

Reference Number: FOI202223/170
From: Private Individual
Date: 08 August 2022
Subject: Staffing roles within equality and diversity, and related costs

- Q1 I would like to know the number of employees within your trust whose job roles formally require them to address issues of Equality, Diversity and Inclusion (EDI), including but not limited to all staff whose job title has 'EDI', 'Equality', 'Diversity' or 'Inclusion' in it, as well as all remuneration costs for these roles.
- A1 [The trust does not have dedicated EDI roles – Equality, Diversity, Inclusion and Belonging \(EDIB\) is built into the portfolio of other job roles](#)
- Q2 Does your NHS trust have an EDI strategy, a diversity strategy, or any other strategy aimed at increasing the amount of female, BAME, LGBT+, or disabled employees?
- A2 [Our Strategy has just been refreshed and sets out the pledges and equality objectives](#)
- Q3 What are the costs related to the development and implementation of these strategies?
- A3 [Information not held - No assigned budget, as such we cannot quantify for delivery of the EDIB strategy](#)
- Q4 Is your NHS trust involved in any other project or initiative aimed at promoting diversity, in terms of gender, ethnicity, nationality, sexual preference or ablebodiedness, and if so, what are the costs related to these projects or initiatives?
- A4 [Please see full details in the *LHCH EDIB Strategy* attached.](#)
- [Information regarding cost breakdowns are not held, as per A3](#)



Equality, Diversity, Inclusion & Belonging (EDIB) Strategy >> 2022 - 2025

INTRODUCTION

Liverpool Heart and Chest Hospital NHS Foundation Trust (LHCH) is pleased to introduce its Equality, Diversity, Inclusion and Belonging Strategy (EDIB), which outlines our commitments for the next 3 years.

There is a great deal to be proud of at LHCH, not least the outstanding care and compassion shown by everyone who works here, as recognised by patients, their families and our regulators. There is more work to be done and we aim to continue making progress towards shaping a fully inclusive organisation and increasing diversity at all levels. Our EDIB Strategy will build upon what we have already accomplished and outlines our refreshed pledges which will help us achieve even more.

LHCH serve a catchment area of 2.8 million people, spanning Merseyside, Cheshire, North Wales and the Isle of Man. Heart and lung disease continue to be amongst the biggest killers in the UK and the communities we serve are marked by increased prevalence of cardiovascular disease, higher levels of heart failure, hypertension, coronary artery disease and an ageing population.

Health inequalities remain a key challenge for Merseyside with levels of deprivation worse than the England average. Our aim is for every patient to receive the same high quality of care, regardless of where they live, what health condition they are experiencing, or any other personal characteristic that may affect their experience of accessing health care services.



Inclusive



Make a difference



People centred



Accountability



Continuous improvement



Teamwork

The Trust aims to provide:

‘excellent, compassionate and safe care for its patients and populations, every day’ and has firmly embedded the values and behaviours expected of all its staff and volunteers, through IMPACT:



IMPACT

INTRODUCTION

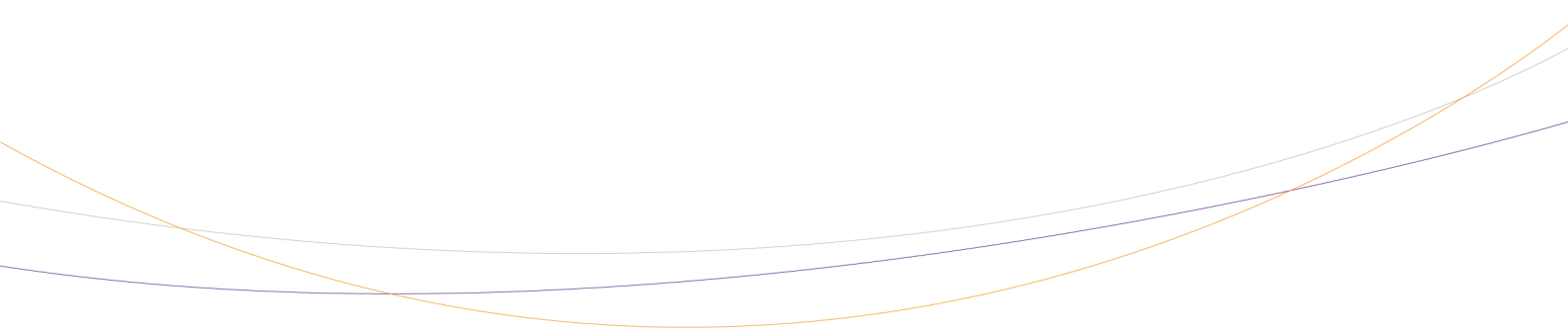
Events in 2020 shone a spotlight on racism and the inequalities that exist within our society, particularly within the context of the disproportionate impact of the COVID pandemic, which reinforced the need for us to develop a much bolder strategy on equality, diversity, inclusion and belonging.

