



**NHS**

The Queen Elizabeth  
Hospital King's Lynn  
NHS Foundation Trust

# EQUALITY, DIVERSITY & INCLUSION WORKPLAN

2022/23



**EXCELLENCE  
STARTS HERE**

Our vision is to  
be the best rural  
District General  
Hospital for patient  
and staff experience



QUALITY  
ENGAGEMENT  
HEALTHY LIVES

# OUR STRATEGIC OBJECTIVES

Our Corporate Strategy includes six clear strategic objectives, each with Executive Director leads (see below).

Each of the overarching strategic objectives has a range of underpinning Key Performance Indicators (KPIs).

We will publish progress reports on a quarterly basis, to be open and transparent with our patients, partners and staff about 'how we're doing'.



## STRATEGIC OBJECTIVE

1

To consistently provide safe and compassionate care for our patients and their families.

**Executive Lead - Chief Nurse**

## STRATEGIC OBJECTIVE

2

Modernising our hospital (estate, digital infrastructure and medical equipment) to support the delivery of optimal care.

**Executive Lead - Deputy CEO**

## STRATEGIC OBJECTIVE

3

Strengthening staff engagement to create an open culture with trust at the centre.

**Executive Lead - Director of People**

## STRATEGIC OBJECTIVE

4

Working with patients and system partners to improve patient pathways and ensure future financial and clinical sustainability.

**Executive Lead - Director of Strategy and Integration**

## STRATEGIC OBJECTIVE

5

Supporting our patients to improve health and clinical outcomes.

**Executive Lead - Medical Director**

## STRATEGIC OBJECTIVE

6

Maximising opportunities for our staff to achieve their true potential so that we deliver outstanding care.

**Executive Lead - Director of Patient Safety**

# ABOUT US

With over 4,000 staff (known as Team QEH), we are one of the biggest employers in West Norfolk, supporting the health and wellbeing of our local community. We are fortunate to be supported by 300 dedicated volunteers. QEH has circa 500 beds, 28 wards, a budget of circa £220m and serves a population of around 331,000 people who live in the three counties of Norfolk, Cambridgeshire and Lincolnshire.

QEH is dedicated to ensuring that equality, diversity, and inclusion are at the heart of our business; and we respond to the needs of our patients, their families, and carers; and that we foster a level playing field for all.



# OUR PRINCIPLES

Everyone in our workforce represents different age groups, socio-economic backgrounds, faiths and beliefs, and therefore brings their own unique perspectives.

To gain the benefits of this wide range of ideas, skills, resources, and energy and be a competitive employer and service provider, we must embed an inclusive culture where everyone feels comfortable voicing their own opinions and ideas.

We will create a workplace culture that encourages all of us to treat each other fairly and with respect and to be ourselves at work. An inclusive culture leads to engaged people, increases productivity, reduces turnover and sickness rates, and delivers better outcomes for the public.

Everyone, whether we're from a currently under-represented group or not, has a role to play in creating a more inclusive culture and making QEH a great place to work.

As an organisation QEH has a core set of values, '**Kindness, Wellness, Fairness**', and is underpinned by five Equality, Diversity and Inclusion (EDI) principles outlining what is important to our patients and staff.

## COMMUNICATION

proving staff with regular updates, keeping staff informed of the activities happening within EDI and to learn something new and gain additional skills

## DATA AND ACTION

regularly monitor our workforce data and provide actions for continual improvements



## EDUCATION

proving staff with a suite of resources to encourage staff to learn more about the people they work with

## LEADERSHIP

proving staff with learning to develop their professional and personal leadership skills

## STAFF NETWORKS

strengthening our staff networks and introducing a new network for 2022/23

**Equality** promotes a fair society where everyone can participate and have the opportunity to fulfil their potential.

**Diversity** creates a culture that values individual differences and variety for the benefit of society, individuals and organisations.

**Inclusion** removes barriers to give equal access and opportunities and eliminate discrimination.

**Equity** ensures fairness and gives people access to the same opportunities.

Sometimes our differences can create barriers to participation, so we must first address equity before we can have true equality.

