**NHS**

**King's College Hospital**
**NHS Foundation Trust**

# Roadmap to Inclusion
## 2022-2024

# Foreword

We are delighted to present our Roadmap to Inclusion, which will shape the strategic direction of the Trust's equality, diversity and inclusion (EDI) function over the next three years.

At King's, we are passionate about diversity, equality and inclusion. Team King's is characterised by the diversity of our people, and the communities we serve. In our 2021 Trust strategy *'Strong Roots, Global Reach'*, we demonstrated our commitment to diversity, equality and inclusion by making it one of our four headline ambitions in our BOLD vision (brilliant people, outstanding care, leaders in research, innovation and education and diversity, equality and inclusion at the heart of everything we do).

This roadmap we are publishing from 2022-24 will ensure we turn our ambitions into real, meaningful improvements for colleagues, patients, and everyone connected to King's. It sets out the tangible and practical steps we will take to achieve our ambition to put diversity, equality and inclusion at the heart of everything we do. In doing this, we will help to make King's one of the best places to work in the NHS, and deliver even better care to our patients.

This roadmap also reflects the importance of our new Trust values – **Kind Respectful Team** - and shows how they will shape the way that we will carry out the work included in this roadmap.

We are incredibly proud of the rich cultural heritage provided by our nearly 14,000 staff, patients and local communities.

## Our Values

### KIND
WE SHOW COMPASSION + UNDERSTANDING + BRING A POSITIVE ATTITUDE TO OUR WORK

### RESPECTFUL
WE PROMOTE EQUALITY, ARE INCLUSIVE + HONEST, SPEAKING UP WHEN NEEDED

### TEAM
WE SUPPORT EACH OTHER, COMMUNICATE OPENLY + PUT OUR PATIENTS AT THE CENTRE

We believe this diversity gives us strength to provide compassionate and culturally competent care to all our patients, and the opportunity to be exemplars in this across the NHS. We know, however, that we will achieve this through action and not words, so by 2024, we are committed to have made a marked difference in:

- Improving **representation of staff, 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;

- **Targeted interventions** that will seek to address **inequalities in access, experience and outcomes** across our sites and services.

Our roadmap also reflects the importance of collaboration for us to deliver the greatest impact. We know that the talented and passionate members of Team King's are critical to enabling us to deliver impact through internal partnerships.

We see the huge opportunity to benefit from greater collaboration with health system and local partners through the South East London Integrated Care System (ICS) and beyond. We believe that in working together, we will develop a strong listening and learning culture across our organisations that will enable us to develop best practice approaches, and to effectively meet the needs of our communities.

We are excited to embark on this next step in our EDI journey at King's, and look forward to working with you all to achieve our ambitions for our people, patients and communities.

**Funmi Onamusi**
Director of EDI

**Professor Clive Kay**
Chief Executive

# Contents

## At a glance

**35%**

**35% ORGANISATIONS** IN THE TOP QUARTILE FOR ETHNIC DIVERSITY COMMERCIALLY OUTPERFORMED THOSE IN THE BOTTOM QUARTILE BY 35%

(MCKINSEY, 2017)

**x5**

**X5 – BLIND APPLICATIONS** LEAD TO FIVE TIMES AS MANY WOMEN BEING SELECTED

(DIVERSITY FOR SOCIAL IMPACT, 2021)

**32%**

**32% OF AUTISTIC ADULTS** IN THE UK ARE IN SOME KIND OF PAID WORK

(NATIONAL AUTISTIC SOCIETY, 2016)

**1 in 10**

**1 IN 10 LGBTQ+ EMPLOYEES** HAVE LEFT A JOB BECAUSE THE ENVIRONMENT WAS UNWELCOMING

(UCLA, 2017)

**80%**

**80% OF NEW JOINERS** STATED THAT A PROSPECTIVE EMPLOYER'S DIVERSITY AND INCLUSIVITY POLICY WAS AN IMPORTANT FACTOR IN WHETHER OR NOT THEY CHOSE TO JOIN A COMPANY

(PWC, 2015)

# Background

## Staff and Patient Profile

We have such diversity within our communities and populations it is often said we have 'the world on our doorstep'.