LHCH employ just under 1900 staff in direct delivery of care and support services, with 14.92% from ethnic minority backgrounds and representing 44 nationalities, and we are proud to have such a diverse workforce because we know that this diversity enhances the care we give to our patients. *(Data at 31/03/2022)*

We are also committed to building a workforce in which each employee can enjoy a strong sense of belonging and where diversity, difference and uniqueness are truly valued.

As well as being well-represented across all levels, we must ensure that people from marginalised groups, are actively and always included, and that this inclusion is felt *authentically* at a personal level.

Working towards a truly inclusive culture at LHCH, not only improves the experience of our workforce, but also offers significant benefits to our patients:

- ***Staff who feel included, engaged and supported have greater personal resources and resilience to offer thorough and compassionate care***
 - ***Staff who are differently abled may offer enhanced empathy and support to patients due to their lived experiences***
 - ***Stronger team performance by maximising our blend of skills, talents, knowledge and professional experience***
 - ***A reduction in bullying, harassment, discrimination and other forms of exclusion by building greater understanding, appreciation and respect***
 - ***Supports our organisational journey towards adopting a more compassionate and inclusive culture***
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WHY DO WE NEED AN EDIB STRATEGY?

Our EDIB strategy underpins the Trust's wider People Strategy and serves as a plan that sets out the rationale for action and outlines the areas we need to focus on as an organisation.

Not only do we have both a legal and moral duty to promote EDIB, it is important that we lead by example and make LHCH the best place for treatment and to work.

The strategy **also supports our business objectives, vision, mission and values.**

The strategy has also been aligned to The NHS People Promise, which outlines behaviours and actions that staff can expect from NHS leaders and colleagues, to improve the experience of working in the NHS.

People Promise



DEFINITIONS

At LHCH we understand that equality, diversity and inclusion are linked but have distinct issues that may need tackling in different ways.

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 designed to address unfair discrimination based on a particular group or characteristic.

DIVERSITY is the mosaic of people who bring a variety of backgrounds, styles, needs, perspectives, values and beliefs to an organisation. It is about recognising difference and the benefits of having a range of perspectives in decision-making.

INCLUSION is the complete acceptance and integration of all patients, carers and employees regardless of diversity background. For patients, this enables them to access services and experience high quality care that meet their needs. For employees, this proactively leads to a sense of belonging, engagement, progression and full participation within the organisation

BELONGING is creating a culture where people can be themselves and is driven by a feeling of positive regard, acceptance and connection. A sense of belonging supports both physical and psychological health and is therefore fundamental to positive wellbeing and performance.

Although we use the term equality throughout this strategy, we acknowledge that what equality means for LHCH is true equity and this may mean not treating everybody in the same way, because their needs may differ. Taking positive action to address structural and unconscious bias is the way to achieve real inclusion.

This image is a great visual representation of the journey to achieving equity.



OUR LEGAL DUTIES

There are several equality-based national laws and guidelines which mandate and guide how NHS organisations should demonstrate equality.

The principal equality drivers include:

LEGISLATION	REQUIREMENT
The Human Rights Act 1998	The Human Rights Act is underpinned by the core values of Fairness, Respect, Equality, Dignity and Autonomy for all. All public bodies must comply with the convention rights.
The Equality Act 2010	Protection from discrimination based on nine protected characteristics <ul style="list-style-type: none"> • Age • Disability • Ethnicity • Gender reassignment • Marriage & Civil Partnership • Pregnancy & Maternity • Religion or Belief • Sex • Sexual Orientation
General Equality Duty	To eliminate unlawful discrimination, harassment, and victimisation. Advance equality of opportunity. Foster good relations.
Public Sector Equality Duty - from 5 April 2010	To publish relevant, proportionate information demonstrating compliance with the Equality Duty. To analyse effect of policies and practices on equality. Set specific, measurable Equality Objectives.
Accessible Information Standards	DCB1605 Accessible Information (formerly SCCI1605 Accessible Information) – the ‘Accessible Information Standard’ – directs and defines a specific, consistent approach to identifying, recording, flagging, sharing, and meeting the information and communication support needs of patients, service users, carers, and parents, where those needs relate to a disability, impairment, or sensory loss.
Gender Recognition Act 2004	The GRA legislation provides a mechanism to allow trans people to obtain recognition for all legal purposes to their preferred gender role.
Workforce Disability Equality Scheme (WDES) From April 2019	The Workforce Disability Equality Standards (WDES) is a set of specific measures that will enable NHS Organisations to compare the experiences of disabled colleagues to non-disabled colleagues, this will then be used to develop any required actions
Workforce Race Equality Standard (WRES) From 1 April 2015	Must demonstrate through the nine-point Workforce Race Equality Standard (WRES) metric how we are addressing race equality issues in a range of staffing areas. Must demonstrate progress against several indicators of workforce equality, including a specific indicator to address the levels of BAME Board representation. This will be included in the Standard NHS Contract.

