

Equality, Diversity and Inclusion (EDI) Strategy

2021 - 2025



PROUD TO MAKE A DIFFERENCE

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST



Contents

- 03. Foreword by the Chief Executive
- 04. Introduction
- 05. Our vision
- 06. Our EDI objectives
- 12. The business case
- 13. Accountability and governance
- 13. Monitoring and review
- 14. Legal and national standards
- 17. Contact and for further information



Foreword by the Chief Executive

There is a great deal to be proud of at Sheffield Teaching Hospitals NHS Foundation Trust. We are one of the largest local employers with close to 18,500 staff who provide the full range of hospital and community services for adults in Sheffield, as well as specialist care for patients from further afield including cancer, spinal cord injuries, renal and cardiothoracic services.

From a personal perspective, I am incredibly excited to put my name to this first strategy on Equality, Diversity & Inclusion (EDI). I have relished the opportunities since I took up post two years ago to see the EDI Board established and the Staff Networks flourish. And the reason for this is that I want every employee to be able to state with confidence that they are proud to be working for Sheffield Teaching Hospital NHS Foundation Trust and that they can bring their whole selves to work. I want every patient to believe that they are treated with fairness, dignity and respect throughout their journey with us and that they are in receipt of the very best care that the NHS can offer them.

Events during 2020 shone a spotlight on racism and the inequalities that exist within our society, particularly within the context of the disproportionate impact of the COVID pandemic, which has further reinforced the need for us to develop a much bolder strategy to secure equality, diversity and inclusion for our patients, staff and communities.

We are all committed to taking our responsibilities seriously and we will do what it takes to make real and long lasting improvements. Our PROUD values put the patient first in all that we do but we are also aware that, in order to effectively achieve this, we must be an employer that listens to, understands and meets the needs of our staff. We value each other and therefore need to ensure there is equal respect as well as equity of access and opportunity for everyone.

To enable this to happen we must be diverse, inclusive and equitable. We have to reflect the communities and individuals who we serve, otherwise we will not meet their needs. We must also be efficient and effective and a crucial part of this is for us to appreciate talent in all its forms. We also need to go further to develop our understanding of our communities and we will do this by working in partnership.

Diversity, therefore, is about everyone and, as a publicly funded service, delivering for everyone is key to our core purpose of providing great quality health care.

This strategy is an integral part of our vision for the future and I am confident that, as a result, we will be better equipped to deliver our aspirations as a Trust. I know I speak on behalf of the Board of Directors in saying that this strategy is of fundamental importance to us as a Trust and we'll be monitoring our progress regularly to ensure it is delivered.



A handwritten signature in black ink, which appears to read 'Kirsten Major'. The signature is fluid and cursive.