# OUR PRINCIPLES - Education

Overarching Aim	Action to address	Measure of success	We will measure our progress by:
EDI calendar	<ul style="list-style-type: none"> <li>Continue to work with staff networks, chaplaincy, and staff engagement to evolve the calendar and dates recognised</li> <li>Raising awareness and celebrate different events, dates and cultures to promote inclusivity and to know more about the makeup of our staff</li> <li>Spotlight an event each month and plan to share resources/content/webinar/staff stories to provide educate staff</li> </ul>	<p>Successful launch of the calendar in 2022</p> <p>Each month there will be a spotlight event where we plan to share different resources to provide awareness and education for staff, this could include webinars, staff stories, themed food and podcasts</p> <p>Different engagement pieces throughout the year to support inclusion</p>	<p><b>INCREASE:</b></p> <ul style="list-style-type: none"> <li>An improved suite of resources to support our staff gaining cultural competency and intelligence</li> <li>Improvement of 2% on 'Does your organisation act fairly with regard to career progression/ promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age'</li> <li>Improvement of 2% on 'I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds ideas, etc)'</li> </ul>
'See ME First' campaign	<ul style="list-style-type: none"> <li>Continue to raise awareness of the See ME First' campaign, sharing the purpose and aim of the initiative</li> <li>Hold roadshows across the Trust to increase staff pledges</li> </ul>	<p>Launch successful delivered with a strong presence from within the Trust</p>	
Launch a Multi-Culture toolkit	<ul style="list-style-type: none"> <li>To devise a multi-cultural toolkit which supports staff and patients with understanding different cultural needs</li> </ul>	<p>A multi-culture toolkit launched which supports our staff and patient care</p>	
BAME interview panel	<ul style="list-style-type: none"> <li>Ensure BAME representative at Band 7 and above interview panels, along with gender and HR attendance</li> </ul>	<p>100% compliance each month</p>	
Launch EDI Glossary	<ul style="list-style-type: none"> <li>To devise a glossary to support staff with understanding of terminology</li> <li>Engage stakeholders across the trust including staff networks to identify any terms to be included</li> </ul>	<p>An active EDI glossary document which is used within the Trust to support our staff and patients</p>	

# OUR PRINCIPLES - Education

Overarching Aim	Action to address	Measure of success	We will measure our progress by:
<p>'MY Reality'</p>	<ul style="list-style-type: none"> <li>• Create a listening platform where staff can hear different lived experiences through diverse subject matters</li> <li>• Track attendance and watch backs from the recordings to understand the impact of each session</li> <li>• Record each session to use for future educational needs and to raise awareness</li> <li>• Speakers will include subject matters relating to EDI (from under-represented communities)</li> <li>• This platform will evolve and create the ability to hold a podcast format, to meet the needs of staff with the ability to listen back whenever suitable.</li> </ul>	<p>High attendance from staff</p> <p>Positive feedback</p> <p>Interactions made during the event</p> <p>Listen backs</p> <p>Providing a suite of resources for staff to utilise as an education platform</p>	<p><b>DECREASE:</b></p> <ul style="list-style-type: none"> <li>• An incremental reduction of grievance cases and discrimination cases</li> <li>• A reduction of staff sickness levels</li> </ul>
<p>Evolve the current EDI mandatory training to ensure it is fit for purpose and has the necessary content</p>	<ul style="list-style-type: none"> <li>• Focus on behaviours, stereotypes, communication skills, leading by example, empowering, inspiring in being the best.</li> <li>• Develop stronger links with the NHS Leadership Academy.</li> <li>• Work closely with Head of Talent and Organisational Development</li> </ul>	<p>Encompassing awareness within the EDI sessions that capture the nine protected characteristics</p>	



# OUR PRINCIPLES - Leadership

## Overarching Aim

Reverse Mentoring Cohort

## Action to address

- Work with communication team to cascade information regarding the cohort
- Engage with middle management to encourage participation within the Reverse Mentoring Programme
- Engage with staff networks to volunteer as mentors

