



equality
diversity
inclusion



The Robert Jones and Agnes Hunt
Orthopaedic Hospital
NHS Foundation Trust

Inclusion Strategy

2023–26



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Foreword by the Chief Executive and Chair

Stacey Keegan and Harry Turner

It is a huge privilege to lead the Trust on our EDI journey. An exciting journey, and one we'd like to take everyone on, our colleagues, patients, visitors, and partners.

We are extremely proud of how we are embracing inclusion and of our achievements so far; however, there is always more that we can do. As we work together, we should continue to hold our belief that equality, diversity and inclusion is an intrinsic part of the Trust's organisational culture.

We believe that our Strategy will help to address inequalities, spread good practice, and improve outcomes for patients, carers, and staff across our Trust and local communities.

This strategy sets out our vision, aims and objectives to create a fair, and equal culture across the Trust in the next three years.

"Inclusive leaders take action to create, change and innovate while balancing everybody's views and needs. They have the courage to take conscious steps to break down barriers for all people in society" – this will be the Boards' promise as we work together.

"They actively seek difference, invite and welcome everyone's individual contribution, and take steps to seek out full engagement with the processes of decision-making and shaping reality" – this will be the Boards' mission as we work together.

Our Staff Listening Events in June 2023 have helped shaped this Strategy to be truly inclusive and accessible to all.



They have the courage to take conscious steps to break down barriers for all people.

– Stacey Keegan
Chief Executive



Harry Turner, Chairman of the Board of Directors & Stacey Keegan, Chief Executive

Links to inclusion Strategy across the NHS

“

*The NHS must welcome all, with
a culture of belonging and trust...*

*We must understand, encourage
and celebrate diversity in all its forms.*

Source: NHS People Plan 2020





We are committed to providing a working environment that is welcoming, inclusive, respectful and is free from unlawful discrimination.

Our Inclusion Strategy will continue to align to the National NHS Inclusion agenda through the work of the NHS People Promise and aligned to the regional Integrated Care System (ICS).

NHS People Plan

The People Promise in the NHS People plan is 'Our People Promise are what we should all be able to say about working in the NHS, by 2024'. A pledge has been made to ensure that colleagues, line managers, employers and central bodies work together to make our ambitions a reality for all of us, within the next four years.

The RJAH Inclusion strategy will continue to align to the People Promise, particularly around **'We each have a voice that counts'**



At the Trust, our staff, patients and visitors voice is very important to us. In addition, our value of Respect aligns with the People Promise of **'We are compassionate and inclusive'**.



The four key purposes for our Integrated Care System (ICS) are:

- Improving outcomes in population health and healthcare;
- Tackling inequalities in outcomes, experience and access;
- Enhancing productivity and value for money;
- Supporting broader social and economic development.

The four key purposes for our ICS and the outcomes for our people are observed in the RJAH Inclusion strategy, which aligns with the commitment from RJAH that, **we are committed to providing a working environment that is welcoming, inclusive, respectful and is free from unlawful discrimination.**



Our Inclusion Vision

Following feedback from the Listening Events, we heard your voices and we have aligned our Inclusion Vision to state;



- We hold the principles of equality and inclusion at the heart of everything we do and all that we stand for.
- We will connect and align our vision and ethics to everyone.
- We want underrepresented groups at senior levels (such as women, people with disabilities, ethnic diverse and LGBTQ+ communities) to realise their potential in a sustainable way.



Ensuring **inclusion** and **belonging** for all

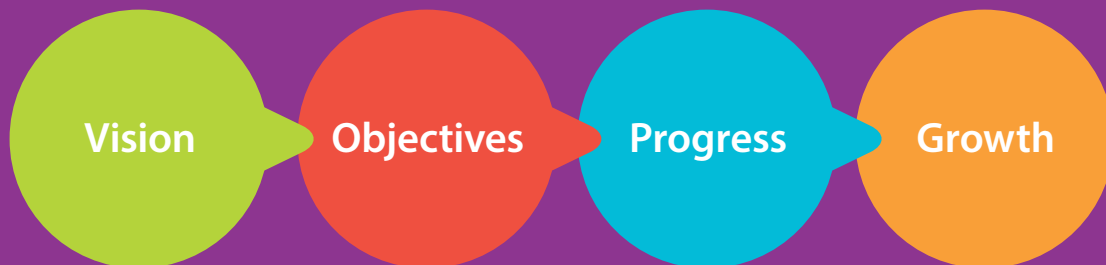
We use our expertise and influence to create inclusive culture, which values and celebrates our diversity. We listen to our people and take action to ensure there is equity for everyone.

