



King's College Hospital
NHS Foundation Trust

Equality, Diversity and Inclusion Annual Report 2022-2023

One year on from Roadmap to Inclusion



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Foreword

We are pleased to release our EDI Annual Report, which shares the progress we've made towards the goals we set last year in our Roadmap to Inclusion.

You can read the Roadmap to Inclusion by [clicking here](#) and watch an accompanying summary video by [clicking here](#).

Since the launch, we have challenged the way we think and act; we have been humbled by the sheer scale of the effort required to truly embed equality in all we do and we are reminded every day that diversity, equality and inclusion is everyone's job.

One year on – this annual report shares some of our highlights of impacting hearts and minds as we continue to make King's a fairer, more inclusive place to work and receive care.

Our 2022 data shows we have:

- made progress in increasing representation of staff in senior levels but we still have a big gap to get to equal representation by 2028
- we have seen a reduction in bullying, harassment and disciplinary numbers but there are still cases coming up that are not reflective of our inclusive values
- implemented more work in the community to promote equality of access and experience than ever before.

We are very grateful to everyone who has supported the EDI ambition this year. We are not yet where we aspire to be but as we state in this update report, we are committed for the long term and we will not stop until we have real, meaningful improvements for all our colleagues, patients and everyone connected to King's.



Funmi Onamusi (she/her)

Director of Equality, Diversity and Inclusion
King's College Hospital NHS Foundation Trust

Overview of the Roadmap to Inclusion

Our Roadmap to Inclusion 2022-2024 aims to achieve 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.

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

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.



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.

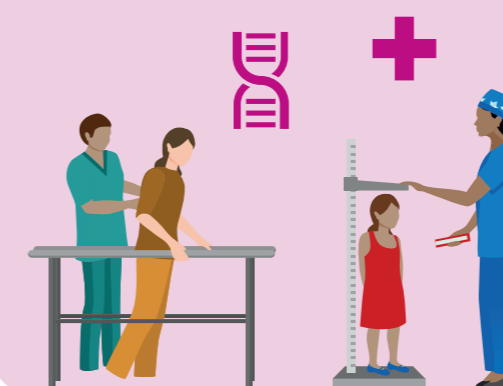
- Enhanced approach to providing and responding to patient feedback from underrepresented groups by supporting the work on culturally competent services.
- Develop and implement best practice guidance for co-design of services with diverse communities.



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

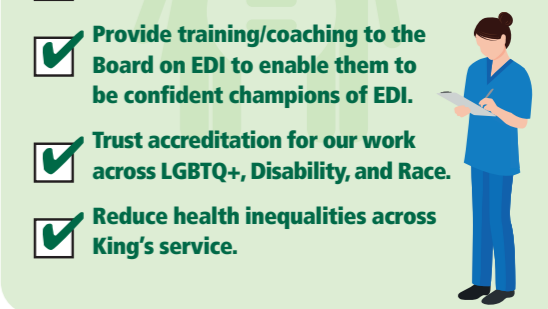
- ✓ Enhance patient demographic data quality to include other protected characteristics.
- ✓ Increase participation of under-represented groups in research.
- ✓ Increase diversity in recruitment to research teams.



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.



Our Year at a Glance



2
NEW STAFF NETWORKS LAUNCHED

2,274



STAFF NETWORK MEMBERS

1,479



COMPLETED ACTIVE BYSTANDER TRAINING

403



COMPLETED INCLUSIVE RECRUITMENT TRAINING

472



NUMBER OF TIMES BITE-SIZED TRAINING COURSES ACCESSED

152



RECIPROCAL MENTORING REGISTRATIONS

13



KING'S COLLEAGUES ACCREDITED AS CULTURAL INTELLIGENCE 'TRAINED TRAINERS'

40



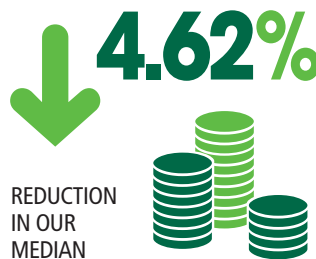
ASPIRING MEDICAL STUDENTS HOSTED AS PART OF COMMUNITY ENGAGEMENT



7
INDICATORS IMPROVED IN WORKFORCE RACE EQUALITY STANDARD



5
INDICATORS IMPROVED IN WORKFORCE DISABILITY EQUALITY STANDARD



4.62%
REDUCTION IN OUR MEDIAN GENDER PAY GAP



28
EQUALITY IMPACT ASSESSMENTS COMPLETED



45
POINTS SCORED OUT OF A POSSIBLE 166 THROUGH OUR PARTICIPATION IN THE FIRST EVER NHS RAINBOW BADGE ASSESSMENT FOR LGBT+ INCLUSION



