

Equality, Diversity and Inclusion Strategy

2025-2029



“Achieving an Inclusive Culture”

PROUD TO MAKE A DIFFERENCE

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST



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Foreword - Kirsten Major, Chief Executive

It is my honour to write the introduction to Sheffield Teaching Hospitals NHS Foundation Trust's second Equality, Diversity and Inclusion (EDI) Strategy, following the progress made on our inaugural EDI strategy, which covered the period 2021-2025.

The first strategy was written and published during the COVID-19 pandemic which exposed and widened the health inequalities that some of our communities' face. This is one of the reasons why it has never been more important for equality, diversity and inclusion to be a top priority for our Trust.

Since then we have also seen significant changes in society, both here in the UK and internationally, that have posed some new and significant challenges. These have included the racist riots that took place across the country in 2024. Times like these remind us of the importance of purposefully setting out our values and intentions for now and the future.

I am very proud of the progress we have made on EDI over the last four years, but I and the rest of the Board are not complacent and recognise we have more to do. I want us to remain ambitious by doing all we can to foster a culture of inclusivity, respect, and understanding so that we are a safe and welcoming environment for everyone who works here and uses our services.

This new strategy aligns with the NHS People Plan, the NHS EDI Improvement Plan and our Trust's Corporate Strategy.

Our priority objectives for this strategy are:

- Creating an inclusive culture
- Ensuring our decision making is fair, equitable and inclusive
- Improving patient access and experience
- Building relationships with diverse colleagues and communities
- Creating a diverse workforce and leadership teams
- Establish STH as a leader on EDI
- Making EDI everyone's business

Some of these objectives we can work towards quickly and independently. Others will take longer to achieve and require support from local, regional and national partners, including our Shelford Group

colleagues, the Sheffield Race Equality Partnership and organisations such as Stonewall UK.

This Strategy will be accompanied by an annual Implementation Plan which will be reviewed at the EDI Executive Committee, as well as continued measuring of progress through staff survey metrics and external benchmarks.

This strategy is for everyone who works at the Trust, including our volunteers, students, patients and our wider community. We all have a part to play in ensuring the success of this strategy, through embracing difference, valuing everyone's contribution and increasing our awareness and understanding of all aspects of EDI. We must continue to display our PROUD values and behaviours in every one of our interactions, to ensure that these remain an integral part of our organisation.

We all create our organisational culture, and it influences the care that we provide and colleague's experience of working for the Trust. I want us to be recognised as an actively anti-racist organisation and to be a workplace and healthcare provider that positively embraces and values all aspects of diversity and inclusion.

I am very pleased to report that we have improved our score again in the 'We are compassionate and inclusive' People Promise theme in our 2024 staff survey. This is great news and shows that we are heading in the right direction.

This really does matter. It matters for me, for our patients, our colleagues and our communities. It matters for everyone. We must make this a priority, both in our words and in our actions.



Best wishes

A handwritten signature in black ink, appearing to read 'Kirsten Major'.

Kirsten Major
Chief Executive

The Protected Characteristics

The Equality Act 2010 combined different anti-discrimination laws into one act. It also made discrimination, harassment and victimisation against individuals or groups with a protected characteristic illegal.



Age

A person belonging to a particular age (for example 46 years old) or a range of ages (for example 18- to 30-year-olds)



Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term effect on that person's ability to carry out day-to-day activities.



Gender Reassignment Where a person undergoes, or proposes to undergo, a process for the purpose of reassigning their sex. This does not necessarily involve medical interventions.



Marriage and Civil Partnership

A union between two people, including same-sex couples.



Pregnancy and Maternity

The condition of being pregnant or expecting a baby. Maternity refers to the 26 weeks after the birth.



Race

A group of people defined by their skin colour, nationality, ethnicity or national origins.



Religion or Belief

Any religious or philosophical belief, including a lack of belief.



Sex

A man or a woman.



Sexual Orientation

Whether a person's sexual attraction is towards their own gender, the opposite gender, two genders or all genders.