We also serve some of the most deprived and affluent areas of the country, which contain some of the youngest and oldest populations. Indeed, one in five children in south east London live in low income homes.

The proportion of our populations who are Black and minority ethnic (BME) ranges from 19% in Bromley to 40% in Lambeth. South East London has a higher than average proportion of residents who identify as LGBTQ+, and Bromley has the greatest number of over 65s compared to any London borough.

The services we deliver reflect these diverse needs, from aiming to deliver excellence in our local hospitals and building our strong roots in the community, alongside access to world-leading specialist services and cutting-edge research which give us global reach.

## Our Staff

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.

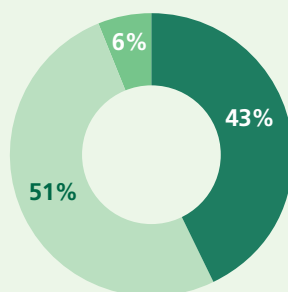**The following tables come from our staff survey results.**
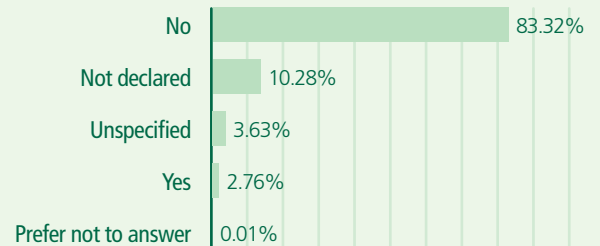
### Gender
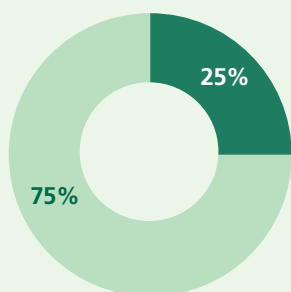


- **25%** Male
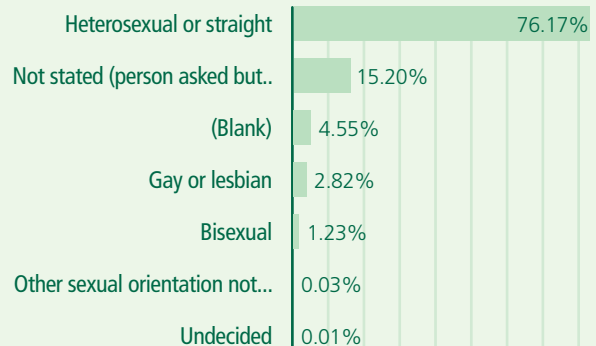- **75%** Female

Total headcount: 13,746

### Ethnicity group



- **51%** BME
- **43%** White
- **6%** Not stated

### Disability

| | |
|---|---|
| No | 83.32% |
| Not declared | 10.28% |
| Unspecified | 3.63% |
| Yes | 2.76% |
| Prefer not to answer | 0.01% |

### Sexual Orientation

| | |
|---|---|
| Heterosexual or straight | 76.17% |
| Not stated (person asked but.. | 15.20% |
| (Blank) | 4.55% |
| Gay or lesbian | 2.82% |
| Bisexual | 1.23% |
| Other sexual orientation not... | 0.03% |
| Undecided | 0.01% |

### Religion

| | |
|---|---|
| Christianity | 49.79% |
| I do not wish to disclose my... | 15.18% |
| Atheism | 11.07% |
| Islam | 6.31% |
| Other | 4.75% |
| (Blank) | 4.55% |
| Hinduism | 4.23% |
| Buddism | 2.45% |
| Sikhism | 1.29% |
| Judaism | 0.27% |
| Jainism | 0.12% |

## Age Group



| Age Group | Percentage |
|-----------|-----------|
| 17-26 | 9.67% |
| 27-36 | 36.87% |
| 37-46 | 23.02% |
| 47-56 | 19.23% |
| 57-66 | 10.23% |
| 67-76 | 0.95% |
| 77-86 | 0.04% |

Like many organisations, issues around health inequalities and social justice have been brought to the fore at King's as a consequence of key recent events such as the COVID-19 pandemic, and the death of George Floyd in America in 2020. These issues are deeply significant to many people across King's, and the importance of playing our role in tackling them across our organisation have become even more pressing in the minds of many of our staff.