OUR PEOPLE (ESR Data at 31/03/2022)

82.76% of colleagues are of White ethnicity (2.32 % not stated).

This figure is lower than the Liverpool* figure of 88.91%.

WRES (Workforce Race Equality Standard). The Trust's Black, Asian & Minority Ethnic (BAME) representation is currently **14.92%** (2.32 % not stated) compared to 11.09% BAME for the Liverpool*.

48.5% of colleagues who have disclosed their religion and belief describe themselves as Christian, compared to a Liverpool* figure of 71.01%.

Workforce profile remains predominantly female at **72.9%** whereas the Liverpool* figure is 50.58% female.

3.16% of the Trust's workforce declared having a disability (ESR Data).

70.01% of colleagues describe themselves as heterosexual.

6.27% aged 61-65 and another 1.9% of staff are aged 66+.

Executive Board Ethnicity is **20%** (2/10 x 100)

***Source:**

<https://www.ukcensusdata.com/#sthash.pFORTY5b.dpbs>
(UK Census data 2011)



OUR AMBITION

To have a culture of belonging and trust and to understand, encourage and celebrate diversity in all its forms.



OUR PLEDGES

LHCH aims to become actively inclusive as a Trust which involves being intentional about our actions for change.

Our pledges have been carefully crafted internally through inclusive 'think tank' sessions with various staff groups and through engagement with the EDIB Steering and People Delivery Group.

Pledge 1

Celebrate and support diversity, inclusion and the belonging of our people and build an inclusive culture through our staff inclusion networks.

Pledge 2

Encourage people from diverse backgrounds to access and develop their NHS Careers and ensure our workforce and volunteers are representative of the communities we serve.

Pledge 3

Develop and improve our equality performance and increase diversity within our board and senior leadership teams.

Pledge 4

Commit to a more concerted and systematic approach to reducing health inequalities and addressing unwarranted variation in care, particularly within underrepresented groups.



HOW WE WILL ACHIEVE THIS?

There is a lot of great work being progressed across the organisation, but we want to do even more.

We want to ensure that EDIB practices are embedded across the organisation and not just seen as an add-on, but very much a part of business as usual.

The Trust, under the Public Sector Equality Duties (PSED) must publish equality objectives to meet one or more aims of the general duties. The objectives below demonstrate how we will reach our pledges as set out in this strategy.

1. Enhance the visibility of all EDIB activity across the organisation, engage and encourage our employee voice and build and grow our LHCH Belong Inclusion Network.
2. Overhaul our recruitment, promotion and flexible working practices, increase leadership diversity across the organisation and widen employment opportunities to support our community.
3. Improve experiences for our ethnic minority and disabled workforce as outlined in the Workforce Race / Disability Equality Standard (WRES/WDES) and Anti-Racist Framework.
4. Create a compassionate and inclusive culture through a review and refresh of our leadership training and development programme and EDIB training offer.
5. Improve the quality of our equality information to facilitate better decision making and ensure compliance with the Public Sector Equality Duty (PSED) and other national equality requirements.
6. Reduce the barriers experienced by patients, individuals and specific groups who engage with LHCH and identify how to address issues in relation to health inequalities to support better outcomes for all.
7. Improve patient access and experience to reduce the inequality gap, ensuring patients with learning difficulties and/or language needs are able to access our services.



HOW WE WILL ACHIEVE THIS?

This strategy will be supported by an annual operational action plan, within each year priorities will be identified.

Every year we will seek build on the last, but the plan will always be aligned to the pledges and be based around these five principles:

- **PRIORITISE**

Our organisation will be committed that equality, diversity, inclusion and belonging

- **UNDERSTAND**

We will be intentional about understanding the experiences of those from protected groups

- **GROW**

Senior leaders will role model compassion and inclusion

- **ACT**

Assurance frameworks will be used to leverage and monitor real change

- **REVIEW**

Key EDIB indicators are fed back regularly according to the governance structure outlined in this document



WHAT SUCCESS LOOKS LIKE

The overall mission of the EDIB Strategy is for LHCH to be a place where our people are safe and supported; where they can achieve their very best and inclusion and belonging is celebrated.