SHORTLISTED FOR THE PERSONNEL TODAY AWARDS 2022 INNOVATION IN RECRUITMENT AWARD FOR KING'S INCLUSIVE RECRUITMENT AUDIT



RUNNER-UP IN THE NHS COMMUNICATE AWARDS FOR THE LAUNCH OF THE EDI ROADMAP



RACE EQUALITY CODE QUALITY MARK ACCREDITATION FOR OUR WORKFORCE RACE ASSESSMENT



NOMINATED FOR BETTER SOCIETY AWARD FOR OUR WORK WITH THE LOCAL COMMUNITY



INTRODUCTION OF EMBEDDING EDI IN CONSULTANT APPRAISALS



16
HEALTH INEQUALITY PRIORITY AREAS ESTABLISHED



11
COMMUNITY ENGAGEMENT EVENTS DELIVERED ACROSS SOUTHWARK, LAMBETH AND BROMLEY

Implementing the Roadmap to Inclusion

In this section we provide an update on programmes where clear outcomes can be demonstrated. Work on a number of other programmes is therefore ongoing and outcomes will be shared in 2024's annual report.

A) CREATE AN ENVIRONMENT WHERE EVERYONE FEELS WELCOME

There are more than 130 different nationalities represented within King's workforce and the Trust serves some of the world's most diverse communities, so celebrating this rich diversity is vital. A key part of the Roadmap to Inclusion is to ensure everyone at King's feels welcome through projects such as A Mile in My Shoes.

A Mile in My Shoes, June 2022

Last summer, the EDI Team at King's Denmark Hill site hosted an award-winning immersive experience – developed with The Empathy Museum – which enabled visitors to literally walk in the shoes of a stranger while listening to a recording of the stranger's life story.

The stories covered different aspects of life, from loss and grief to hope and love, and aimed to increase understanding of the diversity of lived experiences of everyone at King's.

- **Approximately 700** staff and patients listened to the experiences of NHS staff.
- Experiences (and shoe sizes!) were available for all age groups.
- All members of the Trust Board also took part in the experience.

"I was on an 'off day' today. Hearing Yunus' story helped me remember not to get caught up in the 'system of King's'. After 22 years here, I needed to be reminded of all my special colleagues. Thank you."

Staff member



B) INTRODUCE A RANGE OF TRAINING AND MENTORING PROGRAMMES

The Roadmap to Inclusion makes EDI training a priority. Effective training can help reduce costly mistakes, boost recruitment and retention as well as increase innovation. King's has devised and implemented a number of key programmes.

Active Bystander

The Trust is committed to a culture that is wholly supportive of equal opportunities and cultural differences, and stands resolutely against discrimination.

The one-hour Active Bystander session empowers colleagues to challenge unacceptable behaviours in the workplace which may have become normalised over time. So far:

- **1,479** colleagues (**10%** of King's workforce) have been trained.
- **Around 20%** increase in staff accessing Freedom to Speak Up and Employee Relations following the launch of the training.



"It is rare that you undertake a training session that has the ability to completely change your understanding of something: my Active Bystander training did that for me and I hope that you will find it helpful to you as we all continue our journey to make King's a truly inclusive organisation."

Dr Leonie Penna – Chief Medical Officer

Inclusive Recruitment

This 90-minute session is designed for any member of staff on a recruitment panel or involved in the recruitment process. It has been jointly delivered by the Trust's EDI and Recruitment teams since June 2022.

The session explains why equality, diversity and inclusion in recruitment matters, techniques that will improve decision making, and King's recruitment process. So far:

- **403** colleagues have been trained.
- **More than 80%** say this training has improved their knowledge of and confidence in inclusive recruitment.

"The training was instrumental in refining a checklist/guidance for recruiters to hold an inclusive lens across all stages of the recruitment process within our department."

Dr Grace Childs – Principal Clinical Psychologist

Reciprocal Mentoring

In September 2022 King's EDI Team launched a reciprocal mentoring programme, which enables staff to learn about the lived experiences of colleagues with different protected characteristics regardless of their background, job, band or department. Since the launch:

- **152** colleagues have registered for mentoring.

