list-style-type: none"> Ensuring that patients with a learning disability and/or sensory impairments, are involved in decisions about their care 	<ul style="list-style-type: none"> People report positive experiences of the NHS (EDS goal 2.3) 	Review annually	EDI Team and Clinical Management Groups and Operations

3	Objective: To reduce health inequalities	Outcome measures	Timeframes	Accountable Area
		<ul style="list-style-type: none"> To have robust evidence base for EDI in place (EDS goals 4.1, 4.2) 	Review annually	People Services and Strategy
	<ul style="list-style-type: none"> To improve understanding of equality and inequality issues through effective analysing and reporting of patient and staff outcomes and experiences: <ul style="list-style-type: none"> - Triangulation reporting - Regular reporting of equality strategy key performance indicators (KPI) 			

2

A diverse, talented, and high performing workforce

Objectives



Pillar Two Priorities 2020-2021

1	Objective: Diversification of the UHL Leadership Community	Outcome measures	Timeframes	Accountable Area
		<ul style="list-style-type: none"> % increase in BAME representation at each band between 8a to VSM in line with our aspirational targets (EDS goals 3.1 and 4.1) 	Review annually	People Services
		<ul style="list-style-type: none"> % increase in Disability representation at each band between 8a to VSM (EDS goals 3.1 and 4.1) 	Review annually	People Services
		<ul style="list-style-type: none"> % increase in Women representation in Leadership roles (EDS goals 3.1 and 4.1) 	Review annually	People Services and Clinical Leaders

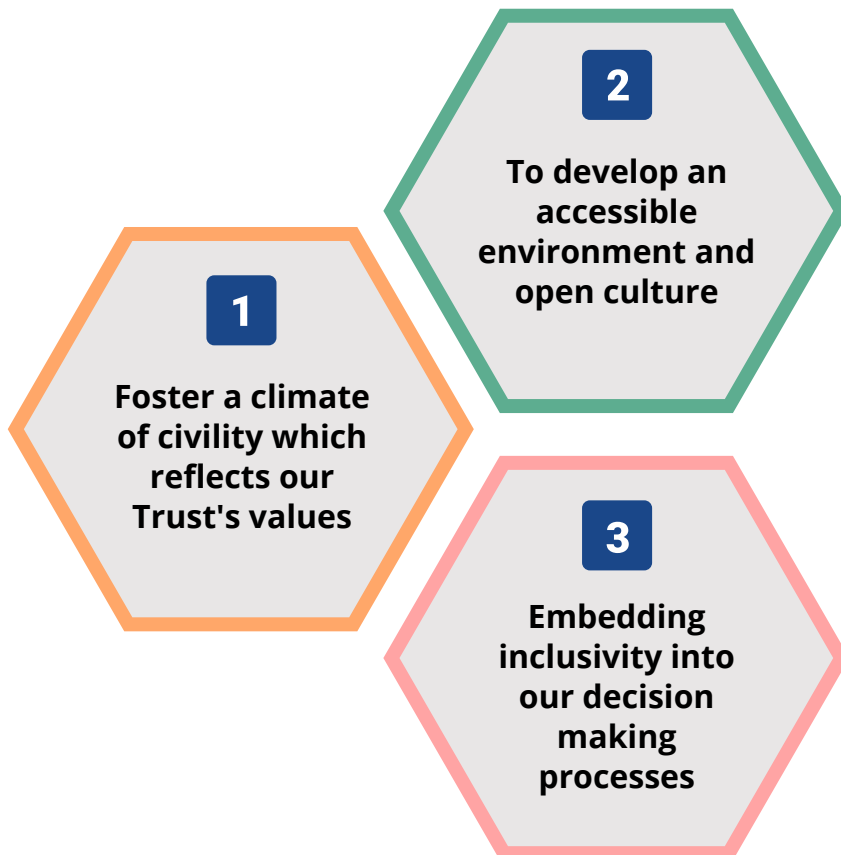
Pillar Two Priorities 2020-2021 continued

2 Objective: Attract and retain a diverse and talented workforce	Outcome measures	Timeframes	Accountable Area
<ul style="list-style-type: none"> To encourage staff to disclose/update their sexual orientation and disability monitoring data through ESR 	<ul style="list-style-type: none"> % increase in disclosures of disability and LGBT. To reduce non disclosure of sexual orientation by 12.5% to 6% by 2025. To reduce non-disclosure from 14% to 7% for Disability by 2025 (EDS goal 4.2) 	Review annually	People Services and Staff Networks
<ul style="list-style-type: none"> To improve understanding of equality and inequality issues through effective analysing and reporting of staff outcomes and experiences: <ul style="list-style-type: none"> - Triangulation reporting - Regular reporting of equality strategy key performance indicators (KPI) 	<ul style="list-style-type: none"> To have robust evidence base for EDI in place (EDS goal 4.2) 	Review annually	People Services and Strategy
<ul style="list-style-type: none"> Address gender pay gaps through the establishment of gender equality working group 	<ul style="list-style-type: none"> Decrease the gender pay gap Also see previous priorities on women representation (EDS goal 3.2) 	Review annually	People Services
<ul style="list-style-type: none"> To design and implement the high potential scheme pilot to identify and develop diverse talent 	<ul style="list-style-type: none"> Increased diverse workforce (EDS goal 3.3) 	Review annually	People Services
<ul style="list-style-type: none"> To implement a local Stepping Up programme to encourage the progression of BAME staff in Bands 5 to 7 	<ul style="list-style-type: none"> Improved representation of BAME staff in bands 6 to 8 to show progression (EDS goal 3.3) 	Review annually	People Services
<ul style="list-style-type: none"> To promote participation in the Ready Now programme to encourage progression of BAME staff in Bands 8a and above 	<ul style="list-style-type: none"> Improved representation of BAME staff in bands 8b and above to show progression (EDS goal 3.3) 	Review annually	People Services