## Measure of success

- Launch of cohort one in 2022/23
- Have a consistent systematic approach for reverse mentoring
- Engagement of senior leaders involved in the reverse mentoring programme

## We will measure our progress by:

### INCREASE:

- A variety of senior leaders across the Trust from different divisions and areas are involved within the Reverse Mentoring programme
- The percentage of REACH (Race, Ethnicity and Culture Heritage), LGBTQ+, disabilities and underrepresented communities participating in the Reverse Mentoring programme
- Collaboration between widening participation and recruitment teams to drive the percentage of BAME, LGBTQ+, disabilities and underrepresented communities at senior levels
- Improvement of 2% on 'Does your organisation act fairly with regard to career progression/ promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age'
- Improvement of 2% on 'I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds ideas, etc)'

### DECREASE:

- A decline in the number of bullying and harassment cases
- A reduction in staff sickness levels



# OUR PRINCIPLES - Staff Networks

Overarching Aim	Action to address	Measure of success	We will measure our progress by:
Development of new staff networks	<ul style="list-style-type: none"> <li>Develop our newly formed Disability staff network</li> <li>During 2022/23, look to introduce a Carers staff network</li> </ul>	Successful launch of Disability and Carers network in 2022/23	<p><b>INCREASE:</b></p> <ul style="list-style-type: none"> <li>Visibility of multiple platforms where staff can attend, contribute or review each staff network agenda through the intranet page</li> <li>A structure for each Staff Network to be working within the same principles</li> <li>Increase of engagement following the UNISON Anti-Racism culture awareness session</li> <li>LGBTQ+ staff network become more informed of legislation, policies and practises after attending the LGBT Champions Training sessions</li> <li>Awareness and utilisation of the Equality, Impact Assessment following the Integrated Care System collaboration of development supporting divisions policies and processes to become more inclusive</li> <li>Awareness of key dates and events are recognised and celebrated</li> <li>Members of the REACH staff network to build external relationships through volunteering within our local community at The Purfleet Trust</li> <li>Improvement of 2% on 'Does your organisation act fairly with regard to career progression/ promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age'</li> <li>Improvement of 2% on 'I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds ideas, etc)'</li> </ul>
Set up Freedom to Speak Up (FTSU) drop in sessions with our REACH network chair	<ul style="list-style-type: none"> <li>Work with our Lead FTSU Guardian to set up drop-in sessions for our ethnic minority staff, providing them with a safe space to be open and honest with their concerns</li> </ul>	Success in launching the session where we have staff attending the safe space	
Become a Disability Confident Leader	<ul style="list-style-type: none"> <li>Ensure our recruitment process is inclusive and accessible</li> <li>Reduce the engagement gap by implementing the Workforce Disability Equality Standard (WDES)</li> <li>Work in partnership with our disability staff network to support with talent progression</li> <li>Embed Health and Wellbeing passport</li> </ul>	Success stories following engagement with new starts who identify as having a disability to hear their experience of the recruitment journey	
Ensure all staff networks have Terms of Reference (ToR)	<ul style="list-style-type: none"> <li>Ensure all staff networks have a set Chair and Co-Chair roles in place, complete a ToR</li> </ul>	All staff networks have ToR in place for 2022	
Strengthen staff networks	<ul style="list-style-type: none"> <li>Each staff network to have set objectives for 2022/23 to drive the future changes</li> <li>Align Workforce Race Equality Standard (WRES)/WDES to the network objectives</li> <li>All staff networks to have a Chair/Co-Chair and subgroup team that work collectively on the objectives</li> </ul>	Improvements within the data shown from WRES/WDES	
Achieve 'silver' in phase two of the Rainbow Badge	<ul style="list-style-type: none"> <li>Work with the LGBTQ+ Staff Network to create an action plan to achieve 'silver' in the next submission</li> </ul>	Successfully awarded 'silver'	