"I have enjoyed the experience of reciprocal mentoring which has allowed me to share my experience of being a wheelchair user and working for the Trust. It has allowed me to highlight accessibility issues to make my day more productive and also assist other staff members improving their patient experience."

Sam Deakin – Patient Discharge Navigator

"It is eye-opening and a great privilege to have access to all these in a specially designed platform which gives the opportunity to widen our understanding and become better in our life and work environment but also enable us to support others."

Ioana Baltas – Key Account Manager (Recruitment)



Skill Boosters



In March 2022, EDI Team partnered with Skill Boosters to provide 27 training modules via the Trust's online learning platform. These include on-demand, interactive, video-based EDI-related training sessions.

Skill Booster sessions cover topics such as unconscious bias; the impact of micro-behaviours; trans and non-binary awareness and inclusive language, communication and 'banter' in the workplace.

- Since the launch the modules have been accessed **472** times

"The training was engaging and provided great examples of LGBT discrimination and what it might look like. The points about making team activities more inclusive and the different reasons why people might attend was important."

"I really enjoyed the different scenarios that are shown and it makes you think about your own experiences which you might not have realised at the time were overstepping the mark. All of the Skill Boosters training courses I have completed so far have been brilliant and eye-opening."

Staff members



BAME Career Development

The Black, Asian and Minority Ethnic (BAME) staff network has designed a Career Development Programme with an external coach.

Sessions have covered topics such as: career success; personal development; and job application, presentation and interview skills. So far:

- 4 Career Development programme sessions have been held.
- 15 BAME colleagues have attended each session.
- 5 colleagues on the programme have since successfully applied for new senior internal roles.

"The training was informative. We were given the opportunity to communicate with each other or as a team and to discuss leadership skills."

Ola Adekoya – Administrator

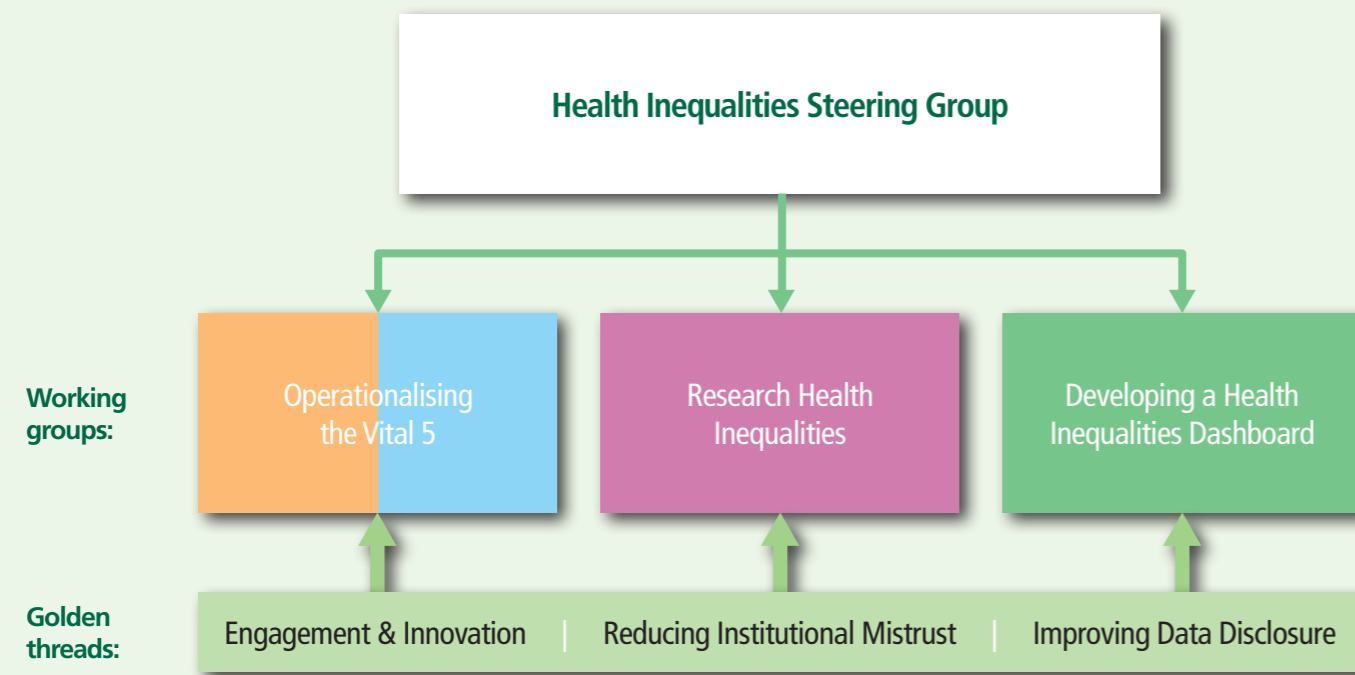
C) LAUNCH THE HEALTH INEQUALITIES PROJECT AT KING'S WHICH AIMS TO REDUCE DISPARITIES IN ACCESS AND OUTCOMES