Our Vision

Our vision is to have a workforce that fully reflects the communities we serve and a workplace culture where everyone feels valued and is treated with fairness and respect.

Our PROUD values are what makes us different, and they were developed by people who work for us. Over 4,000 members of staff gave their views on what they should be.

- P Patient First** - Ensure the people we service are at the heart of what we do
- R Respectful** - Be kind, respectful, fair and value diversity
- O Ownership** - Celebrate our successes, learn continuously and ensure we improve
- U Unity** - Work in partnership with others
- D Deliver** - Be efficient, effective and accountable for your actions



Our Patient and Community Profiles



Population

- 556,500 people living in 232,000 households; 0.75% increase since 2011.
- Home to 10.8 people per football pitch sized piece of land.



Age

- The most populated age groups in Sheffield are 35-49 and 50-64 and the average age is 37.
- Of all A&E patient contacts in 2022-23 the most common were 20-29 (18.21%), 30-39 (15.28%) and 50-59 (13.71%).
- 68.77% of inpatient and 67.47% of outpatients were 50+.
- 52.95% of maternity patients were 30-39.



Gender

- The population of Sheffield contains 49.26% males and 50.74% females.
- 0.76% of Sheffield residents identify under the trans umbrella.
- All patient contacts in 2022-2023: 64.45% were female, 35.05% males and 0.5% unknown.
- Patient contacts in 2022-23 excluding maternity: 53.6% female, 46.7% male and 0.77% unknown.



Religion

- The following religions were declared in the Census by Sheffield residents: 43.4% no religion, 38.5% Christian, 10.3% Muslim, 6% not answered, 0.7% Hindu, 0.5% other, 0.4% Buddhist, 0.2% Sikh and 0.1% Jewish.
- For patients, Christianity remains the largest group, followed by nonreligious, then Muslim, Buddhist and Sikh.



Disability

- 20.7% of Sheffield residents identified as disabled.
- 24,838 disability alerts declared for patients.



Ethnicity

- 17.7% of Sheffield residents are from Black, Asian or Ethnic Minority backgrounds.
- Average attendance of Black, Asian or Ethnic Minority patients across all services is 14.71%.
- 50% of births in the Jessop Wing are to parents who identify as White British.



Sexual Orientation

- In 2021, 4.13% of Sheffield respondents aged over 16 reported having lesbian, gay, bisexual, queer, asexual, pansexual or other sexual orientations.

What Our Patients Say

Comments are taken from the Trust's PROUD behaviours survey and patient comments

"All the staff were most helpful and considerate. Nothing was too much trouble"

"As a trans patient, I did not feel like I was treated fairly or with respect"

"Staff are sympathetic, kind, understanding and non-judgemental"

"Staff all seem polite, respectful, caring and efficient"



We recognise that we have more to do to ensure that all of our patients are treated with fairness, respect and compassion when accessing and using our services. Our patients have given us feedback on some of the areas where we need to focus our improvement:

“When I was scheduled for an appointment over the phone my son called the hospital and said that I did not speak English. They told him that they had noted this and assigned a translator. When the call came, it turned out that there was no interpreter. That was the end of the conversation. Now I`m waiting for the next appointment, maybe there will be a translator.”

We have reviewed our Language Interpretation Services and are making improvements so that the service that's provided better meets ours and our patients needs.

“Rough sleepers are generally treated quite badly at A and E and their complex needs are often overlooked.”

We are working with our Emergency Department to build a culture of inclusion that ensures that everyone receives the care that they need and are treated with respect and fairness.

“There is no adequate place to flag that you are autistic that staff know about automatically. This urgently needs to change.”

We are introducing a new Electronic Patient Record System in July 2025 which will enable us to better capture the individual needs and requirements of our patients.

“No-one has ever asked if my daughter needs any reasonable adjustments. Some have proactively made adjustments. Some have made adjustments when we’ve asked, and some haven’t. Some staff read and follow the hospital passport, but not all.”

