

Title: Developing and implementing our Workforce Inclusion Strategy

Report for: Nottingham City Council Health and Adult Social Care Scrutiny Committee

Date: Thursday 15 February 2024

Report prepared by: Clive Clarke, Director of Inclusion and Elizabeth Calderbank, Senior PMO & WRES Expert at Nottingham University Hospitals NHS Trust

1. Introduction

In January 2023, the People First report was published, following extensive engagement with staff across NUH, led by the Chief Executive. This highlighted the three main barriers to success for the organisation to deliver on its vision to become ‘*Outstanding in health outcomes and patient and staff experience*’.

- Flow
- Leadership and culture
- Recruitment and retention

An action for 2023-24 was to develop a series of interlocking clinically-led and enabling strategies, which are designed to help NUH work towards overcoming the three barriers.

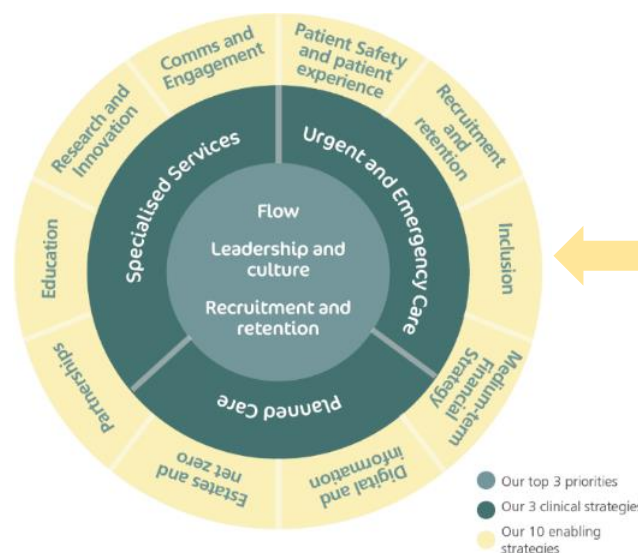


Figure 1: People First interlocking strategies

2. Our response to People First

An initial review of the Equality, Diversity and Inclusion (EDI) function and work streams was undertaken by the People Inclusion Team (PINC) team in early 2023.

As a result of the review, the EDI Oversight and Assurance Committee (EDI Committee), chaired by a Non-Executive Director, was launched soon after with the aim to streamline the processes and reduce the number of meetings and duplication of work.

The NUH Workforce Inclusion Strategy (WIS) was commissioned in April 2023 by the EDI Committee, with work starting the following month with the appointment of the Director of Inclusion.

3. The 2024-27 Workforce Inclusion Strategy (WIS)

The [WIS enabling strategy](#) demonstrates NUH's commitment to ensure that inclusion is integrated at the core of its business, creating a safe and inclusive culture where every voice is heard, valued and actioned to improve patient care and support the organisation to deliver our Trust People promise to build on our position as employer of choice.

This is the framework to ensure success in supporting improvements in how inclusion will be embedded across NUH.