In autumn 2022, we launched our Trust-wide programme of activity aimed at tackling health inequalities, which will play a key part in helping us achieve the ambitions set out in our [Roadmap to Inclusion \(2022 -2024\)](#).

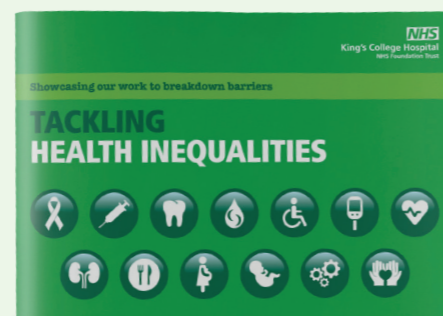
The programme is mapped against our BOLD vision and the commitments made in our 'Strong Roots, Global Reach' strategy and is the product of engagement with colleagues and communities across the South East London Integrated Care System. Through this process, we identified three core priority areas that are underpinned by three golden threads. We have organised these priorities into a working group structure overseen by a Steering Group with executive level sponsorship:

- **Operationalising the Vital 5:** Play our part in addressing five of the key health issues common across South East London ('the Vital 5') – reducing body mass index (BMI) and harmful drinking, stopping smoking, controlling blood pressure, and identifying and improving poor mental health.
- **Research Health Inequalities:** Increase diversity in the way we carry out research studies and trials.
- **Developing a Health Inequalities Dashboard:** Develop a health inequalities dashboard to tell us where improvements need to be made in our services, across our hospitals and in our communities.