We are developing the understanding and awareness of staff about the importance of understanding individual needs and providing appropriate reasonable adjustments.

“As a disabled person I had attempted to prepare my parking & access routes to the hospital & department prior to my visit, YET I was gobsmacked to find the multi-storey not only didn’t seem to have enough disabled spaces but the fact that there is no lift!!”

We are working with AccessAble to develop a comprehensive understanding of access issues at all of our sites.

Our Workforce Profiles

As of 1 April 2024, STH employed a total of 19,211 staff.



Ethnicity

23.7% of STH workforce are from Black, Asian or Ethnic Minority backgrounds, with the largest groups being White - British (70.8% of staff), Asian or Asian British - Indian (7.9% of staff) and Black or Black British African (5% of staff).

Only 13.6% of STH staff were from a Black, Asian or Ethnic Minority community when the previous strategy was published, demonstrating the positive impact of our EDI work and international recruitment.

There does, however, continue to be less representation of Black, Asian or Ethnic Minority staff at Band 8a and above, although this has increased from 6.1% in 2020 to 8.7% in 2024.



Disability

5.9% of STH staff declared that they had a disability, with a total of 14.0% declining to answer or not declaring their disability status.

In 2020, 4.1% of staff stated that they had a disability with 19.7% declining to answer. The improvement in data collection in this area has been supported by our DAWN groups messaging on demographic data.



Religion

41.2% of STH staff have declared their religious belief as Christianity, 21.2% have declined to disclose their religion or belief and 19.9% classed themselves as atheist.

The percentage figures for each religion have remained similar, although the percentage of those who have not disclosed their religion has improved from 24% in 2020.



Sexual Orientation

3.6% of STH staff have declared that they are lesbian, gay, bisexual or a sexual orientation other than heterosexual. 15.5% of staff have stated that they would prefer not to answer, are undecided or have not specified.

At the time of writing the previous strategy, 2.7% of staff identified as lesbian, gay or a sexual orientation other than heterosexual, with 19.2% declining to respond. The work on improving demographic data by the LGBTQ+ Staff Network Group may have contributed towards this improvement.



Sex

75.6% of STH staff are female and 24.4% are male. Staff records currently do not measure trans status or more diverse gender characteristics.

These figures have remained largely unchanged since the publication of the previous strategy.



Age

The most common age range of STH staff is 31-35 at 15.7%, followed by 26-30 at 14.1% and 36-40 at 12.4%. The least common age range is 71 and over, at 0.5%.

When the previous strategy was written, the most common age range was 26-30 at 14.2%, with these staff having progressed into the next age band at the time of writing this strategy, which could account for the 31-35 age range being the largest group. Age 71 and over remained the least common age range when compared to 2020, with the percentage remaining similar at from 0.4%.

What Our Staff Say

24.76%

of Black, Asian and Ethnic Minority staff have experienced discrimination, harassment or abuse from patients / service users in the past 12 months, compared to 21.86% of White staff

(Staff Survey, 2024)

94%

 of staff involved in Reciprocal Mentoring said it improved their knowledge of EDI

(RMP Evaluation, 2022)

One participant said... *"I now have much more confidence discussing E, D and I"*

61.80%

of staff would recommend STH as a place to work

(Staff Survey, 2024)



We recognise that our colleagues are our most valuable asset and we are committed to achieving a workplace culture in which everyone feels able to bring their whole selves to work. We recognise however that we don't always get it right and our staff have told us some of their stories that explain the experiences they have had which we need to improve on:

"I applied for a role in April 2024. I was informed I was unsuccessful but if the successful person turned down the role, would I take it. Less than half an hour later I was offered the role. HR informed the hiring manager of my previous sickness record, with zero context or information about my disabilities. All of my sickness absence was disability related. I attended a meeting with HR present to talk about the sickness and explained that it was all disability related. A few days later I received a call from the hiring manager informing me I didn't get the role as they couldn't accommodate time off for me to attend my medical appointments."