Our staff survey results show us, however, that we have a long way to go to achieve our ambitions for EDI at King's, and that we have lots of opportunity to make things better for our people. Our staff have not always had the best experiences when it comes to equality and inclusion with many indicators showing us as below average, compared to other Trusts for a number of years.

### In the last 12 months have you personally experienced discrimination at work from: manager, team leader or other colleagues?



% of staff selecting 'Yes'
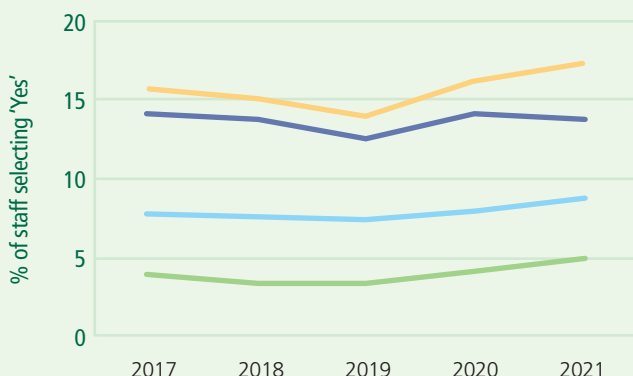
| | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|
| Worst | 15.7% | 15.0% | 13.8% | 16.1% | 17.2% |
| King's | 14.2% | 13.9% | 12.5% | 14.2% | 13.7% |
| Average | 7.8% | 7.6% | 7.3% | 8.0% | 8.8% |
| Best | 4.0% | 3.4% | 3.4% | 4.0% | 5.1% |

### Does your organisation act fairly with regard to career progression / promotion regardless of: ethnic background, gender, religion, sexual orientation, disability or age?



% of staff selecting 'Yes'
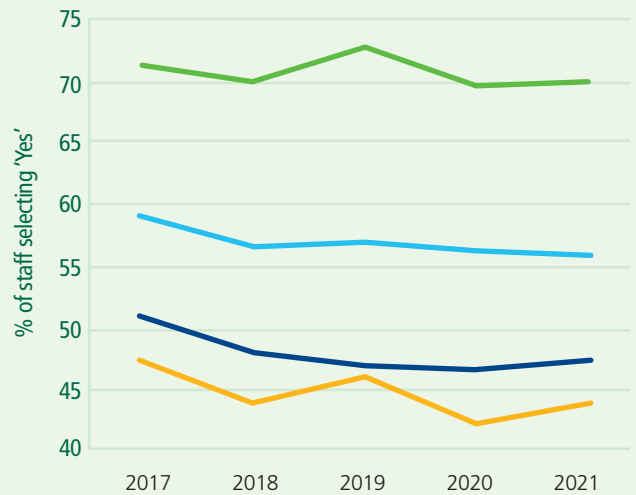
| | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|
| Best | 71.2% | 70.1% | 72.6% | 69.5% | 69.9% |
| King's | 50.9% | 48.0% | 47.0% | 46.4% | 47.2% |
| Average | 59.0% | 56.5% | 57.1% | 56.2% | 55.7% |
| Worst | 47.3% | 43.8% | 45.8% | 42.2% | 44.1% |

Analysis of our quantitative and qualitative evidence around EDI, and an understanding of best practice, have helped to shape some of the priorities in this roadmap.

# Our achievements so far

While we acknowledge that much work needs to be done in order to achieve our ambitious EDI objectives in this roadmap, we are proud of the progress we have made over the last twelve months, examples include:

- Creation of a new executive level post of Director of EDI reporting directly to the Chief Executive. This role was designed to empower the new director to deliver a step change in our EDI agenda at King's, and be accountable for delivering tangible improvements

- Recruitment of a new EDI team to accelerate our progress by introducing fresh impetus and best practice to our efforts. The function has also been extended to include a patients and communities focus

- Became a Level 2 Disability Confident Employer and improving accessibility requirements around learning for our disabled staff

- Introduced and established Active Bystander training with over 700 enrollees so far – this is a powerful and impactful training which empowers staff to respectfully challenge inappropriate behaviours