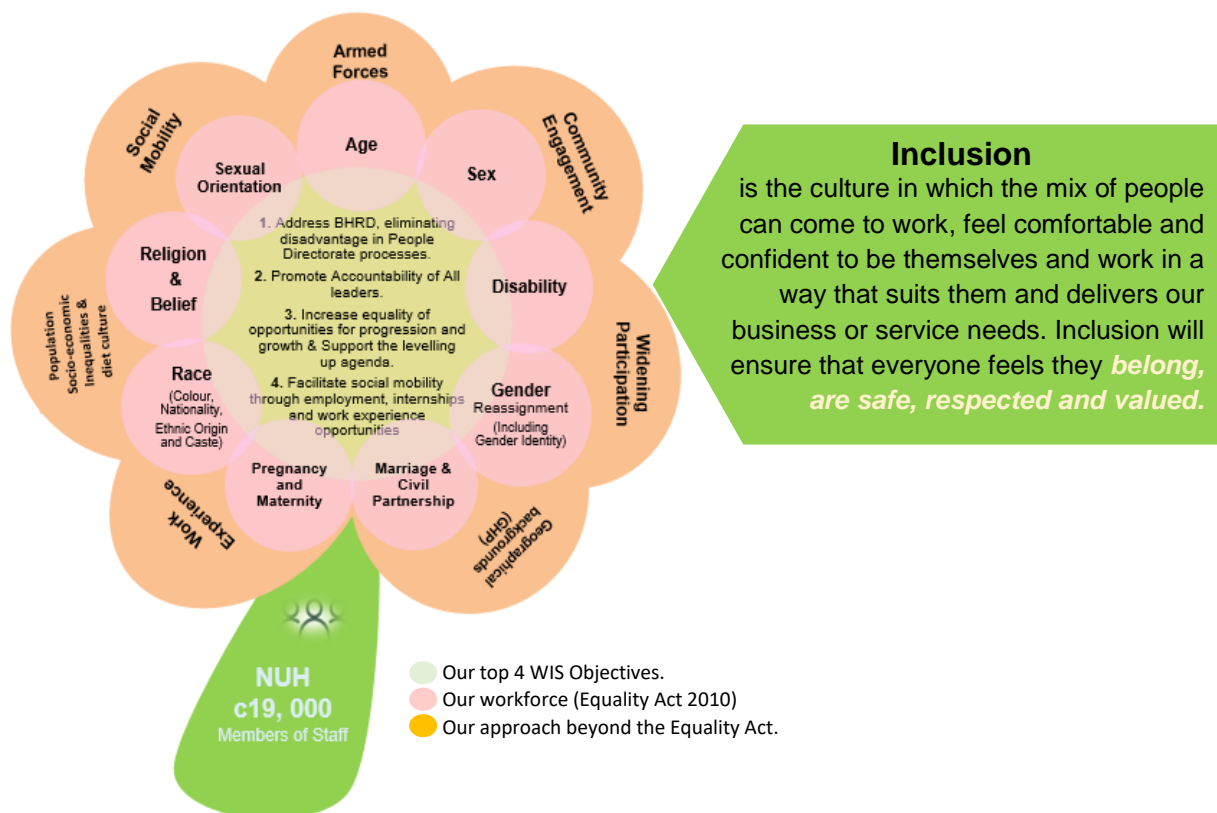


Figure 2: 2024-27 NUH Workforce Inclusion Strategy (WIS)

The WIS recognises the work undertaken in previous years to create a safe and inclusive workplace and the content of this strategy has been informed by extensive engagement with our staff and leaders at all levels.

The WIS incorporates proposals for four strategic objectives along with 23 high impact actions for identifying and addressing NUH key barriers for inclusion in line with local, regional and national priorities such as:

- the Care Quality Commission (CQC) well-led plan
- the Midlands Workforce, Race, Equality and Inclusion (WREI) strategy
- the NHSE Long term workforce plan
- the NHSE EDI Improvement Plan (6HIAs)
- the Integrated Care Strategy
- the People Promise

In September 2023, the EDI Committee agreed to undertake a further review of the governance process within the EDI function, with the view to develop an integrated governance model for the EDI agenda and Culture and Leadership workstreams. As a result of this review, in October 2023, a new Integrated Governance Model (IGM) and Principles were agreed by the EDI oversight committee.

In January 2024, the WIS was endorsed by the Trust Board, as the overarching strategy for inclusion across NUH alongside the proposed seven Board priorities for 2024/25.

4. How we will implement the WIS – The Inclusion Maturity Matrix Self-Assessment Tool (IMM)

The IMM is a continuous improvement self-assessment tool that will be used to assess the maturity level of the organisation, divisions and services responsiveness in creating and embedding an inclusive workplace to meet the delivery of the WIS objectives at NUH. By completing the IMM, this will initially give divisions a maturity rating against the four objectives identified in the WIS. It's currently being piloted across all divisions until the end of April 2024.