Our Values

Our values are more than just words; they define who we are, how we treat each other and how we deliver care. Our values drive and connect how we understand and practice inclusion at RJAH.



Delivering Our Vision



Our Vision

"We hold the principles of equality and inclusion at the heart of everything we do and all that we stand for"

Equality Objectives

We will achieve our ambition to be an inclusive organisation (in line with the NHS People Plan) through a clear set of strategic objectives and an action plan which will work across all areas of the Trust.

The objectives will build on us creating an exceptional inclusive environment at the RJAH which will continue to improve everyone's experience.

Objectives to enable our Trust to;

- Tackle and remove all forms of discrimination in our workplace and for our patients
- Create an inclusive and healthy RJAH culture through our values
- Give the workforce a voice to speak up through Staff Network Groups
- Ensure all our leaders, managers and colleagues can role model in a compassionate and inclusive way
- Ensure the Equality and Diversity Action Plan delivers on the objectives and outcomes

Our progress and achievements so far

- Received 52% response for our Staff Survey
- Published WRES, WDES, Workforce Report and Gender Pay Gap report
- Developed EDI mandatory training on e-learning modules
- Used feedback from staff induction to launch a development session in relation to LGBTQ+
- Held Staff listening events to help shape this strategy and a platform for staff to share experiences

How we can grow in this space

- Develop an RJAH EDI pledge
- Develop communication channels for training offers and networking
- Support the SAND project (Safe Ageing No Discrimination)
- Commit to align resources of staff to support the inclusion objectives and actions
- Create an EDI newsletter
- Develop and grow Trust Staff Network Groups
- Involvement in reverse mentoring
- Review the EDI elements of our induction process & leadership programme
- Board Development Sessions



Inclusion roadmap

2022

2023

2024

2025

September	ICS Staff Network Groups established
June	Staff Listening Events held
August	Approval of Inclusion Strategy
September	Set up Staff Networks groups
September	Launch calendar of events
September	Menopause conference
September	Refresh EDI meeting terms of reference
October	Share EDI pledge
October 2023 to Feb 2024	Diversity in Health & Care Partners Programme 2024 – EDI Team attendance
December	Review induction process
January	Launch EDI newsletter
2024	Diversity in Health & Care Partners Programme 2024 – EDI Team attendance.
March	Gender Pay Gap Report
2024	Launch Health passports
2024	Neuro-diversity logo and badge
June	Anti-racism Strategy
2024	Explore Apps to support EDI and staff welfare
October	Quarterly Newsletters
October	WRES & WDES action plan updates
October	Staff Networks; Menopause, Pride, Ethnic Diverse, Disability & Neurofriends
Domain 1,2 & 3 Results – 2023/2024	EDS2 – NHS Equality Delivery System
January	Health Passport – being reviewed and trial use
2025	Staff Networks; Menopause, Pride, Ethnic Diverse, Disability & Neurofriends
2025	Gender Pay Gap Report
March	Ethnicity Pay Gap report
2025	EDS2 – NHS Equality Delivery System
2025	Public Sector Equality Duty (PSED) Equality, Diversity, and Inclusion Annual Report
2025	Anti-racism training

National framework

As a Trust we will continue to work to the regulatory NHS measures as required. These are provided in summary below and we will review these against our action plan for the greatest effect on Inclusion at our Trust.

National NHS staff survey

All Trusts are required to undertake the staff survey which is completed during October and November on an annual basis. Feedback can highlight and provide key issues and opportunities, across different teams but also in diverse groups. The staff survey information is used across the Trust in many different ways.

National NHS Frameworks

The Trust is required to work under the Public Sector Equality Duty (PSED) of the Equality Act 2010. One of these requirements is for the Trust to share the content of this report with the public through our ROH website. This information includes:

- Workforce Race Equality standards (WRES)
- Workforce Disability Equality standards (WDES) standards
- Gender Pay gap
- EDS 2 framework

Meeting our public sector equality duty

Under the Equality Act 2010 as a public body we have a general public sector equality duty to:

- Eliminate unlawful discrimination
- Promote equality of opportunity
- Foster good relations between people with different backgrounds

Workforce Race Equality Standard (WRES)

Since 2015, all NHS Trusts have been required to collect and publish data on their progress around delivering race equality for staff.