- Launched 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. Topics include; '*The impact of Micro-Behaviours*', '*Trans and Non-Binary Awareness*', '*Understanding & Tackling Gender-Bias*', and '*Inclusive Language & Communication*'

- Improvement in our approach to tackling disciplinary cases impacting staff of BME background

- Published an Inclusion Calendar which provides the basis for a whole Trust approach to promoting and celebrating EDI throughout the year.
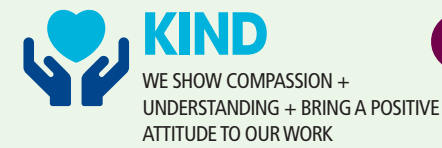
# Summary of ambitions

The infographic below sets out the key actions we will deliver as part of our Roadmap to Inclusion, and in line with the ambitions set out in our new strategy, 'Strong Roots, Global Reach'.

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## OUR VALUES
### AT KING'S WE ARE A KIND, RESPECTFUL TEAM

**KIND**
WE SHOW COMPASSION + UNDERSTANDING + BRING A POSITIVE ATTITUDE TO OUR WORK

**RESPECTFUL**
WE PROMOTE EQUALITY, ARE INCLUSIVE + HONEST, SPEAKING UP WHEN NEEDED

**TEAM**
WE SUPPORT EACH OTHER, COMMUNICATE OPENLY + PUT OUR PATIENTS AT THE CENTRE

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## B Brilliant People

We attract, retain and develop passionate and talented people, creating an environment where they can thrive

- ☑ **Properly incorporate EDI into workforce induction and staff wellbeing programmes.**
- ☑ **Introduce a range of training and mentoring programmes (Reverse Mentoring, Allyship, EDI development).**
- ☑ **Work programme to ensure that leadership is representative of the overall workforce as per Model Employer goals by 2028 (NHSE People Plan action).**
- ☑ **Launch King's reasonable adjustment plan/passport – make work more accessible by giving staff the means to explore changes that can help them thrive at work.**

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## O Outstanding Care

We deliver excellent health outcomes for our patients, and they always feel safe, cared for and listened to

- ☑ **Launch the health inequalities project at King's which aims to reduce disparities in access and outcomes.**

- Enhanced approach to providing and responding to patient feedback from underrepresented groups by supporting the work on culturally competent services.
- Develop and implement best practice guidance for co-design of services with diverse communities.

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## L Leaders in Research, Innovation and Education

We continue to develop and deliver world-class research, innovation and education – providing the best teaching, and bringing new treatments and technologies to patients

- ☑ **Enhance patient demographic data quality to include other protected characteristics.**
- ☑ **Increase participation of under-represented groups in research.**
- ☑ **Increase diversity in recruitment to research teams.**

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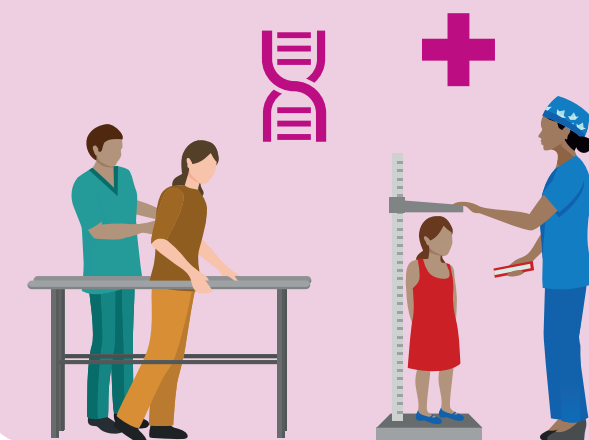
## D Diversity, Equality and Inclusion at the heart of everything we do

We proudly champion diversity and inclusion at King's, and act decisively to deliver more equitable experiences and outcomes for our patients and people

