NHS
King's College Hospital
NHS Foundation Trust

Intro

The Equality Delivery System (EDS2) is a toolkit which has been designed to help NHS Organisations to meet the requirements of the Public Sector Equality Duty. The EDS2 toolkit supports NHS organisations to identify areas for improvement.

The EDS2 toolkit is structured around 4 Goals:

Patients:

Goal 1 Better health outcomes for all

Goal 2 Improved patient access and experience

Workforce:

Goal 3 Empowered, engaged and included staff.

Goal 4 Inclusive leadership at all levels

Against these four areas there are a set of 18 outcomes. These range from service quality to how staff are managed in the Trust. All healthcare providers are required to review and grade performance against each outcome. For each outcome, there are four possible grades:

Underdeveloped	People from all protected groups fare poorly compared with people overall.
Developing	People from only some protected groups fare as well as people overall.
Achieving	People from most protected groups fare as well as people overall.
Excelling	People from all protected groups fare as well as people overall.

This report aims to showcase a high-level position of a number of achievements made with a particular focus on the pipeline of planned activity and actions to strengthen our impact for the coming year.

Context

2020/2021 has continued to be a very challenging 12 months for the Trust. A year which has been dominated by the impact of and response to the Covid-19 global pandemic. Covid-19 has seen our Trust and staff respond at speed, in order to care for Covid positive patients whilst continuing to provide as many routine services as possible. Many services had to be reconfigured to respond to the significant increase in demand. As a result, our clinical workforce had to adapt to fit to this response and these rapid changes led to significant alterations to the roles of many of our clinical staff.

The pandemic has intensified the impact of the health inequalities experienced by ethnic minority communities and patients. We have also seen the impact on older members of our community and those with disabilities and this has been replicated within our workforce. Keeping our staff and patients from diverse backgrounds safe during this difficult period has been our key priority and listening to the experiences and concerns of our staff and patients has never been more important.

The pandemic has also had an impact on people being able to access care and treatment. Prior to the pandemic, South East London already had too many people on waiting lists for too long, but the pandemic has significantly worsened this backlog. And, patients who have not accessed necessary medical care over the last 18 months, are now more likely to present with advanced conditions and need more complex treatment.

Many of our staff come from our local communities, and reflect the diversity of those communities. Our 14,000 staff represent a multitude of cultures from over 130 nationalities. We also benefit from more than 400 volunteers contributing their time. King's recruits over 3,000 new staff each year, and with 130 different nationalities represented at the Trust, we truly reflect the diverse nature of our communities. We also have a very local feel with almost two thirds of King's people living within five miles of our sites.

We have remained committed to providing an environment where all staff, service users and carers have equality of opportunity. We oppose all forms of unlawful or unfair discrimination. Despite the challenges, we have ensured that equality, diversity and inclusion have continued to be supported at all levels within the Trust.

Highlights from the last year

- The Trust has a well-developed international recruitment programme for nursing staff in place and we have recruited 290 people through this scheme in the past 12 months.
- The Trust led on targeted work addressing Covid-19 hesitancy amongst BAME staff.
- WRES, WDES and Gender Pay Gap Submissions were published complete with action plans
- The EDI Delivery Group was formally recognised as part of the Trust's formal governance processes.
- Kings was the first site in the UK to enrol patients on the trial of Remdesivir for Covid-19[1]
- King's was one of 5 Trusts nationally taking part in research exploring the role of religious identity in the NHS.
- The new Equalities Risk Assessment Framework (ERAF) was launched.

Domain	Self-Assessment
1.1 Services are commissioned, procured, designed and delivered to meet the health needs of local communities	**Achieving**
1.2 Individual people's health needs are assessed and met in appropriate and effective ways	**Achieving**
1.3 Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed	**Developing**
1.4 When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse	**Achieving**
1.5 Screening, vaccination and other health promotion services reach and benefit all local communities	**Developing**
2.1 People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds	**Achieving**
2.2 People are informed and supported to be as involved as they wish to be in decisions about their care	**Developing**
2.3 People report positive experiences of the NHS	**Achieving**

[1] mi - 338.8 - king's strategy 2021-2026.pdf (kch.nhs.uk)

2.4 People's complaints about services are handled respectfully and efficiently	**Developing**
3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels	**Achieved**
3.2 The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations	**Developing**
3.3 Training and development opportunities are taken up and positively evaluated by all staff	**Achieved**
3.4 When at work, staff are free from abuse, harassment, bullying and violence from any source	**Developing**
3.5 Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives	**Achieved**
3.6 Staff report positive experiences of their membership of the workforce	**Developing**
4.1 Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations	**Achieved**
4.2 Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed	**Developing**
4.3 Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination	**Developing**

Next Steps

Our action for the year ahead, aligned to our 5 year strategy aims to showcase some of the key initiatives we will deliver across King's between July 2021 and the end of 2022. These include:

- Developing and launching the Trust's first 'Roadmap to Inclusion', which will shape the strategic direction of the Trust's EDI function for the three- year period of 2022 to the end of 2024.
- Developing and launching the King's People and Culture plan, one of the five themes will be 'Belonging to King's'.
- We will increase the capacity and resource of our EDI Team, with the recruitment of a Head of EDI (Workforce) and a Head of EDI (Patients and Communities).
- Continuing to implement our revised Equality Risk Assessment Framework (ERAF) through the mandatory requirement to assess the impact of new and reviewed policies on patients and staff who possess different protected characteristics.
- Delivering Workforce EDI awareness raising events, aimed at promoting understanding of the needs of different populations when delivering care.
- Establishing links with local partners and identifying opportunities for strategic collaboration on the reduction of health inequalities.
- Connecting with local community organisations and groups and supporting local health related projects.
- Upgrading hearing loops in outpatient areas and installing a new wheelchair hire system at our Denmark Hill site.

- Supporting the development of the approach to patient demographic recording on the new patient records system.
- Building links with education establishments to promote and facilitate healthcare opportunities to local young people.
- Continuing to develop our Trust wide accessibility programme priority areas.
- Creation of a training video for NHS staff, highlighting differences in the experiences of women from different ethnic backgrounds in cancer services.
- Improving representation especially at senior levels which reflect the diversity of our communities.
- Strengthening and embedding our inclusive values at all levels which will result in a marked reduction in our bullying, harassment and disciplinary numbers.
- Ensuring our leaders are visible and active champions of EDI which will be evidenced by improved staff satisfaction across the Trust.
- Innovative projects that address reducing inequalities across access and experience for patients who use our services.
- Becoming a Level 2 Disability Confident Employer and improving accessibility requirements around learning for our disabled staff.
- Introducing and establishing Active Bystander training – this is a powerful and impactful training which empowers staff to respectfully challenge inappropriate behaviours.
- Launching an 'EDI Skills Booster Programme' with 21 bite sized training sessions from 15 to 60 minutes. The video-based training features include: Leading experts, contemporary drama, lived experience, illustration and explanation with learner notes and assessment quiz. Some of topics include; *'The impact of Micro-Behaviours', 'Trans and Non-Binary Awareness', 'Understanding & Tackling Gender-Bias', and 'Inclusive Language & Communication'.*
- Improving our approach to tackling disciplinary cases impacting staff of BME background.
- Publishing an Inclusion Calendar which provides the basis for a whole Trust approach to promoting and celebrating EDI throughout the year.
- Launching a Women's Network and Interfaith & Belief Network for staff
- Delivering training covering topics such as unconscious bias, microaggressions, psychological safety, inclusive leadership, recruitment, active bystander and trans awareness as well as EDI intro sessions to HCAs new starters.
- Designing and promoting an inclusive pathways document to highlight what support is available when staff need someone to speak to.
- Enrolling onto the Rainbow Badges phase 3 accreditation - which will help ensure King's are implementing the relevant staff training, monitoring, policies and support for LGBTQ+ staff and patients to drive a supportive work and clinical environment.
- Increasing visibility of the EDI team during National Inclusion Week which encompassed stalls, conferences, ward visits surveys that led to more than 2000 interactions.

We will also commence the implementation of the revised Equality Delivery System (EDS3), which is due to be published in April 2023, for which we have applied to be part of the testing phase for its implementation. As such, in advance of the impending changes to the EDS reporting structure we have developed a project plan outlining our approach to its implementation.

Summary

In 2021/22 the Trust will continue to embed and integrate the Equality Delivery System in terms of both service provision for patients and employment practice. In line with the requirements of EDS2 and the impending introduction of EDS3, the Trust will aim to continuously improve services for all service users and especially those that are categorised as having protected characteristics and being from underrepresented groups. This will be done in partnership with staff, service users and local interest groups.

Contributors to the compilation of the EDS2 submission and report include:

Equality, Diversity and Inclusion Team
Learning & Organisational Development
Strategy Team
Patient Outcomes Team
IMPART team – Kings Health Partners
Head of Nursing Cancer
Patient Experience and Engagement team
Patient and Public involvement team
Healthwatch Southwark
Bowel Cancer Screening Team
Patient Safety Team

Resources

Early resolution policy	http://kingsdocs/docs/policies/Human%20Resources/Early%20Resolution%20Policy.pdf
Working From Home	**http://kingsdocs/docs/policies/Human%20Resources/Home%20Working%20Policy.pdf**
Flexible Working	**http://kingsdocs/docs/kchdocs/Flexible%20Working%20Policy%202.08.17.pdf**
Kings Quality Account 2020-21	corp - 678.1 - kch quality report 20-21.pdf