Workforce Disability Equality Standard (WDES)

Since 2017, all NHS Trusts have similarly been required to collect and publish data on their progress around delivering equality for staff with disabilities and long-term health conditions.

Gender Pay Gap

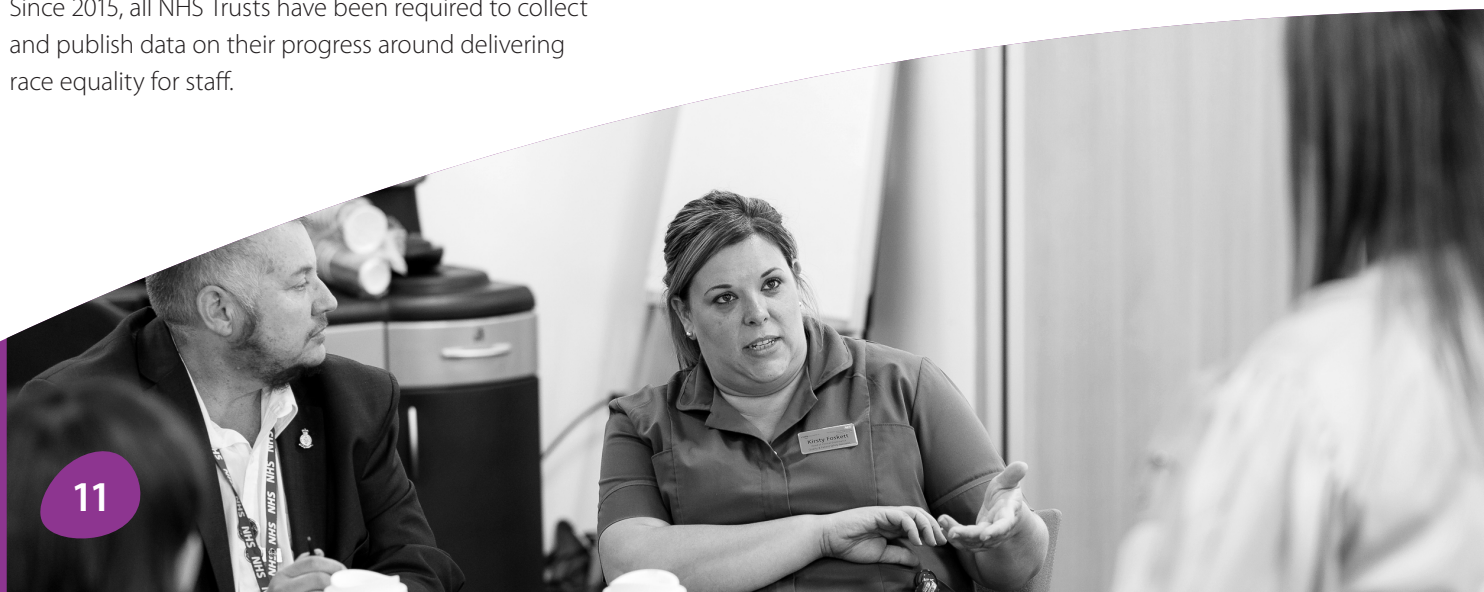
The mandatory gender pay gap analysis requires us to report workforce data across gender and pay bands and develop an action plan to address any gaps or over/under representation.

Equality Delivery System

The Trust utilises the Equality Delivery System 2 as a performance improvement framework to deliver and monitor our progress against our statutory requirements. NHS providers are expected to use EDS2 to help them improve their equality performance for patients, communities and staff, as well as helping them to meet the Public Sector Equality Duty.