We are supporting managers to develop their knowledge and understanding of the Trust's Workplace Reasonable Adjustment Policy and Passport

"I witnessed a situation where an individual who knew their job inside out had their capability questioned simply, I feel, because of the colour of their skin. The situation was a cleaner from an ethnic minority background, whom I had known for many years, was turning off an alarm covering two departments that had been triggered. Colleagues were accusing the individual of setting the alarm off themselves and the cleaner was trying to explain that they hadn't, but that they knew how to turn it off and was trying to do so. It was really hurtful that the cleaner was being treated this way and it was only when myself and another member of staff intervened in support of them that the colleague stopped shouting at them and accusing them of something they did not do. Our domestic colleagues work really hard every day to keep the place clean and habitable and they are not always viewed or treated as valued members of staff. It makes me very sad."

We are promoting the ambition of the Trust to become an actively anti-racist organisation where racism and discrimination are called out and colleagues are active bystanders and allies.

"Since joining the Trust in October 2022, I navigated several challenges stemming from my declaration of dyslexia and the delayed provision of reasonable workplace adjustments. While awaiting support for over six months, my caseload was reduced to three patients instead of the typical five, which unintentionally led to doubts about my capabilities among colleagues. These perceptions were exacerbated by incidents of unprofessional behaviour, including a colleague's bullying and belittling remarks. Feedback about my performance was often critical but lacked clear, constructive guidance on how to improve. Despite these difficulties, I sought to remain focused on providing excellent patient care, developing my skills, and advocating for clarity and support through direct communication with management."

We are running our in-house Dyslexia Workplace Assessors service which supports colleagues who have, or who may have, Dyslexia and work with them to understand their challenges and identify reasonable adjustments to enable them to be successful at work.

Our Achievements So Far

Since the implementation of our last strategy, we have:

- Implemented Rapid **Equality Impact Assessments** (REIAs) and guidance, with over 100 REIAs being completed in 2023.
- Worked with **community groups** to ensure that Covid-19 vaccination centres were equipped to meet the needs of the communities across Sheffield.
- Formed and maintained effective working relationships across the region and nationally, including with Shelford Group Trusts and the **Sheffield Race Equality Commission**.
- Designed and embedded individual **Staff Impact Assessments**, to ensure that our staff continue to receive the support they need.
- Worked with HR and Staff Network Groups to ensure policies are accessible and inclusive, including the Special Leave Policy and Trans and Non-Binary guidance.
- Completed a number of **Equality Delivery System 2022 (EDS22) reviews**, including on children transitioning from the Children's Hospital to Sheffield Teaching Hospital for Diabetes care.
- Created an **EDI Dashboard** containing patient and workforce data and information to inform decision-making.
- Created an annual **Inclusion Calendar** that supports staff to mark key dates throughout the year.
- Completed a number of **Equality Delivery System 2022 (EDS22) reviews** of our services, including Maternity, Emergency (with a focus on mental health), Sexual Health, Blood Cancer (including Hematology and Sickle Cell) and Diabetes (with a focus on the transition from children's to adult services).
- Created and developed four **Staff Network Groups**: The Race Equality and Inclusion Network; the Disability and Wellbeing Network; the Women's Network and the LGBTQ+ Network. These groups hold a combined membership of over 1,000 members of staff.
- Developed the **Workplace Adjustments Policy and Passport** and have provided guidance and training for all staff groups.
- Monitored the diversity of **training course attendees** with the Leadership Development Team and are currently piloting a dedicated program for Black and Asian colleagues.
- Delivered a range of **EDI training**, including Mandatory Training, 60+ e-learning courses and bespoke training. Training on Microaggressions delivered to over 1,000 colleagues. Training on Neurodiversity, delivered to approximately 300 colleagues and Inclusive Leadership, delivered to over 500 colleagues. We also procured training that was delivered successfully to our Board of Directors and Governors and run monthly webinars throughout the year.
- Trained and inducted over 100 **EDI Champions** across the Trust.
- Successfully ran four cohorts of our in-house **Reciprocal Mentoring Programme**, with 160 colleagues participating.
- Supported the creation of the **Learning Disability Dashboard and Strategic Plan** to ensure equitable access for patients with learning disabilities.
- Achieved ongoing improvements in external **benchmarks**, including achieving Stonewall Top 100 status for two consecutive years.
- **EDI case data** and outcomes were shared with the EDI Executive Committee for the first time in 2024. This will be built on in the future by sharing all user communications to share case outcomes, which will help support the zero-tolerance approach and build confidence to enable colleagues to raise concerns and have assurance they will be dealt with appropriately.
- Developed our first **Learning Disabilities Strategic Plan** and have introduced the Oliver McGowan Autism awareness training for all staff
- **Established Quality Objectives** focused on improving access to services for patients with hearing and visual impairments
- **Patient Story** developed following results from an engagement project which sought feedback from patients with Learning Disabilities or Autism