Kirsten Major
Chief Executive

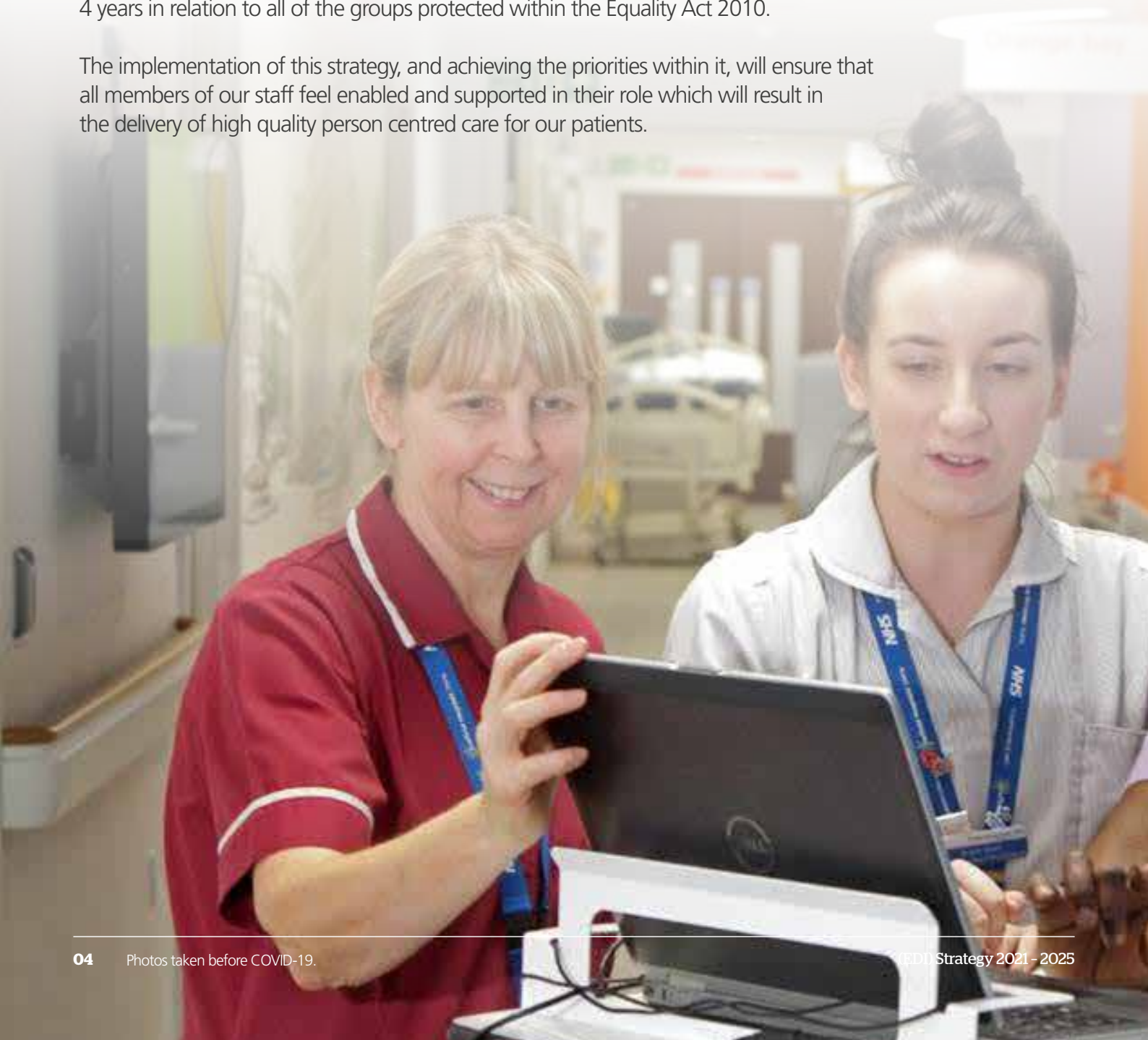
Introduction

This strategy reflects the Trust's commitment to ensuring that our services are fully accessible and that they meet the diverse needs of the people we serve. It also aims to positively promote inclusivity and ensure our treatment pathways are always personalised and meet individual needs. Additionally, it identifies our workforce aspirations and establishes our priority areas to support and promote diversity and inclusion for all staff.

This strategy is built around the four goals stipulated by the Equality Delivery System for the NHS (EDS2), which looks at service user health outcomes, patient experience and access to our services, as well as how representative and supported our leadership and workforce is. The strategy supports the Trust's requirement to meet its obligations under the Equality Act 2010 and incorporates the mandatory requirements for the Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES) and the Accessible Information Standards.

It provides an overview of our achievements to date and the objectives and targets that we have set for the next 4 years in relation to all of the groups protected within the Equality Act 2010.

The implementation of this strategy, and achieving the priorities within it, will ensure that all members of our staff feel enabled and supported in their role which will result in the delivery of high quality person centred care for our patients.



Our vision

Our vision is to have a workforce that fully reflects the communities we serve and a workplace culture in which everyone feels valued and is treated with fairness and respect, where we collectively work to eradicate gender-based discrimination, misogyny and sexism; racism, homophobia, trans-phobia, ageism, and disablism etc. ensuring that barriers to progression are identified and addressed and for STH to be an exemplar of best practice.

We are achieving our vision by...