- ☑ **Formally embed EDI standards by:**
  - Fully embed Equality Risk Assessment Framework (ERAF) in all new and reviewed policies and procedures.
  - Formally initiate EDI business partnering into services across the Trust.
  - Strengthen and grow staff diversity networks.
  - Attain parity in likelihood of BME candidates to be appointed from shortlisting.
  - Create an EDI Dashboard for ongoing monitoring of our diversity performance.
  - A full re-write of the Trust's EDI Policy, Disability Charter, and a new Trans Policy.
- ☑ **Introduce our Cultural Intelligence programme which will empower our people to act as confident and compassionate champions of EDI.**
- ☑ **Increasing employment for people with Disabilities and Neurodiversities.**
- ☑ **Provide training/coaching to the Board on EDI to enable them to be confident champions of EDI.**
- ☑ **Trust accreditation for our work across LGBTQ+, Disability, and Race.**
- ☑ **Reduce health inequalities across King's service.**

# Governance

In order for these objectives to be effective and create lasting changes to the experiences of staff and patients, this roadmap identifies high level projects, priority actions and measurements for the next three years as set out in Appendix A of this document. In addition to these planned projects, the EDI team will continue to respond to individual or departmental requests for specific interventions via our commissioning model.

King's **EDI Delivery Group** (Terms of Reference in Appendix B) will help ensure delivery remains on track, reporting monthly to King's Executive and bi-monthly to the Quality, Performance & People Committee, which is a Committee of the Board. Our workforce activities will feed into our People and Culture Committee which has overall responsibility for delivering against the Brilliant People strand of our Trust Strategy. This Board commitment and oversight ensures promised EDI ambitions are monitored, and that the Trust is accountable for our performance and progress made.

Our **King's EDI Dashboard** will also help ensure we **evaluate progress effectively** across our care groups and sites, so we are better able to note and respond decisively to any trends we pick up that will impact on our **performance indicators** and **benchmarks** already in place via the NHS's Workforce Race and Disability Equality Standards, Equality Delivery System 3, Gender Pay Gap, Public Sector Equality Duty, Accessible Information Standard and Model Employer goals. Further information in relation to each of these is available on our website.

An annual review will be undertaken to establish the overall progress made. This roadmap will then be revised on the basis of the findings and a new EDI Roadmap for 2025-2026 will be published.

# Appendix A: Action plan – How we will get there

## Brilliant People

| | Our strategy says… | EDI Project(s) | How we will do it | Measures of Success |
|---|---|---|---|---|
| **1** | "Create an environment where **everyone feels welcome**" | Embed EDI into workforce **induction and staff wellbeing programs** | • Evaluate attraction and onboarding related communications, training and procedures | • Improvements in Staff Survey, Pulse Survey |
| **2** | "Ensuring our **people thrive**" | Introduce a range of training and mentoring programmes | • Introduce a new mentoring platform which includes Reverse Mentoring<br><br>• Expand on our well received **Active Bystander** training to build an Allyship Programme<br><br>• Create an EDI development programme which can also be available to other healthcare organisations | • Monitor stories about behaviour change as a result of learning<br><br>• Inclusion of EDI objectives within individual appraisals<br><br>• Improved staff survey results |
| **3** | "We will have **confident and compassionate leaders** and managers who are **inclusive and consistently deliver fair and equitable opportunities** for their teams" | Work programme to ensure that **leadership is representative** of the overall workforce as per Model Employer goals by 2028 (NHSE People Plan action)<br><br>Developing **inclusive leadership** competencies | • Explore suitable positive action programmes, embed accountability in leaders and initiate career development/mentoring support/ stretch opportunities for Band 8a and above BME staff in addition to diverse panels and relevant bias and recruitment manager trainings | • Improvement in Workforce Race Equality Standard (WRES) representation % in line with target<br><br>• Greater uptake of leadership programmes for BME staff |
| **4** | "Create **agile working approaches**, welcoming feedback, and being open and active to change and innovation" | King's Reasonable adjustment plan – **make work more accessible** by giving staff the means to explore changes that can help them thrive at work | • Design, communicate and embed reasonable adjustments into our policies, processes/procedures and produce guidance materials to ensure effective implementation. This will include information and support for people who are **neurodiverse** | • Improvements in Workforce Disability Equality Standard (WDES), Staff Survey and Equality Delivery System (EDS3) |