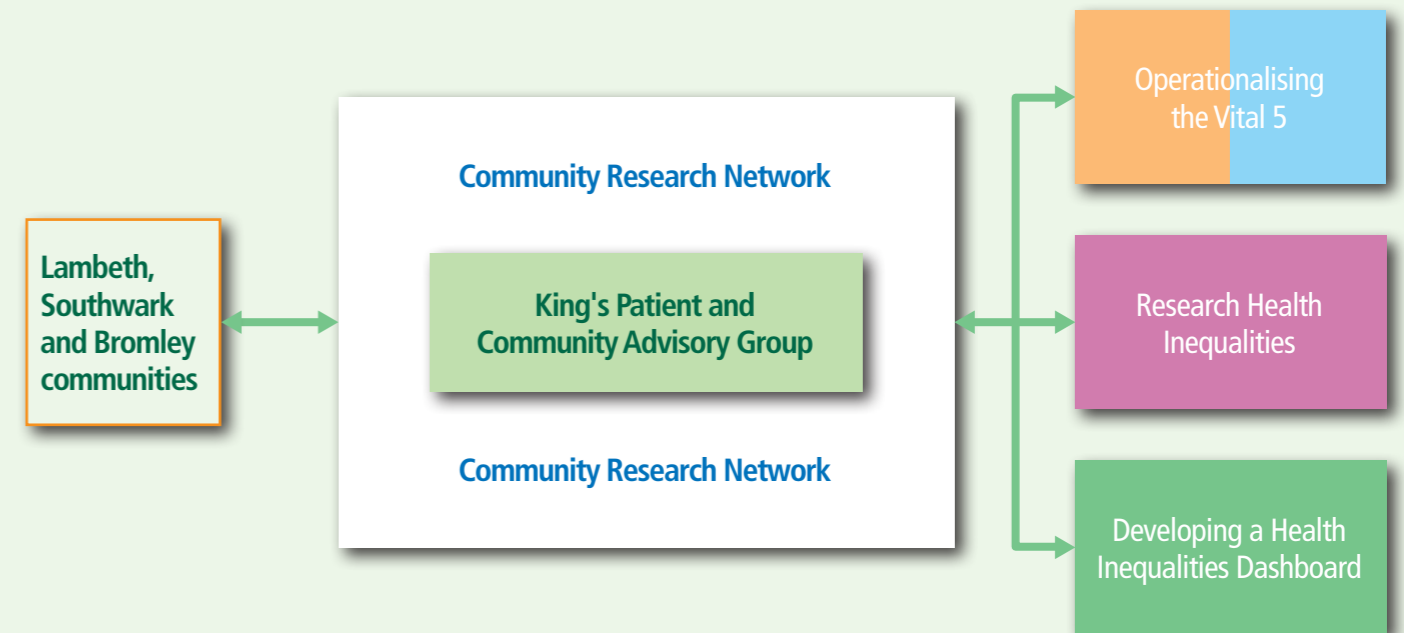
Health Inequalities Programme Structure



Alongside this programme, in recognition of the proactive work being undertaken by Care Groups, we compiled and published a brochure, which showcases the broad range of projects being undertaken across the Trust that are aimed at reducing disparities in access, experience and outcomes for our diverse patient groups.



Community Engagement and Innovation Model



The programme's engagement plan emphasises the need for meaningful community input and co-design of its work. A dedicated Community Research Network made up of members of the local community is being involved in all stages of the design and delivery of the programme, with the support of local research hub [Centric Community Research](#).

A Patient and Community Advisory Group comprised of local partner organisations is also involved to help the Trust to further understand how to respond to local health needs. Using this community-first approach, we aim to ensure that we shape our work around the needs and experiences of our diverse local communities.

"It has been great to embark on this journey with the EDI Team at King's, as we begin to incorporate the learnings from Centric's Community Research Model. Working together with the Trust, exploring the nuances that will guide their own engagement model, both working towards having a huge impact on inequalities in health outcomes."

Shaun Danquah – Founder/Director of Innovation at Centric



D) BUILDING COMMUNITY PARTNERSHIPS

We know that there are existing barriers to accessing our services and that mistrust of healthcare institutions is prevalent in our communities. To address this, we have proactively sought new ways to engage people by building relationships with local organisations, while supporting a range of projects and events that have a direct interface with the communities we serve.

Employer’s Project Day, Southbank UTC, 28 April 2022

The Trust established a new link with a local sixth form, Southbank University Technical College. We arranged for Dementia, Therapies, Occupational Health, Nursing and EDI colleagues to deliver sessions to more than 100 Health and Social Care students with the aim of promoting NHS careers and enriching the content of their course syllabuses. All students rated their experiences of the day as ‘Excellent’ or ‘Very Good’.

“It was great and I understood a lot. It makes me feel even more confident about going into the health industry.”

Attendee

“She [the nurse] was really kind and answered questions thoroughly. It was nice to have a member of the NHS staff take out of their time to come and speak to us about their experience in the hospital.”

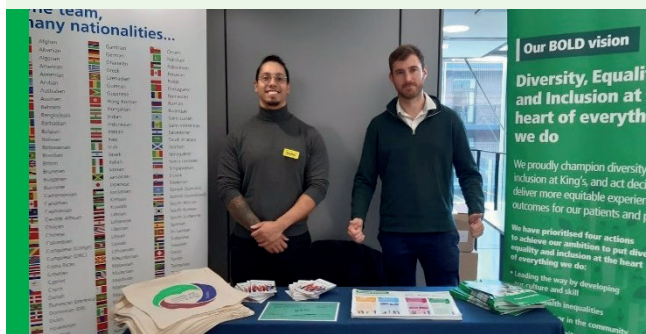
Attendee

Dame Elizabeth Anionwu Lecture, Southbank University, 13 October 2022

King’s EDI Team was an official partner at Southbank University’s inaugural Dame Elizabeth Anionwu Lecture.

This enabled the Trust to:

- Showcase the Roadmap to Inclusion to 150 delegates such as the Sickle Cell Society.
- Begin working with RefuAid, which places qualified refugees into medical roles.



Marcus Lipton Youth Centre Project, August 2022



King’s EDI Team supported the implementation of the Wellbeing and Work project at the Marcus Lipton Youth Centre in Lambeth, local to the Trust’s Denmark Hill site. In August 2022, we presented participants of the centre’s beauty and self-care programmes with their certificates and gave a presentation on skin conditions to enrich their learning and to promote pathways into health careers.

- 27 graduates plus their parents and carers attended.
- We established a new community link which will provide a range of opportunities for collaboration on education projects with young people locally.