Our Priorities

We have identified seven priority objectives for the lifespan of this strategy.

These themes have been developed in collaboration with key stakeholders and are complimentary to the themes of the Equality Delivery System 2022 (EDS22) and the High Impact Actions from the NHS EDI Improvement Plan.

Creating an inclusive culture

Ensuring our colleagues and patients feel that they belong and can be their authentic selves across all our sites and in the community.

Ensuring our decision making is fair, equitable and inclusive

Embedding our approach to equality impact assessment and making sure that diverse voices are heard in our decision-making processes.

Improving patient access and experience

Addressing any barriers to accessing our services and ensuring our services meet individual needs, through consultation and dialogue with our staff and our communities.

Making EDI everyone's business

Building colleagues confidence and capability around EDI and ensuring that we work towards making EDI part of our custom and practice, so that it becomes part of every day.

Building relationships with diverse colleagues and communities

Supporting our Staff Network Groups and linking with our communities, to build new relationships and improve existing ones.

Establish STH as a leader on EDI

Develop and embed best EDI practice across all areas of our business, to be a leader within the NHS, and wider, on Equality, Diversity and Inclusion.

Creating a diverse workforce and leadership team

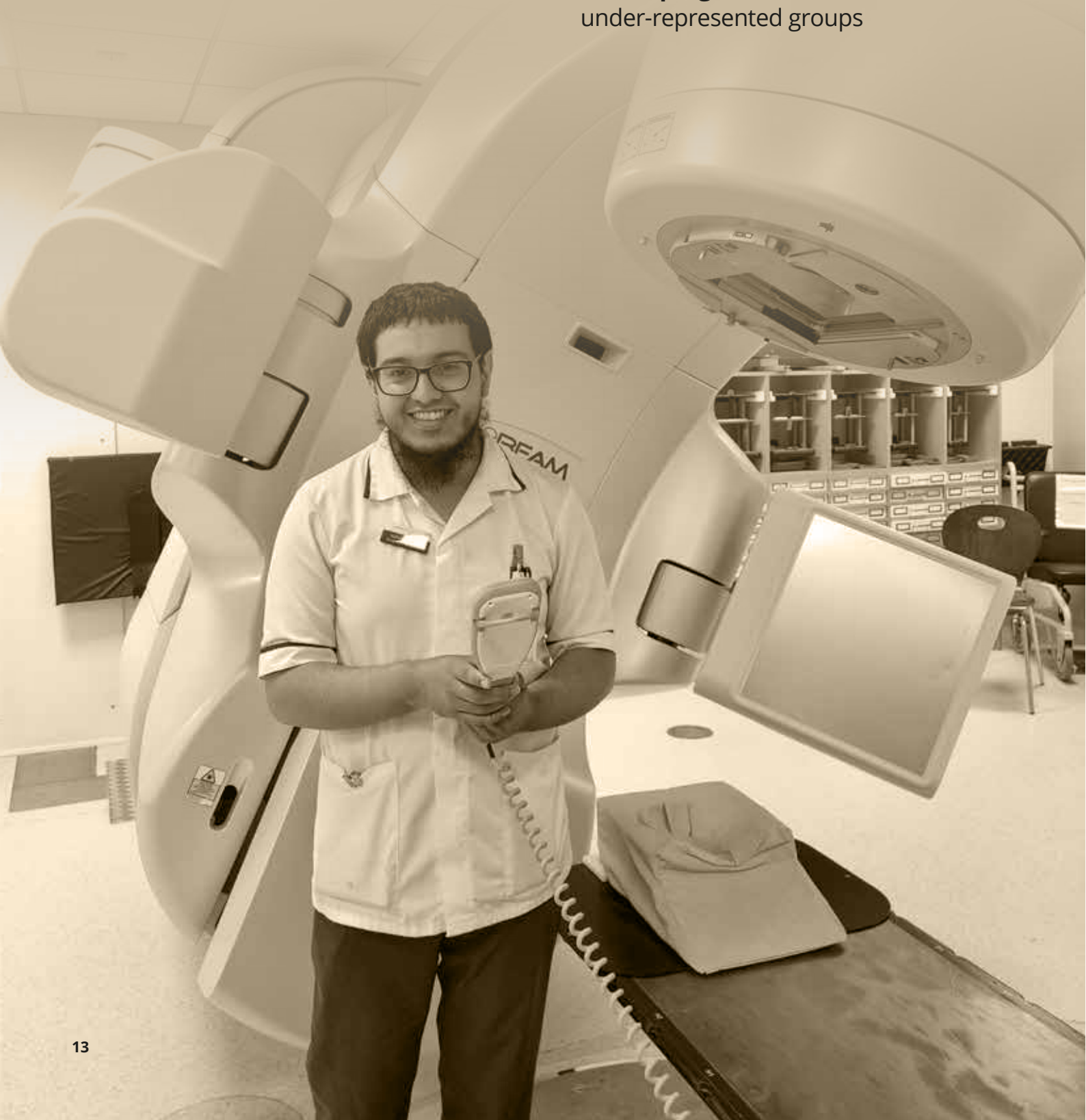
Setting targets for workforce representation, to ensure that our diverse workforce is represented at all levels of the organisation.

These objectives will run for the entirety of this strategy's lifespan and will be the bedrock of the EDI work that we do across the Trust.