# Outstanding Care

| | Our strategy says… | EDI Project(s) | How we will do it | Measures of Success |
|---|---|---|---|---|
| 5a | "We will build on our clinical strengths and focus investment on the areas that will have the biggest impact on our communities and populations" | Reduce **disparity** in **patient outcomes** | • Work with Patient Outcomes team to analyse available data and identify difference in outcomes for those of different demographics. Targeted action in line with ICS Vital 5 as a priority<br><br>• Develop and implement best practice guidance for co-design of services with diverse communities | • Improved patient outcomes for targeted groups<br><br>• Reduction in complaints |
| 5b | "We will work with patient groups to develop and embed a new approach to providing timely feedback" | **Enhanced** approach to providing and responding to **patient feedback** from under-represented groups | • Work with the Patient Experience team to analyse patient feedback by demographic and develop a targeted action plan that takes into account the needs of our diverse patient communities | • Increase in feedback from underrepresented groups<br><br>• Improved patient experience |

# Leaders in research, innovation and education

| | Our strategy says… | EDI Project(s) | How we will do it | Measures of Success |
|---|---|---|---|---|
| 6 | "We will better collect, integrate and utilise clinical data to detect patterns of disease, improve patient outcomes, understand and address health inequalities" | **Enhance** patient demographic **data quality** | • Support the implementation of EPIC and ensure it is inclusive in its approach to patient data recording<br><br>• Identify gaps in Trust wide demographic data against national and peer benchmarks, seek to understand challenges in recording, and target action | • Increase in recording of demographic data |
| 7 | "We will increase the participation of our diverse south east London communities in research, contributing to better health outcomes" | **Increase participation** of under-represented groups **in research** | • Establish new pathways for participation and links between our diverse local communities and the research team<br><br>• Develop an action plan to reduce unconscious bias in research design | • Increase in the diversity of expert patient panels<br><br>• Increased diversity of research participation |
| 8 | "Work with the KHP Education Academy to train and develop the healthcare teams of the future, recognising the need for new roles, improved skills and values, and supporting diversity" | **Increase diversity** in **recruitment** to research teams | • Work with CQI team to support the development of the KHP academy to ensure diverse recruitment in line with the Widening Participation agenda<br><br>• Develop a targeted action to increase recruitment from under-represented communities | • Increase in applications from under-represented local community groups to KHP Academy<br><br>• Increase in local community recruitment to KHP Academy |

# Diversity, Equality and Inclusion at the heart of everything we do

| | Our strategy says… | EDI Project(s) | How we will do it | Measures of Success |
|---|---|---|---|---|
| **9** | "**Formally embed EDI standards** in all aspects of our core business from clinical service delivery, strategy and policy development and recruitment" | Fully embed **Equality Risk Assessment Framework (ERAF)** in all new and reviewed policies, procedures<br><br>Formally initiate **EDI business partnering** into services offered across the Trust<br><br>**Strengthen and grow** staff **diversity networks**<br><br>Supporting our **recruitment** strategy to attain parity in likelihood of BME candidates to be appointed from shortlisting<br><br>Create an **EDI Dashboard** for ongoing monitoring of our diversity performance<br><br>A full review and rewrite of the Trust's **Equality, Diversity and Inclusion Policy, Disability Charter, and a new Trans Policy** | • Develop an ERAF process, test our own processes, incorporate into policy development procedures and mandate policy submission processes through the Policy Review Board<br><br>• Promote the EDI Commissioning Model across the Trust so that staff know how our service works and our systematic response to support requests<br><br>• Ensure our partners and subcontractors have a clear understanding of their part in the EDI agenda<br><br>• Create and implement a staff networks policy which will provide support and guidance for effective running of the network<br><br>• Provide development for network leaders<br><br>• Evaluate process, policies and procedures in relation to attraction, shortlisting, selection and appointment<br><br>• Support the recruitment team with applying the NHS London region DeBias Recruitment Toolkit<br><br>• Produce an interactive dashboard, identify metrics and identify where/how to share the data<br><br>• This will include effective coverage of the protected characteristics with practical guidance around how the Equality Act is to be interpreted | • Completed ERAFs with change in impact around EDI<br><br>• Studies of positive impact from commissioning requests received from all care groups/sites/contractors<br><br>• Networks are recognised as effective partners in embedding EDI<br><br>• Year on year increase in staff network membership<br><br>• Development of stretch assignment opportunities<br><br>• Improved WRES data outcomes<br><br>• Diversity data embedded in performance reports<br><br>• New Trust EDI Policy<br><br>• New Trans Policy<br><br>• Updated Disability Charter |