“Marcus Lipton Community Enterprise was thrilled to partner with King’s College Hospital last year as we launched our first effort to engage young people in our beauty and self-care programmes. The KCH team supported our highly successful beauty taster day and nine-week programme, and also delivered an informative, culturally relevant and engaging workshop on skincare and common skin conditions that was very well received.

“As a charity that is focused on working with and supporting vulnerable communities in the Brixton area, who are often reluctant to engage with the healthcare sector, we are really excited about the opportunity to continue this work and bridge gaps in both healthcare provision access and general awareness in our community.”

Wayne James – Manager of Youth Services, Marcus Lipton Centre.

Lambeth Health and Wellbeing Bus Programme

King's EDI and Research Teams worked with the Public Health department at Lambeth Council to support the Health and Wellbeing Bus programme, designed in response to the low COVID-19 vaccination uptake in local communities. Aimed at promoting health and building trust, King's Year 5 medical students participated in the programme as a volunteer. This direct engagement has helped to build trust within South East London communities, supported the development of King's plans to tackle health inequalities and increase diversity in clinical research participation.

"Working on the project was particularly eye-opening as a student as most of our placements have been based in acute hospital wards. Being able to interact with members of the community in their own day-to-day settings, such as churches and local parks, provided a unique opportunity to discuss their health concerns, which they may have not seen a healthcare professional for otherwise. By working directly in the community and not in designated healthcare spaces, we were able to interact with particularly vulnerable members of society – such as asylum seekers who had not managed to register with a local GP due to language barriers – and we were able to provide support in registering and signposting to charities for other needs."

King's Year 5 medical student Yasaman



Future Leaders: NHS Careers Taster Day

King's EDI Team held an 'Experience the NHS Day' to enable students to find out more about the many career opportunities in the NHS and to support their applications to university. Sessions included a skills lab, interaction from Trust departments including dietetics, cardiovascular research and physiotherapy. The students were also given a tour of King's Denmark Hill site and had a session on writing university applications and personal statements.

- 40 students from underrepresented backgrounds were introduced to a variety of NHS careers, with the long-term aim of increasing diversity across all areas of the NHS.
- The Trust developed a partnership with Future Leaders UK.

"My highlight was seeing that there is more to healthcare than being a Doctor."

Attendee

E) EQUALITY RISK ASSESSMENT FRAMEWORK (ERAF)

Policies, projects and services have the potential to inadvertently discriminate against different groups of patients and staff as a result of a characteristic they possess. King's ERAF identifies and mitigates any potential adverse effects of these policies, projects and services through data analysis and consultation and by creating actions to remove or mitigate them. In the past 12 months:

- **300 colleagues** have attended an online session on 'How to complete an ERAF'.
- **28 new ERAFs** have been completed with EDI department consultation.
- **1 video** has been produced explaining what an ERAF is and why it's important.

Some examples of how the ERAF has been incorporated in to policies include:

1) Overseas Patients policy: Highlighted the need to create a process to review communications to potentially vulnerable patients and a clear statement about how the policy should be used in maternity services.

2) Supporting Trans and Non-Binary Patients and Staff policy: A range of staff and patients were consulted during the development of this policy and accompanying guidance. The consultation highlighted a common assumption, that most trans people are young. Consequently, the guidance now has additional advice for staff on considering the needs of older trans patients across a range of services.

The significance of the ERAF has also been embedded in the latest EDI policy, which:

- Outlines the roles and responsibilities of everyone employed at King's
- Clarifies how staff can be discriminated against via the protected characteristics
- Highlights relevant sections of other King's policies which promote EDI.