- Developing robust ways to manage performance and ensuring that all areas embed EDI best practice
- Ensuring there is visible leadership of EDI, that people are leading by example and that we achieve what we say we will within the deadlines agreed
- Building strong community connections and networks so that our activity is informed by conversations with local people and partners and our PROUD values help influence partner organisations
- Embedding a zero tolerance approach to any form of discrimination, bullying, harassment and victimisation and bringing people together to create a social movement for change
- Building the EDI capability of every member of staff so that we are all confident to challenge when we witness language or behaviour that doesn't fit with the Trusts' PROUD values, using positive action to build a diverse workforce, ensuring access to opportunities for current staff, supporting our Staff Network Groups and ensuring that we support our Disabled colleagues with reasonable adjustments
- Embedding an effective way of measuring and evaluating what we are achieving and what impact we are having across the organisation



Our EDI objectives

COVID-19

We are actively engaging with our partners across South Yorkshire to understand the disproportionate impact that COVID-19 has had on diverse communities as well as looking at the wider health inequalities across the City and the impact across all protected groups.

Some of our achievements	What we plan to do
<ul style="list-style-type: none">• Developed a COVID-19 Individual Staff Impact Assessment to ensure the health and wellbeing of our staff is protected and supported• Created a Rapid Equality Impact Assessment (REIA) process to ensure that key documents and decisions are assessed for their impact on people and communities• Completed REIA's on key documents and decisions during the pandemic, such as:<ul style="list-style-type: none">- COVID-19 Risk Stratification for At-Risk Groups- Guidance for Patients and Visitors- Programme for vaccination roll out• Worked with the Sheffield Accountable Care Partnership (ACP) to address the causes and address the outcomes of inequalities experienced by our Ethnic Minority communities• Provided support to staff who have been identified as clinically vulnerable to COVID who are transitioning from shielding back to the workplace• Provided advice and support to the recruitment process to ensure that the vaccination roll out is diverse and meets the diverse needs of all groups	<ul style="list-style-type: none">• Implement the recommendations from the Rapid Equality Impact Assessment (REIA) to ensure the vaccination process, including the location and the services being delivered, is accessible and meets people's individual needs• Ensure that patients with a range of language requirements are supported to ensure an understanding of the shielding and safety requirements to prevent COVID infection and to increase take up of the vaccination• Continue to work with our partners including Primary Care and the CCG to build trust of health services across all communities and provide information that is clear and accessible for all• Work in close collaboration with our communities to ensure that we better understand their needs and ensure that the services we provide are accessible and personalised• Embed the Individual Staff Impact Assessment into the annual Appraisal process to ensure our staff continue to receive the support they need• Review our workforce policies and procedures to ensure they are non-discriminatory and inclusive

Improve service user access and experience

We want to ensure that our services are accessible to all service users and carers who require care and treatment. We want to ensure the information we provide can be adapted to meet individual needs.

Some of our achievements	What we plan to do
<ul style="list-style-type: none">• Developed recording and monitoring systems to gather and analyse patient diversity data and ensure an ongoing commitment to the Accessibility Standards for Public Sector Websites and Apps, as well as the Accessible Information Standard• Provided guidance on the development of Virtual Clinics to ensure they are inclusive and meet people's needs• Introduced an email appointments system to send patients their invite to attend electronically, increasing the accessibility of our communication• Developed an improvement programme to upgrade Prayer and multi-faith rooms, ensuring that they are all fit for purpose	<ul style="list-style-type: none">• Build strong and effective relationships and partnerships with all our stakeholders to address issues of inequality and exclusion, including access to services and employment, across the city• Ensure, when our service users transition from one service to another, that there are clear processes in place and everyone is well informed• Sign up to the British Deaf Association's British Sign Language (BSL) Charter and improve access to interpreters and establish systems to monitor their effectiveness• Conduct an accessibility audit across all STH sites

Better Health Outcomes

We want to identify if there are health inequalities in our services and have systems in place to tackle these in an open and transparent way. We want to ensure that inequalities are flagged and transformed into service improvement measures, which are evident in service business planning and captured by the Trust's equality, diversity and inclusion work streams.

Some of our achievements

- We routinely monitor feedback from all patient groups and analyse comments and complaints from those who use our services, and investigate areas where services can be improved
- We have a number of community engagement groups with whom we consult on areas of policy development, service redesign and improvement
- Appointed to a dedicated role to support pregnant women from ethnic minority backgrounds to access maternity services, specifically during the pandemic
- Drafted Trans, Non-Binary and Gender Diverse Guidance for Patients and Staff that supports the provision of inclusive and patient-centred services and promotes an understanding of the barriers that these communities face

What we plan to do

- Work with under-represented communities to identify and remove any barriers to accessing services and with patients who may have been treated inequitably and involve them in discussions on how we can improve
- Ensure diversity in all Trust images and branding and that these represent the communities we serve
- Implement a new Electronic Patient Records system and ensure that it captures relevant and usable information to make the patient journey the best it can be
- Ensure equality, diversity and inclusion is an agenda item on all senior leader meetings across all of our service areas

Culture change and mainstreaming equality, diversity and inclusion

We will create a culture where staff feel valued and recognised for their important and individual contributions. We will promote an environment where health and other inequalities can be identified in a safe and transparent way and for the organisation to learn and improve as a result.