By working together, we can deliver the culture change required to ensure that all our people are happy, safe and supported.

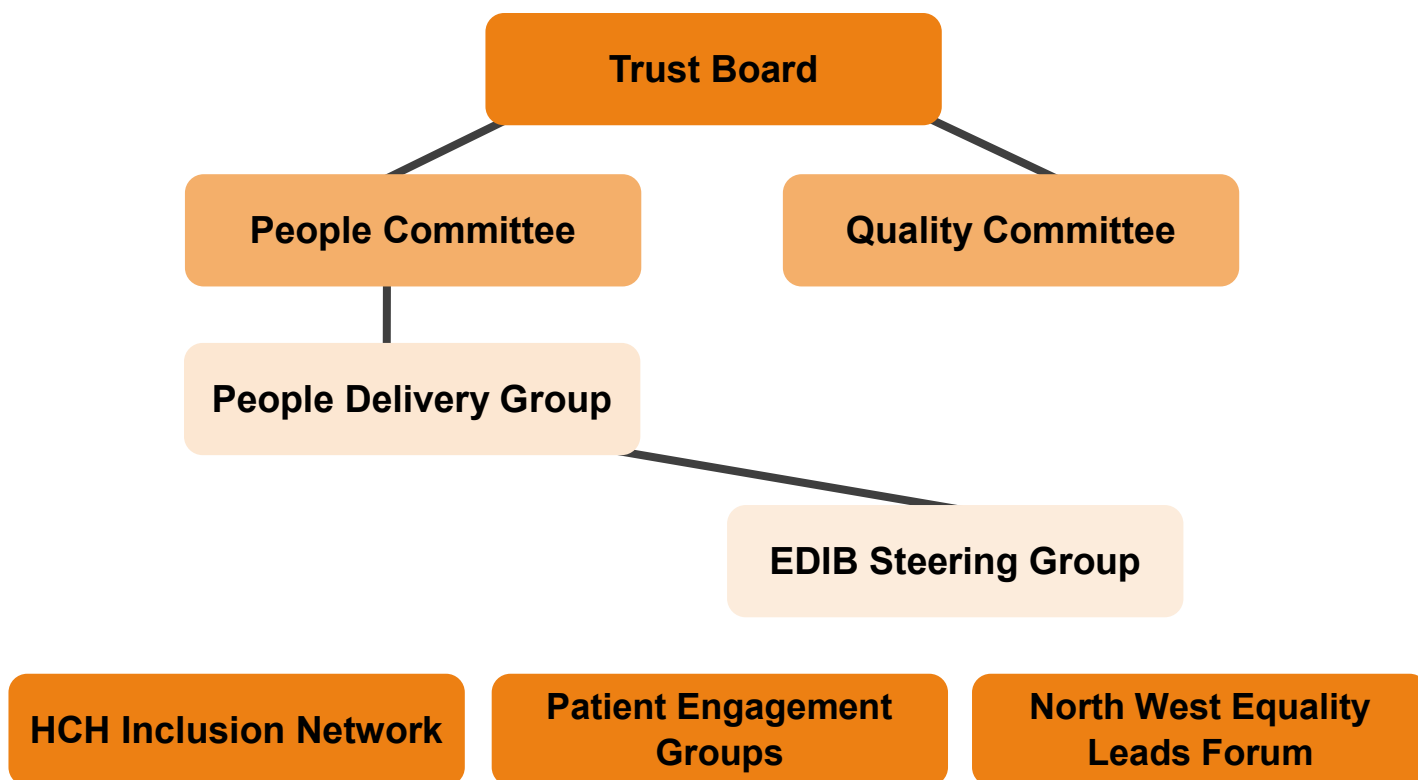
We will know we are getting it right through:

- ✓ Improved staff retention and workforce stability
- ✓ Reduction in the number of people reporting personal experience of harassment, bullying or abuse
- ✓ Increased diversity in our workforce composition
- ✓ Improved patient and staff experience as measured by the annual patient and staff survey
- ✓ Top and improved scores in the staff survey for the People Promise – ***'we have a voice that counts' & 'we are compassionate and inclusive'***
- ✓ Progressive development of LHCH Belong Inclusion Network and staff voice
- ✓ Improved experiences of our ethnic minority and disabled workforce evidenced through the WRES / WDES



ASSURANCE AND GOVERNANCE

We will increase the awareness and strategic importance of EDIB through the governance structure shown below:



This document is also supported by an easy read format if required. It can be made available in a range of alternative formats if required.

This includes audio, large print, braille and other languages.

***For more details, please contact
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