

# INCLUSION ROADMAP 2022/23

## WHY A 'ROADMAP'?

Decades of research shows that inclusion is fundamental for improved innovation and engagement within organisations. In teams where every member knows they belong and are included, we also see improved outcomes for colleague wellbeing and retention. And healthcare teams that are inclusive have improved patient safety and patient satisfaction scores.

We know *why* we need to prioritise inclusion, but *how* do we go about creating inclusion within our Trust? This is a challenge many organisations have struggled with. Unfortunately, we know that across multiple sectors, efforts to improve diversity and inclusion are often unsuccessful. Research suggests these efforts are ineffective because they address the symptoms, rather than the real causes of inequality.

This is why we need a roadmap for inclusion that defines the underlying principles that will inform our actions. Our roadmap outlines our short-term plan for creating the framework, governance structures and ways of working that we will put in place that will enable us to define and measure impact and create sustainable and systemic change. Our roadmap sets out *how* we will create inclusion.

## WHERE WE ARE NOW

SFT and YDH have made progress towards equity and inclusion – colleagues across our trust are engaged and curious about what they can do, there are six active colleague networks, and our leaders are seeking ways to support inclusion. This engagement is a crucial first step that will enable us to create meaningful change.

Our next challenge is to give direction to this interest and enthusiasm and provide a clear strategy for how we build inclusion and equity into everything we do as a Trust.

To see measurable and tangible improvements across our Trust in relation to equity, diversity, and inclusion, we need a new approach. Adopting an innovative and evidence-based approach to inclusion will set us apart, and while this is the right thing to do, it will not always be easy.

## WHERE WE WANT TO BE

**Our vision** is to be a Trust where everyone knows that their unique skills and abilities are valued, and where each member of our community feels they belong. We want to be a Trust with a truly inclusive culture, and with policies and ways of working that are equitable.

To achieve this vision, we will be working differently. Our approach to inclusion will be sustainable and systemic.

**Our approach** is *how* we create change. Our actions will address the cultures, behaviours, policies, and processes that create or maintain inequality. Our approach is to 'fix the system'.

This is fundamentally different from traditional approaches to inclusion that 'fix people' to fit into an existing system. We will move away from one-off events or interventions that focus on the assumed deficits of underrepresented groups, towards actions that make our processes such as recruitment, development, retention, and progression inclusive and equitable.

Our approach also represents a significant shift in the role and purpose of an Inclusion Team. We will transition from a 'project' based model, to providing consultation and advice for leaders and teams to embed inclusion within their work and behaviours.

**Our principles** that enable us to 'fix the system' are:

- **We are evidence-based:** detailed data analysis and targeted consultation enables us to identify where action is needed and to track impact over time.
- **We work in partnership:** we offer expertise to leaders and teams to embed inclusion into all our organisational strategies, policies, processes, and ways of working.
- **We are innovative:** we take bold and research-informed actions.
- **We empower others:** inclusion is everyone's responsibility. We provide network members, champions, and leaders the skills to drive inclusion in their own teams and in their work.

## HOW WE'LL GET THERE

The steps below focus on building the skills, frameworks, and new ways of working so that we can put our approach and principles into action and 'fix the system' for inclusion.

**Governance:** Create an inclusion governance structure for our merged organisation that supports a systemic approach.

- Undertake a detailed analysis of our survey and workforce data (including recruitment, pipeline, progression, remuneration, and turnover data) to identify strategic priorities and themes.
- Create an inclusion committee governance structure that is appropriate for our merged organisation and our new approach. This will include a review of existing committees such as the Inclusion Steering Group and Culture Board.
- Map out an annual data reporting timetable covering the collection, submission and communication of data themes and trends. This will include:
  - Mandatory submissions such as the WRES, WDES, and gender pay gap reports.
  - Internal data reporting to the Board, Executive, and Directorates. These internal reports will be designed to inform systemic actions and to monitor impact.
- Explore opportunities for annual Executive and leadership inclusion KPIs and/or actions.
- Revamp the Equality Impact Assessment process so that this has a tangible benefit and substantially influences policy development and review.
- Review and redesign existing EDI policies across our merged organisation. A new EDI policy will reflect our new approach, principles and governance processes.
- Build engagement and understanding of our new approach to inclusion across our organisation through effective communication and visible leadership.
- Review the benefits of external benchmark and award schemes and agree which the Trust wish to commit to.

**Colleague networks:** Enable our networks to grow and effectively influence strategic and operational decision making.

- Develop and embed a support framework for networks including the provision of effective administrative support and coaching for network leads to help them identify and implement priorities.
- Provide a series of development workshops for network leads. Topics to include:
  - Revisiting and defining the purpose of networks across our merged organisation,
  - Leading on inclusion - taking a systemic approach and influencing,
  - Wellbeing support for network members and network leads, and
  - Applying QI methodology to network activities.
- Effectively promote networks to all colleagues across SFT and YDH. This will include a revamp of promotion material, intranet content, and embedded content through induction for new colleagues.

- Support network leads to identify varied ways to engage colleagues across all sites and in different roles, so that all colleagues feel welcomed and able to access network activities.
- Explore effective opportunities for our senior leaders to engage with and support networks.

**Sustainable approach to training:** Provide meaningful and impactful training and development opportunities relating to inclusion.

- Review and redesign the mandatory EDI training module. This module will include an overview of inclusive behaviours, our approach to inclusion, and promotion of our colleague networks.
- Partner with the Leadership & OD team and Civility Working Group to develop a workshop that builds skills to challenge with kindness, to call out microaggressions, and highlights the overlap between civility and inclusion.
- Work with relevant teams to embed inclusion within existing courses and content.
- Develop a new Inclusive Leadership module that focuses on systemic change and skills for inclusive leadership.
- Provide development and coaching on inclusion for the Board, Executive, and senior leaders.
- Build capability in inclusion across People Services.
- Review inclusion training currently available and conduct a needs analysis for inclusion-specific training.

## THEN WHAT?

When we are confident that this new approach is embedded across our Trust, the real work starts!

Once we have our new approach in place, we can start the work of weaving inclusion throughout our organisational strategies, plans and activities.

There are many areas where we know actions and changes are needed. The data we have available show there is a problem, but we need to take the steps above to know the full extent of the issues we're observing, with detailed analysis to identify the key drivers of inequality.

However, there are areas where work has already started and we are putting our approach into action.

Examples include:

- Working in partnership with the Recruitment Team to build capability and expertise in inclusive recruitment practices. Following detailed data analysis and development within the recruitment team, we aim to support the procurement of a recruitment platform that drives inclusion.
- Our survey data highlights that Black, Asian and ethnic minority colleagues are more likely to experience violence and aggression at work. The inclusion team is part of the Violence & Aggression reduction and response strategy group. Part of this work includes reviewing the reporting process for racism or other forms of discrimination via RADAR and Ulysses. This will enable the collection of informative data and trends, ensure that managers are equipped to respond to reports, and that colleagues are directed to appropriate support.
- We are partnering with the Communications Team to ensure our online content, imagery, tone of voice, and information shared with patients are inclusive and representative. We are exploring ongoing governance structures so that these changes are sustainable and we can continuously improve based on community and colleague feedback.
- Following detailed data analysis of our gender and race pay gaps, we have identified priority areas for action, and are partnering with the medical leadership team to explore systemic changes to processes that will reduce pay gaps and prevent future gaps from being established.