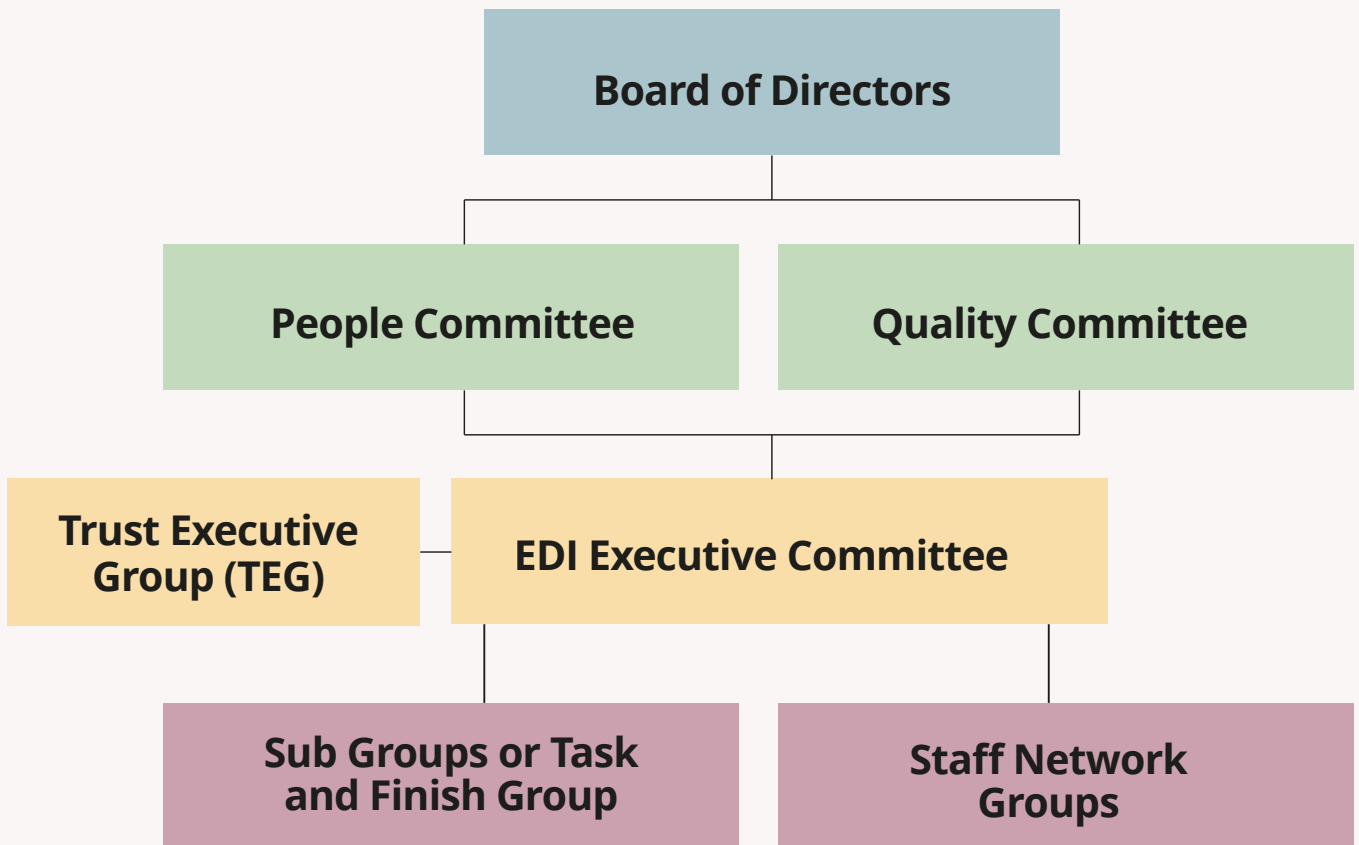
These priorities will also be an integral part of our annual Implementation Plan, which sets the actions for Sheffield Teaching Hospitals over a 12-month period.

Further Work For Us To Do

1. We need to improve the demographic **data** for our staff and communities
2. We need to undertake a deeper analysis of **health inequalities** data to understand access
3. Ensure that colleagues understand how to be **anti-racist**
4. Understand the barriers to people with disabilities **gaining employment**
5. Alleviate some of the barriers that Trans people continue to face in **accessing healthcare**
6. Improve staff survey data on **career progression** for under-represented groups



Governance



Monitoring and Review

This strategy will be accompanied by an annual implementation plan, which 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 Sheffield Teaching Hospitals Corporate Strategy.

The EDI Executive Committee has ownership of and responsibility for the implementation of this strategy. A detailed yearly implementation plan, with metrics, indicators and timescales, will be produced and monitored by the EDI Executive Committee on a regular basis.

EDI remains integral to the work that STH does and is the only portfolio that the Chief Executive retains. The Chief Executive is also the Executive Sponsor for EDI and is the lead for this topic at the Board of Directors'.

Legal and National Standards

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

The 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.

The 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

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 in the organisation receiving a bonus payment; the proportion of men and women in each quartile pay band.

Equality Delivery System 2022 (EDS22)

The NHS EDS22 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 the outcomes and report the results.

NHS Workforce Race Equality Standard (WRES)

The NHS 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.

NHS Workforce Disability Equality Standard (WDES)

The NHS 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.

The NHS People Promise

The NHS People Promise is a pledge to work together to improve the experience of working in the NHS for everyone. The seven themes are:

1. We are compassionate and inclusive
2. We are recognised and rewarded
3. We each have a voice that counts
4. We are safe and healthy
5. We are always learning
6. We work flexibly
7. We are a team



Sheffield Teaching Hospitals
NHS Foundation Trust

Contact Us

For further information, visit our website at:
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