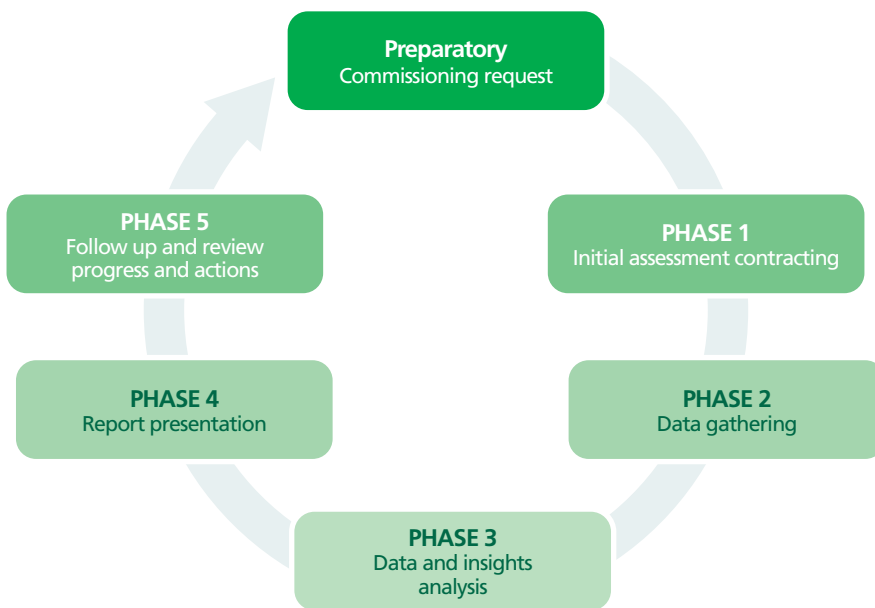
"The EDI Team provided invaluable support in the review of the Overseas Patients Policy, by giving their time and advice in writing the accompanying ERAF. The ERAF helped identify a range of potential EDI issues, as well as mitigation strategies which were embedded in the policy wording and launch action plan. Support also included facilitated conversations and input from a range of internal stakeholders including the staff network Chairs. The network Chairs' knowledge, understanding and perspective on the issues raised, helped make the policy and ERAF much more inclusive of our diverse patient groups."

The Overseas Patient Team

F) FORMALLY INITIATE EDI BUSINESS PARTNERING SERVICES ACROSS THE TRUST

The EDI Team is committed to promoting EDI business partnering across the Trust. As such, every Care Group is partnered with one of our EDI Leads or Officers. This process allows us to work together on special projects, support conflict resolution and improve performance.

EDI Business Partnering Framework



"Having support, guidance and training from the EDI Team has improved the skills and confidence of the Renal team. We have had help to listen to our team members and are now better placed to address issues around equality, diversity and inclusion."

Rob Elias – Clinical Director for Renal & Urology

Case study: Critical Care

Since meeting with Critical Care's Leadership team in autumn 2022, the EDI Lead has met with six of the Care Group's teams to hear their experiences and explore solutions. This has led to a collaboration with the Staff Psychology team to create an anonymous online feedback forum, managed by the EDI team, to ensure colleagues in Critical Care have a safe space to share any concerns they may have. Themes from the comments will be fed back to the senior management team on a monthly basis to ensure clear actions are taken when necessary. Several teams also requested training on LGBT+ language including pronouns, which is due to take place in spring 2023.



G) STRENGTHEN AND GROW STAFF DIVERSITY NETWORKS

Over the past year the EDI Team has supported King's five EDI networks in achieving their objectives through its ambitious training campaigns, events and training.

The Trust's Staff Diversity Networks create close communities of likeminded individuals who support each other, share stories, spread awareness of the lived experience of their members, create and share resources, and deliver events and projects that educate the wider staff community.

Furthermore, staff networks help King's to reflect on where practices and policies can be more inclusive, and support the Trust in eliminating unlawful discrimination, harassment, victimisation and bullying.



EDI Network-led Activity

1,574



MORE MEMBERS

19



EVENTS ACROSS ALL STAFF NETWORKS

712



ATTENDANCE AT ONLINE EVENTS



45 Network members marched in the Pride Parade on 2 July 2022



Gavin Dean (left) Co-Chair of King's Able at the end of year Thank You event for Staff Network Co-Chairs.



The online event marking International Day for the Elimination of Violence against Women was attended by 92 colleagues and hosted by Laura Bates, author and founder of the Everyday Sexism project. Also pictured (left) is Nicola Ranger, our former Chief Nurse.



Almost 500 meals were served across the Trust to mark the birth of the founder of Sikhism, Guru Nanak Dev Ji



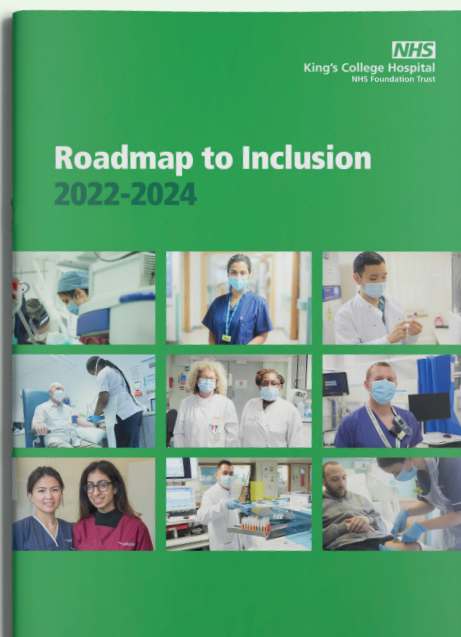
The BAME Network Conference took place during Black History Month. The theme was 'Time for Action NOT Words', and we heard from a number of internal and external speakers.