5. How we will measure change and our performance – WIS work programme and key metrics

The following metrics will be used to monitor progress across the entire WIS programme of work. Data is triangulated to help identify areas that might require more targeted support/interventions:

- National Staff Survey outcomes – with particular reference to staff engagement (derived from motivation, advocacy, involvement) and Bullying, Harassment, Racism and Discrimination (BHRD)
- Workforce Race Equality Standard (WRES)
- Medical Workforce Race Equality Standard (MWRES)

- Workforce Disability Equality Standard (WDES)
- Casework figures
- Anonymous concerns reporting feedback
- National quarterly pulse survey
- Starters' and leavers' survey
- Feedback from advocates including Freedom to Speak Up Guardians, Inclusion ambassadors and the staff network group (BAME, LGBTQ+, Women, Neurodiversity and Staffability networks)
- Armed Forces, Patient and Community Engagement, Widening Participation
- Inclusive Maternity etc.

6. The Seven Board Priorities

In addition to the WIS priorities areas, there are also the seven Board priorities. This was a direct ask from the Chief Executive, to set up the initial focus for the Board in addressing inclusion during 2024-25 in alignment with the People First priorities and ahead of the launch of the WIS in May 2024. Examples of the seven Board priorities includes circulation of interview questions in advance and developing a shadow board program.

7. Progress to date

NUH hopes to drive strategic and demonstrable equality improvements by reference to the nine protected characteristics in the Equality Act 2010 for our people, our patients and the communities we serve and in the exercise of our broader activities and functions as showcased in our 2024-27 WIS.

2023/24 was the year of major paradigm shift for inclusion at NUH in which the following was achieved:

- Launch of the EDI Oversight and Assurance Committee (chaired by a Non-Executive Director) in January 2023
- Launch of the NUH Inclusion Conference in March 2023
- Appointment of the Executive Director for Corporate Governance
- Appointment of the Director for Inclusion
- Executive sponsorship and funding (40k) for all Staff Networks, including the newly formed Neurodiversity and Women's networks
- Initiative to appoint a WRES Expert to equip NUH with in-house expertise to improve workforce race equality.
- WIS signed off by Trust Board in January 2024 (including the new Integrated Governance Model and principles)
- Approval of Seven Board Priorities in January 2024 to expedite the inclusion agenda key areas for delivery
- Launch of the WIS Delivery Group in January 2024
- Launch of the new WIS Operational and Implementation group in February 2024

This performance overview provides a brief summary of NUH statutory reports such as the National Staff Survey, WRES and WDES, its performance, impact and a comparative analysis in regards to previous year.

- **WRES:** Our 2023 report shows an overall improvement in all indicators, apart from indicator 2, compared to 2022. NUH performs in the best 10% of Trusts nationally for indicator 3 (Likelihood of entering formal disciplinary proceedings). This achievement is due to the work undertaken from the BAME Strategy and the cultural ambassador programme.
- **WDES:** Our 2023 report shows an overall improvement in all metrics compared with 2022, apart from three metrics.
- **CQC inspection report:** In their latest inspection report, the CQC recognised significant improvements in the Trust’s leadership and culture, and how it is managed, increasing the well-led rating from inadequate to requires improvement. They found a reduction in staff reporting bullying with ‘significant progress in improving the culture’ and an executive team that ‘consistently led with integrity and were open and honest in their approach.’
- **National Staff Survey:** Our 2023 survey results are currently being evaluated and are still under national embargo until March, however early indications are showing improvements in the associated measures compared to 2022 (which were improved from 2021).

National Staff Survey Nottingham University Hospitals	%age of staff saying they experienced <i>at least</i> one incident of bullying, harassment or abuse		
Q14: In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...?	2021	2022	2023
<i>a) Patients/Service Users/Relatives/Public</i>	28.9%	27.8%	*
<i>b) Managers</i>	13.9%	10.4%	*
<i>c) Other Colleagues</i>	22.4%	20.7%	*

* Results under national embargo until March 2024

8. Stopping Bullying, Harassment, Racism and Discrimination Charter

We launched our Charter at the NUH Inclusion Event in March 2023 with a Trust wide campaign. The Charter is aimed to clarify the position of the trust, what staff can expect from the organisation and what we expect from staff. The campaign has included an initial programme of awareness raising sessions and development of associated resources to support staff. This has reached thousands of staff through time out days and bespoke presentations to teams, covering staff working at all levels across the organisation. Resources include posters and digital resources including emails, screensavers, updating wallpapers on all trust devices and an intranet page of resources to support elements around civility and respect.