Some of our achievements	What we plan to do
<ul style="list-style-type: none">• Established a formal Equality, Diversity and Inclusion (EDI) Board• Developed an EDI data dashboard to monitor the progress we're making on all aspects of the agenda• Developed a Diversity and Inclusion Calendar that highlights significant dates and events, and have agreed those dates we will mark as a Trust over the next 12 months• Introduced a 'Quality Assurance' system for our approach to Equality Impact Assessments (EIAs)• Launched a selection of twelve EDI online e-learning training and awareness programmes for staff• Embedding EDI best practice into HR processes and decision-making	<ul style="list-style-type: none">• Meet the requirements for EDS2, submit to the Stonewall Workplace Equality Index, become a Disability Confident Leader, ensuring processes and systems are in place to address the bullying and harassment of disabled workforce; promoting the abilities of our disabled workforce and meeting all of the requirements of the accessible Information Standard• Provide EDI training for Non-Executive Directors, Governors, managers and staff at all levels• Widen our participation and community engagement activities to support social mobility and increase access to educational, training and job opportunities• Develop a Race Equality Charter and programme aimed at reducing violence, aggression and discrimination towards ethnic minority staff, making it easier for people to report incidents, and ensuring that our Freedom to Speak Up Guardians are representative of the diversity of our workforce

A representative and supported workforce

An inclusive and diverse workforce that is representative of the community with measurable improvement through effective recruitment, selection and promotion in order to positively attract, retain and support the progression of under-represented groups of staff at all levels. An environment that embraces diversity, and promotes inclusion, gender equality and a zero tolerance to all forms of discrimination, bullying, harassment and victimisation and provides a safe and caring environment for staff where they can be themselves at work.

Some of our achievements

- Established Staff Network Groups for Ethnic Minority staff, staff with disabilities or long-term conditions and LGBTQ+ staff. All are also open to allies
- Established a Reciprocal Mentoring Programme where members of the Trust's leadership team are paired with members of our Staff Network Groups to provide a sharing of lived experience and strategies for success
- Developed an approach to Representative (Diverse) Recruitment Panels so that by February 2022 our recruitment process is representative in terms of both ethnicity and gender
- Reviewed our management and leadership development programmes to embed the skills and knowledge required to promote an inclusive workplace and to recognise and value diversity

What we plan to do

- Continue to support our Staff Network Groups and the development of a Women's Staff Network Group and enable virtual networks where required. This will help staff to connect with each other, strengthen their collective voice to influence and inform EDI work across the Trust
- Continue to report on the WRES and WDES metrics and develop action plans that tackle the main issues of concern
- Further interrogate workforce diversity data, at a corporate and local level, to develop a better understanding of the profile of the Trust and where targeted and / or positive action needs to be taken
- Support the wellbeing, mental and physical health of our staff including staff with a broader range of disabilities, including visual impairments, learning difficulties and disabilities through a new Workplace Adjustment Policy and Reasonable adjustment Passport
- Communicate to our diverse communities the job opportunities that exist within the Trust and encourage people to join our workforce

Inclusive Leadership

We want our workforce to demonstrate compassionate and inclusive leadership. We will create a culture where staff feel valued and recognised for their important and individual contributions. We will promote an environment where health inequalities can be identified in a safe and transparent way and for the organisation to learn and improve as a result.