Next Steps

Roadmap to Inclusion 2023-2024 Project Delivery

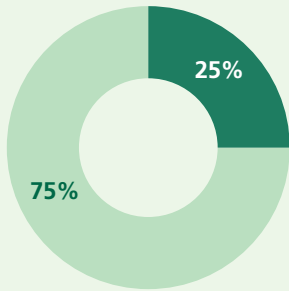


For more details about our plans, read [King's Roadmap to Inclusion 2022-2024](#) (which can be downloaded at www.kch.nhs.uk/about/equality-diversity-and-inclusion), or contact the Trust's Equality, Diversity and Inclusion team, email via kch-tr.edi@nhs.net



Appendix A: Workforce Information

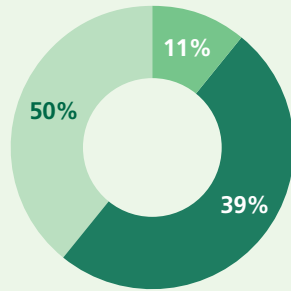
Gender



- 25% Male
- 75% Female

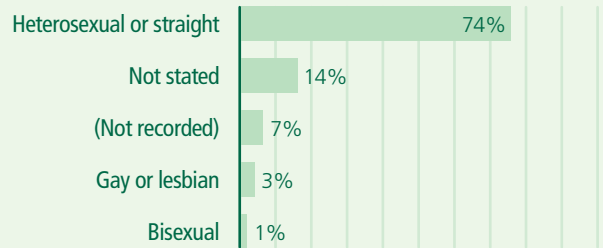
Total headcount: 13,746

Ethnicity group

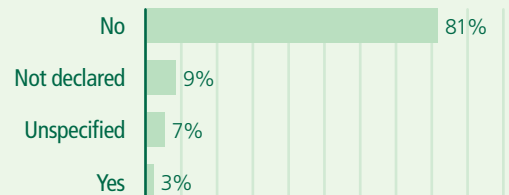


- 50% BME
- 39% White
- 11% Not recorded

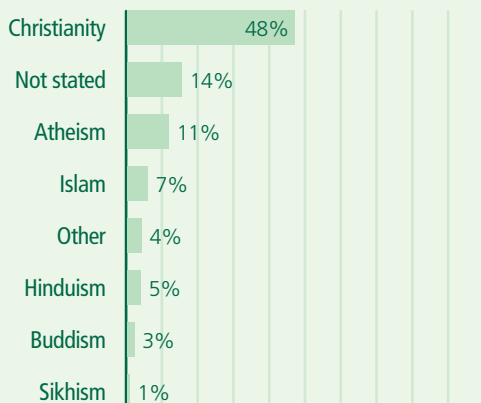
Sexual Orientation



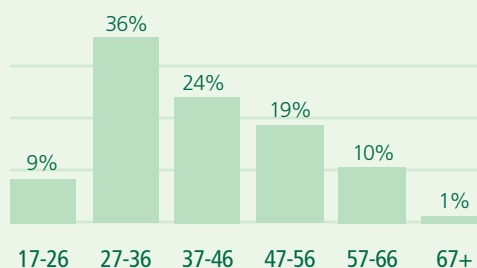
Disability



Religion



Age Group



Funmi Onamusi
Director of Equality, Diversity & Inclusion

Arfan Bhatti
Head of Equality, Diversity & Inclusion (Workforce)

Simon O'Donoghue
Head of Equality, Diversity & Inclusion (Patients & Communities)

Steffan Gough
Equality, Diversity & Inclusion Lead

Jessica Ahluwalia
Equality, Diversity & Inclusion Lead

Shivonne Simpson
Equality, Diversity & Inclusion Officer

Meaghan Hackett
Equality, Diversity & Inclusion Co-Ordinator

Shannon Deeley
Equality, Diversity & Inclusion Administrator