## Diversity, Equality and Inclusion at the heart of everything we do (continued)

| | Our strategy says… | EDI Project(s) | How we will do it | Measures of Success |
|---|---|---|---|---|
| 10 | "We will **build a culture** that champions diversity, equality and inclusion. Supporting and developing our people to provide compassionate and culturally competent care" | Introduce our Cultural Intelligence programme which will empower **our people** to act as confident and compassionate champions of EDI | • We will develop an easy platform to help expand the knowledge of managers and staff on cultural differences and provide relevant information about people's backgrounds and how they inform behavioural and cultural difference | • Delivery of the Trust's Cultural Intelligence Handbook<br><br>• Reduction in % of staff reporting discrimination/harassment from colleagues |
| 11 | "We will strive to offer **employment and career opportunities** to as many local residents as possible" | Increasing employment for people with **Disabilities and Neurodiversities** | • Review demographic data for apprenticeships, work experience and volunteering and create a targeted action plan in line with the Widening Participation agenda to enhance existing (and develop new) pathways into employment at King's | • Increase in diversity of apprenticeships, training, work experience and volunteering |
| 12 | "**Demonstrate ownership and accountability** for delivering our vision of being an inclusive organisation" | Provide training/coaching to the Board on EDI<br><br>Incorporate monitoring of the EDI Dashboard as a formal update to the Board<br><br>Trust **accreditation for our work** across LGBTQ+, Disability, and Race | • Support our Board and leadership team to be accountable and active champions of EDI via specific performance related objectives<br><br>• We will work on measuring our actions and outcomes with the relevant accreditation bodies such as Stonewall, Disability Confident Scheme Leader Status, and Race Equality Code | • Increase accountability from all leaders for their EDI performance<br><br>• Trust accreditation for disability, LGBTQ+ rights and race equality<br><br>• Increased staff satisfaction index on staff survey and WRES |
| 13 | "We will be **proactive** in anticipating the diversity of our **patient needs** and will respond to them to ensure we achieve the best outcomes" | Reduce **health inequalities** across **King's services** | • Establish a health inequalities programme steering group and carry out data and gap analysis. Identify key priority areas and develop a targeted action plan<br><br>• Conduct EDS3 analysis using best practice consultation and engagement process, assessing our current status, and targeting action in areas that are identified as underdeveloped | • Launch the health inequalities project at King's<br><br>• Clinical Fellow for health inequalities in place to run the project alongside EDI<br><br>• Improvement in EDS3 scores |

# Appendix B: Further information

**We have referred to the following legislation, organisations, resources and programmes within the framework.**

For further information please use these links (listed alphabetically).

Accessible Information Standard:
**NHS England background information**

Disability Confident Level 2 employer:
**Department for Work & Pensions background information**

Equality Delivery System:
**King's College Hospital NHS Foundation Trust 2017 report**

**EDI Delivery Group Terms of Reference**

Integrated Care System (ICS):
**Our Healthier South East London**

Joint Strategic Needs Assessment:
**Lambeth**
**Southwark**
**Bromley**

Gender Pay Gap (GPG):
**King's College Hospital NHS Foundation Trust 2021 report**

NHS London Workforce Race Equality Strategy:
**2020 report**

Medical Workforce Race Equality Standard (MWRES):
**NHS England 2021 report**

Model Employer:
**King's College NHS Foundation Trust 2020 report**

People Plan:
**NHS England 2020 strategy**

Public Sector Equality Duty:
**King's College NHS Foundation Trust 2021 report**

Strong Roots, Global Reach:
**King's College NHS Foundation Trust 2021-2026 strategy**

Sustainable Healthcare for All – a green plan for King's
**King's College NHS Foundation Trust 2021-2026 strategy**

Workforce Race Equality Standard (WRES):
**King's College Hospital NHS Foundation Trust 2021 report**

Workforce Disability Equality Standard (WDES):
**King's College Hospital NHS Foundation Trust 2021 report**