# OUR PRINCIPLES - Staff Networks

Overarching Aim	Action to address	Measure of success	We will measure our progress by:
UNISON's Anti-Racism Charter	<ul style="list-style-type: none"> <li>To weave suitable actions into the staff network objectives</li> <li>Work closely with UNISON to action commitments</li> </ul>	Successful delivering actions within the charter	
British Association of Physicians of Indian Origin (BAPIO) memorandum of understanding (MOU)	<ul style="list-style-type: none"> <li>Work collaboratively with BAPIO to organise the MOU and conference</li> <li>Work closely with BAPIO to follow the MOU</li> </ul>	<p>A date set and agreed for signing of MOU</p> <p>Successful conference with high attendance</p> <p>Follow the agreement within the MOU</p>	
Health inequalities	<ul style="list-style-type: none"> <li>Work with Head of Midwifery to support with continuity of care within the local demographics to support ethnic minority patients</li> <li>Connect with the wider community to build relationships. REACH Staff Network members and allies will volunteer services to connect with under-represented groups</li> </ul>	<p>Staff network and midwifery working collaboratively together to support patient experience</p> <p>To successfully run volunteering sessions within the community</p>	<p><b>DECREASE:</b></p> <ul style="list-style-type: none"> <li>A decline in the number of bullying and harassment cases</li> <li>A reduction in staff sickness levels</li> </ul>

# OUR PRINCIPLES - Data and Action

Overarching Aim	Action to address	Measure of success	We will measure our progress by:
Ensure we have an action plan for WDES/WRES and the data is published	<ul style="list-style-type: none"> <li>Publish WRES/WDES data, including an action plan against each indicator</li> </ul>	A regular review within the EDI dashboard of traction	<b>INCREASE:</b>
EDI dashboard	<ul style="list-style-type: none"> <li>To monitor and track EDI data where we can measure traction with WRES/WDES indicators regularly</li> <li>Bring updates to the Staff Experience/EDI forum</li> <li>Submit through People Services governance structure</li> </ul>	Used as a working document and regularly reviewed to monitor progress	<b>DECREASE:</b> <ul style="list-style-type: none"> <li>A reduction in the proportion of staff leaving the Trust within 12-months of employment to 10%</li> </ul>
Publish QEH Model Employer	<ul style="list-style-type: none"> <li>Publish data in relation to Model Employer goals</li> </ul>	A commitment in place from the Trust to work towards our goals	



# OUR PRINCIPLES - Communication

Overarching Aim	Action to address	Measure of success	We will measure our progress by:
Set up intranet page for Equality, Diversity and Inclusion	<ul style="list-style-type: none"> <li>Use the platform as a way of one simple avenue of communication</li> <li>Provide calendar spotlight content on the intranet page which allows staff to access information, educational resource and included in work activities</li> </ul>	Used as the 'go to' platform for all things relating to EDI	<p><b>INCREASE:</b></p> <ul style="list-style-type: none"> <li>Visibility of multiple platforms where staff can attend, contribute or review each staff network agenda through the intranet page</li> <li>Improvement of 2% on 'Does your organisation act fairly with regard to career progression/ promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age'</li> <li>Improvement of 2% on 'I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds ideas, etc)'</li> </ul>
Utilising different platforms of communications	<ul style="list-style-type: none"> <li>Work closely with the Communications Team to support with cascading messages</li> <li>Use multiple forums such as 'In The Know', social media, display boards and face-to-face</li> </ul>	A variety of platforms used to share information	
National Staff Network Day	<ul style="list-style-type: none"> <li>Hold a celebration event to recognise and celebrate week we will hold for National Staff Network Day. This provides an opportunity to raise awareness of our staff networks and all the work, they have been involved with and the importance of intersectionality</li> </ul>	<p>Increase in staff pledges towards 'Rainbow Badge' and 'See ME First'</p> <p>Raising awareness of the aim and purpose of our staff network</p> <p>Share the annual achievement of 2021/22</p>	<p><b>DECREASE:</b></p>
EDI Newsletter	<ul style="list-style-type: none"> <li>Publish EDI newsletter on a bi-monthly basis, updating the Trust to share current and upcoming activities, updates on the staff network and an overview of EDI</li> </ul>	<p>Shared within staff experience forum</p> <p>Engagement across the Trust</p>	



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