Some of our achievements	What we plan to do
<ul style="list-style-type: none">• Identified an EDI champion at Trust Board level - our Chief Executive, Kirsten Major• Celebrated key EDI events across STH with a wide range of communications and activities, all supported by the Leadership Team• Developed a EDI skills assessment approach for Trust Leaders, including Non-Executive Directors and Governors• Created a link between the EDI Board, the Trust Executive Group, the Board of Directors and the Council of Governors to ensure that everyone is aware of, and committed to, the Trust's direction of travel with EDI• Ensure that EDI is an integral part of the Trust's People Strategy	<ul style="list-style-type: none">• Ensure all leaders (Non-Executive Directors, Governors, Directors and Senior Managers) receive an individual EDI assessment and benefit from the EDI leadership training programme• Monitor the participation in leadership and management development programmes by equality group and set targets for future participation• Develop and deliver leadership education, training and awareness that supports the provision of compassionate and inclusive leadership and clearly communicates people's responsibilities in leading the agenda• Develop and deliver 'Conversation Corners: Let's Talk About...' sessions for senior leaders and staff at all levels to raise awareness and learn from individual and lived experiences• Establish a network of Equality Champions that provide active support to, and are advocates for, the EDI agenda

The business case

Sheffield Teaching Hospitals, as with other public sector organisations, has a legal duty under the Equality Act 2010 as well as compelling moral and social reasons for implementing an effective approach to ensuring equality, diversity and inclusion. However, there are also real business benefits:

- It enables STH to provide effective and efficient services tailored to meet the needs of the communities we serve, therefore saving time, money and staff resources.
- By valuing the contribution of everyone and treating staff with dignity and respect, we increase retention rates and reduce costs associated with high levels of turnover as well as reducing absenteeism and increasing motivation and loyalty. Staff will go along the extra mile if they feel connected to and supported by the Trust.
- Good equalities practice and an inclusive culture saves the Trust time spent on grievances, disciplinaries, dismissals and Employment Tribunal cases. Staff who feel that the Trust takes them seriously, is committed to anti-discriminatory practice and that values and treats them properly will have greater confidence to challenge bad practice and will also have more trust in the processes to tackle unfairness and discrimination.

There have been a number of significant and agenda changing issues and events taking place both in the UK and globally over the last few years which have further highlighted that the time to properly address issues of inequality and discrimination is now. The Black Lives Matter movement has opened peoples eyes to the damaging impact of racism on our communities. The 'Me Too' campaign and other recent events that have brought into question the safety and security of women confirm that we have much to do to tackle sexism and misogyny. We are committed to taking action to address these issues and will work in partnership to do all that we can to influence positive societal change.

The COVID-19 pandemic has shone an even brighter spotlight on health inequalities. NHS organisations, as detailed in the 2021/22 priorities and operational planning guidance, need to develop population health management approaches that will address inequalities in access, experience and outcomes. Partnership working is key to this and we are committed to working with our colleagues across health and social care and beyond.

Accountability and governance

The delivery of this strategy will be overseen by the EDI Board and will be reviewed annually to ensure that it remains fit for purpose and takes account of any new requirements or changes to legislation, standards (new or revised), government consultation/feedback, health inequality outcomes and data or information.

Board of Directors	Board Members are directly accountable for the Trust's compliance of legislation and mandated National Standards
Trust Executive Group (TEG)	Executive Directors of the Trust who are responsible for the effective and efficient running of the organisation
Human Resources (HR) and Organisational Development (HR&OD) Committee	The HR&OD Committee is a sub-committee of the Trust Board which oversees workforce and has an overview of EDI, work plans and receives updates from the EDI Board
Healthcare Governance Committee (HCGC)	The HCGC Committee is a sub-committee of the Trust Board which oversees the quality of service delivery and has an overview of EDI, work plans and receives updates from the EDI board
Equality, Diversity and Inclusion (EDI) Board	<p>The Chief Executive is the Trust Board champion for EDI and sits on the EDI Board. Membership includes Staff Network Group Chairs, Director of Organisational Development, Head of HR Operations, Director of Communications, Operations Director(s) and Nurse Director(s) and Staff Side as well as key managers from across all service areas</p> <p>The EDI Board provided effective governance of the EDI agenda and ensures the Trust understands and meets its legislative, social and moral responsibilities and that EDI remains visible across the organisation</p>
Equality, Diversity and Inclusion Team	The EDI team are responsible for developing and supporting the implementation of this strategy, ensuring the priority objectives are achieved and driving forward the EDI agenda across the Trust

Monitoring and review

This strategy will be subject to review and evaluation on a yearly basis. The priority objectives set out in this strategy are fluid and will be prioritised in accordance with STH's Corporate Strategy. The EDI Board has ownership of and responsibility for the implementation of this strategy. A detailed action plan, with metrics, indicators and timescales, will be produced and monitored by the EDI Board on a regular basis.