3

An inclusive, accessible and civil culture

Objectives



All objectives and actions are aligned to the Trust's People Plan, Equality Delivery System (EDS), Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES), and Gender Pay Gap (GPG)



Pillar Three Priorities 2020-2021

1	Objective: Foster a climate of civility which reflects our Trust's values		
	Outcome measures	Timeframes	Accountable Area
<ul style="list-style-type: none"> To ensure that each member of staff has an EDI objective within their appraisal 	<ul style="list-style-type: none"> 100% of appraisals to include an EDI objective (EDS goal 3.3) 	December 2021	Peoples Services / Line managers
<ul style="list-style-type: none"> Develop and launch an Active Bystander Programme 	<ul style="list-style-type: none"> Measured by NHS Staff Survey outcome data for B&H, Exit interview data, Grievances and Patient complaints (EDS goal 3.4) 	December 2020	Active Bystander Programme Group

Pillar Three Priorities 2020-2021 continued

2	Objective: To develop an accessible environment and open culture	Outcome measures	Timeframes	Accountable Area
	<ul style="list-style-type: none"> Develop an EDI communication plan to drive improvement and highlight successes 	<ul style="list-style-type: none"> EDI Communication plan developed and approved at EDI Board (EDS goal 4.1) 	April 2021	EDI Team
	<ul style="list-style-type: none"> To develop a staff network framework and plan which sets out the scope and remit of our diversity networks to reflect LGBT+ and Gender 	<ul style="list-style-type: none"> Staff network plan submission and approval by EDI Board (EDS goal 3.6) 	January 2021	EDI Team and Network Chairs
	<ul style="list-style-type: none"> To hold annual planning workshop for staff networks 	<ul style="list-style-type: none"> Top 3 annual priorities agreed with network chairs (EDS goals 3.6 and 4.1) 	February 2021	EDI Team and Network Chairs
	<ul style="list-style-type: none"> Ensure that the Accessible Information Standard (AIS) is implemented and embedded into service design and delivery 	<ul style="list-style-type: none"> Measured by patient feedback - FFF and complaints (EDS goals 1.1, 1.2, 2.1 and 2.4) 	Review annually	EDI Team and Clinical Management Groups and Operations
	<ul style="list-style-type: none"> To attract and develop volunteers from diverse communities and backgrounds 	<ul style="list-style-type: none"> To monitor the diversity of our volunteers (EDS goal 4.3) 	Review annually	Head of Volunteering
	<ul style="list-style-type: none"> To ensure that EDI training is embedded into the volunteer induction process 	<ul style="list-style-type: none"> EDI content included in volunteer induction (EDS goal 4.3) 	Review annually	Head of Volunteering

Pillar Three Priorities 2020-2021 continued

3 Objective: Embedding inclusivity into our decision making processes	Outcome measures	Timeframes	Accountable Area
	<ul style="list-style-type: none"> To develop Senior Equality Champions programme 	<ul style="list-style-type: none"> Measure progress through the visibility of senior inclusive Leadership behaviours and NHS Staff Survey (EDS goal 4.1) 	April 2021 People Services
	<ul style="list-style-type: none"> Incorporate our approach to reverse mentoring within the Senior Equality Champions programme and assign a reverse mentor to each Senior Equality Champion 	<ul style="list-style-type: none"> 100% uptake by senior champions (EDS goal 4.1) 	April 2021 EDI and Staff Networks
	<ul style="list-style-type: none"> To review our Leadership and management development offer to ensure EDI is integral 	<ul style="list-style-type: none"> EDI embedded into Leadership and management Development programmes (EDS goal 3.3) 	July 2021 Peoples Services
	<ul style="list-style-type: none"> To embed our Inclusive Decision Making Framework 	<ul style="list-style-type: none"> EDI embedded throughout all our decision making and governance processes (EDS goals 1.1 and 2.1) 	December 2022 Head of EDI Team

Communication and Engagement

Our performance and governance of EDI will use the following mechanisms:



- EDI Workshops
- Engagement with staff networks, DAV and BAME Voice
- 1-1 conversations with stakeholders from across the Trust and the LLR system
- Working in partnership with the EDI Communications Team to:
 - Identify key EDI messages to intersect with the Becoming the Best narrative and the appropriate channels and audiences
- EDI Communications will have an educative dimension to support Learning and Development interventions
- Inclusive leadership round tables led by Chairman, CEO, Chief People Officer and Organisation Development
- Will support the change process by highlighting impact case studies and short/medium term achievements to maintain momentum in to the long-term



Evaluation of Impact

Performance and Governance

Our performance and governance of EDI will use the following mechanisms:

- An impact and evaluation framework will be developed to allow us to measure progress and performance using Quality Improvement (QI) methodology
- Progress reports will be developed which detail the ongoing activity to deliver our objectives and aspirational targets which sit under each of the three pillars for EDI
- Trust Board/People, Process and Performance Committee (PPPC) / Executive People and Culture Board (EPCB)
- Quarterly reports to the Clinical Quality Review Group (CQRG)
- Annual reviews of performance will take place to highlight progress against KPIs for EDI Board/PPPC/EPCB/Trust Board
- Review work will use a range of evidenced based project management tools
- Mandated reporting for WRES, WDES, GPG and EDS



Conclusion

The review of our Equality, Diversity and Inclusion Strategic Plan has aimed to involve staff working across the Trust as well as including the experiences of patients.

During the review period, we have witnessed significant changes in public awareness towards equality and inequality issues due to COVID 19 impacts and the Black Lives Matter movement.

The work we have carried out as part of the review has enabled us as a Trust, to evaluate our equality performance in detail and reflect on actions needed to improve for the future. We have identified key areas where we need to do better for our staff and patients including:

Staff

- Improving representation of under represented groups in senior leadership roles (BAME, women, sexual orientation, disability)
- Reducing the gender pay gap
- Supporting staff from different backgrounds to form networks of support (BAME, LGBT, female doctors)
- Promoting inclusive work environments where all staff feel valued and are free from harassment, bullying and discrimination
- Embedding EDI into senior leadership and managers

Patients

- Improving accessibility for patients with disabilities and meeting language needs
- Increasing accessibility of services for trans patients
- Ensuring all patients have a positive experience of their care
- Reducing health inequalities
- Ensuring there is governance for decision making

The review work recognises the importance of making our services accessible as possible as we plan for phase 3 COVID recovery of services. Engagement with our patients and stakeholders will help to ensure we understand the barriers patients and carers face. This includes digital exclusion as more digital services are put in place and where reasonable adjustments are required for people with a disability.

As a Trust, it will be everyone's responsibility to promote equality issues and for the Board to drive this Strategic Plan forward. We pledge to monitor and review our equality performance regularly in order that we drive improvements and make progress.

We know that implementation of the Strategic Plan will not be easy and this Strategic Plan is not isolated from other changes that are happening across the NHS and for the LLR system. We acknowledge that the plan may need to be flexible for its duration, to take account and give regard to changes to national equality mandated requirements.



Acronym list

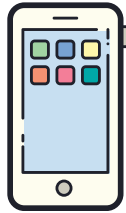
- AIS - Accessible Information Standard
- BAME - Black, Asian and Minority Ethnic
- B&H - Bullying and Harassment
- CCGs - Clinical Commissioning Groups
- CEO - Chief Executive Officer
- CPD - Continuing Professional Development
- CQRG - Clinical Quality Review Group
- CEA - Clinical Excellence Award
- DAV - Differently Able Voice
- DNA - Did not attend
- EDS - Equality Delivery System
- EDI - Equality Diversity and Inclusion
- EIA - Equality Impact Assessment
- EPCB - Executive People Culture Board
- ESR - Electronic Staff Record
- FFT - Friends and Family Test
- GP - General Practitioner
- HELM - Health Education Learning Management
- HR- Human Resources
- IMD - Index of multiple deprivation
- JSNA - Joint Strategic Needs Assessment
- KPI's - Key Performance Indicators
- LGB - Lesbian, Gay, and Bisexual
- LGBT - Lesbian, Gay, Bisexual and Transgender
- LLR - Leicester, Leicestershire and Rutland
- NHSE - NHS England
- OD - Organisational Development
- ONS - Office of National Statistics
- PPC - Peoples Process and Performance Committee
- PSED - Public Sector Equality Duty
- QI - Quality Improvement
- RCN - Royal College of Nursing
- SMART - Specific, Measurable, Achievable, Realistic and Timely
- SOM - Sexual Orientation Monitoring
- UHL - University Hospitals of Leicester NHS Trust
- VSM - Very Senior Grades
- WDES - Workforce Disability Equality Standard
- WRES - Workforce Race Equality Standard

Contact us

If you have any questions around Equality, Diversity and Inclusion, please get in touch with us:



Email: **equality@uhl-tr.nhs.uk**



Telephone: **0116 258 4382**

Twitter



@Leic_hospital twitter

Facebook



leicester'shospitals

YouTube



LeicesterHospitalsNHS

Instagram



Leicesterhospitals