The resources provide information about specific topics that can be used to educate and to use as part of bespoke interventions for teams where specific concerns have been flagged. The topics include: how to raise concerns; differences between incivility and bullying; challenging banter; dangers of gossip, psychological safety, etc.

We have noted an increase in staff feeling able to report concerns to their managers, human resources and our Freedom To Speak Up champions allowing issues to be dealt with sooner and at a more informal level. We expect this to happen within the first year of a campaign because it opens conversations across the trust and helps staff feel more empowered to speak up and raise their concerns.

Work continues through our Safe and Inclusive Delivery Group and the WIS to ensure that Stop Bullying, Harassment, Racism and Discrimination remains on the agenda for all divisions within the trust.

Stop Bullying, Harassment, Racism and Discrimination at

NHS
 Nottingham
 University Hospitals
 NHS Trust

Our Charter

This Charter is our commitment to stop bullying, harassment, racism and discrimination at NUH. It explains what you can expect from us and from each other.

We value every member of Team NUH. We value your hard work, commitment to excellence, and the passion you put into caring, 24 hours a day, 365 days a year. Every one of us has the right to be heard, to speak up, and to do our jobs without the fear of bullying, harassment, racism or discrimination.

Scan here or visit http://nuhnet/safe_and_inclusive for more detail

1 Keeping you safe

You can expect a safe environment where:

- We treat each other with kindness, dignity and respect
- We are valued as individuals and for whatever role we play in delivering high quality care
- We can speak up, and do so without victimisation
- We will be listened to, have our concerns taken seriously and will receive feedback
- We trust each other to deliver on what we have promised

2 Creating a positive culture

We will:

- Make it clear what we mean by bullying, harassment, racism and discrimination
- Have fair and transparent processes in place to act against and stop these behaviours
- Provide support for everyone who experiences these behaviours
- Publicise the actions we have taken and regularly review our progress
- Be proud of our diverse workforce and build a culture that is warm, welcoming and supportive to all
- Empower staff through training, development and support networks
- Ensure our decisions and policies are based on equality and fairness

3 Taking part

You can help to stop bullying, harassment, racism and discrimination:

- By starting with ourselves and how we can change
- Choose to be anti-racist and anti-discriminatory and promote the culture we want in NUH
- Ensuring everyone feels they belong as part of Team NUH
- Choosing kindness over rudeness and hostility
- Understanding, valuing and respecting what makes us different
- Speaking up when we see or feel bullying, harassment, racism or discrimination
- Using the relevant support to raise concerns safely

#StandUpSpeakOutStopIt

9. WIS Programme Impact – what does success will look like?

Our WIS work programme will ensure a sustainable pathway for inclusion across the entire organisation that will result in the following for our staff, our patients and the communities we serve:

- An embedded culture of kindness, where diversity and inclusion is promoted and staff feels engage, empowered and valued.
- All staff networks are a powerful voice and a source for positive change, embedded across the whole organisation and system and they currently formally constituted as part of the Trust governance structure.
- Embedded the "Becoming Anti-racist model", the Allyship programme and the introduction of staff voice (lived Experiences) at Board level.
- NUH staffing reflect the diversity of the community we serve so the Trust becomes an employer of choice.
- An embedded culture of inclusion and compassion for all, within which our patients experience compassionate care and staff experience compassionate workplaces and teams; where there are positive experiences of care for all whether they are delivering or receiving care will improve patient and staff experience outcomes.
- All leaders have the right skills to lead a health care service that is inclusive and compassionate for patients and staff and therefore embed inclusive practices.
- Robust inclusion that will ensure senior leadership establish strong collaboration between partners as an organisation. The voice of staff with protected characteristics are heard at key forums across the organisation and at a system level to improve access to services, patient care and outcomes and eliminate health inequalities.

10. Conclusion

As demonstrated by the data, NUH has made improvements over the past two years to create a more inclusive working culture. The WIS is a new paradigm shift for inclusion to ensure NUH becomes a truly inclusive workplace. NUH is committed to integrating inclusion into its core business and responding to the needs of the people we work with, the patients we care for and the communities we serve by ensuring equal opportunities and inclusion for all.