Legal and national standards

There are a number of legal requirements and national standards obligations that the Trust must meet to eliminate discrimination, and advance equality and cohesion. The table below summaries these requirements and what they mean for the Trust.

LEGAL REQUIREMENTS

Human Rights Act 1998

The Human Rights Act aims to give further effect in UK law to the rights contained in the European Convention of Human Rights. Public authorities must make sure they respect and protect your human rights when they provide health and care services. This may involve taking positive steps to ensure your human rights aren't breached.

Equality Act 2010

The Equality Act 2010 outlaws discrimination based on access to goods and services as well as employment, on the basis of the protected characteristics.

The Public Sector Equality Duty (PSED) requires public bodies to have due regard to the need to:

- Eliminate discrimination, harassment, and victimisation.
- Advance equality of opportunity.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Specific duties require us to:

- Publish information to demonstrate compliance with the PSED annually.
- Prepare and publish equality objectives at least every four years.

NHS Accessible Information Standard

The NHS Accessible Information Standard (AIS) was introduced in 2016 to make sure that people with a disability or sensory loss are given information in a way they can understand and that their communication needs are met. It is now the law for the NHS and adult social care services to comply with AIS.

Gender Pay Gap Regulations 2018

All employers with 250 or more employees are required to comply with reporting and action planning each year on seven metrics.

This covers: mean gender pay gap; median gender pay gap; mean bonus gender pay gap; median bonus gender pay gap; the proportion of men in the organisation receiving a bonus payment; the proportion of women the organisation receiving a bonus payment; the proportion of men and women in each quartile pay band.

NATIONAL STANDARDS

Equality Delivery System

The NHS Equality Delivery System (EDS) is a set of outcomes grouped under goals to help NHS organisations improve the services they provide for their local communities and provide better

working environments, free of discrimination, for those who work in the NHS. Trusts are required to carry out annual assessment of their performance against some or all of the outcomes and report the results.

NHS Workforce Race Equality Standard

The EDS is currently being reviewed and EDS3 will be published in 2021.

The NHS Workforce Race Equality Standard (WRES) was introduced in 2014/2015 and included in the NHS Standard Contract for NHS Providers in 2015/2016.

It comprises of nine metrics supporting Ethnic Minority staff in relation to recruitment, career development and training and addresses negative outcomes relating to disciplinary process and the disproportionate impact of harassment, bullying and victimisation.

The NHS Workforce Disability Equality Standard

The NHS Workforce Disability Equality Standard (WDES) was established in 2019. It comprises a set of metrics that enables a comparison of the experiences of our disabled and non-disabled staff, with the aim of ensuring equitable and positive outcomes, reporting is annually

Sexual Orientation Monitoring Standard

The NHS Sexual Orientation Monitoring Standard (SOM) was introduced in 2017. The SOM provides a consistent mechanism for recording the sexual orientation of all patients/service users aged 16 years and above to better identify health risks and will help support targeted preventative and early intervention work to address the health inequalities for people who are Lesbian, Gay or Bisexual.

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 on Ethnic Minority 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.

DEFINITIONS

Diversity

Acknowledges and values the full range of differences between people both in the workplace and in wider society.

Equality

Is about creating a fairer society where everyone can participate and has the same opportunity to fulfil their potential. Equality is backed by legislation (e.g., Equality Act 2010) designed to address unfair discrimination, harassment and victimisation.

Inclusion

Is about positively striving to meet the needs of different people and taking deliberate action to create environments where everyone feels respected and able to achieve their full potential.

Protected Characteristics

Are age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief, sexual orientation, marriage and civil partnerships.

Contact and for further information

For further information, visit our website at:

www.sth.nhs.uk

To contact the EDI Team, please email us at:

sth.equalityanddiversity@nhs.net

Sheffield demographic information:

www.sheffield.gov.uk/home/your-city-council/community-knowledge-profiles

www.sheffield.gov.uk/home/your-city-council/ward-profiles

STH Workforce data:

www.sth.nhs.uk/about-us/equality-and-diversity

Equality, Diversity And Inclusion (EDI) Strategy

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Sheffield Teaching Hospitals
NHS Foundation Trust