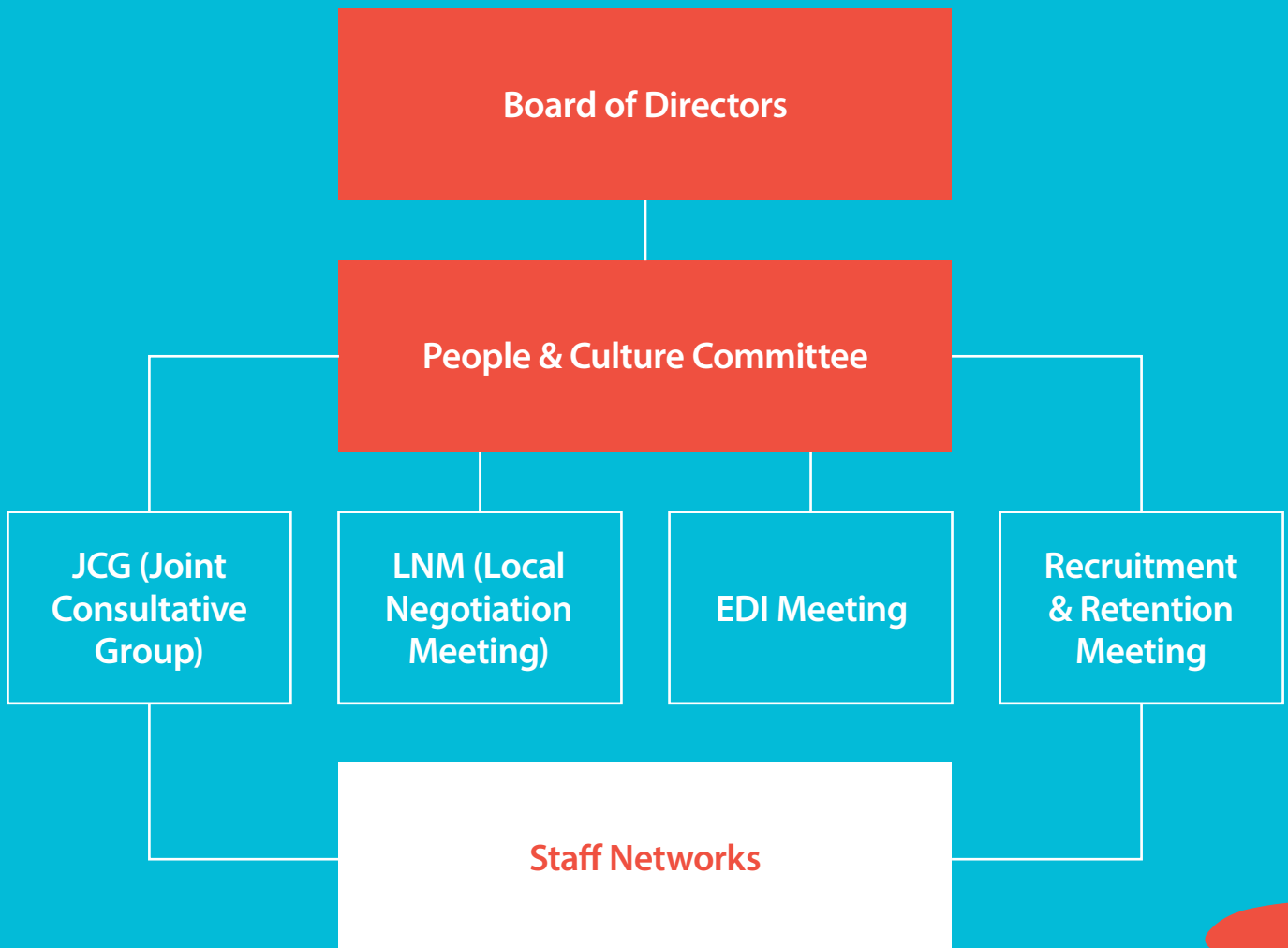
The EDS2 has four goals which are:

- 1 Better health outcomes
- 2 Improved patient access and experience
- 3 A representative and supportive workforce
- 4 Inclusive leadership



Governance for RJAH inclusion

The Trust has a clear governance and support structure for inclusion. This enables all parties to be involved and work together to ensure there is a clear strategy for Inclusion and that inclusion is built into the governance of the Trust.



Definitions

The Trust has a clear governance and support structure for inclusion. This enables all parties to be involved and work together to ensure there is a clear strategy for Inclusion and that inclusion is built into the governance of the Trust.



Diversity	Acknowledges and values the full range of differences between people both in the workplace and in wider society
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 (e.g., Equality Act 2010) designed to address unfair discrimination, harassment and victimisation
Inclusion	Is about positively striving to meet the needs of different people and taking deliberate action to create environments where everyone feels respected and able to achieve their full potential
Protected Characteristics	Are age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief, sexual orientation, marriage and civil partnerships

Commitment



We all have a personal responsibility for making our workplaces more inclusive.

Our individual mindsets, attitudes and behaviours directly impact on the lives of others and help to shape our work environment.

We must be proactive and reach out to others, especially those who we do not know or would not normally work with.

We can help to influence and shape our organisation's policies, strategies and goals around equality, diversity and inclusion”.



Links to other RJAH Strategies

The Inclusion strategy does not sit independently and is linked most importantly to the following strategies:

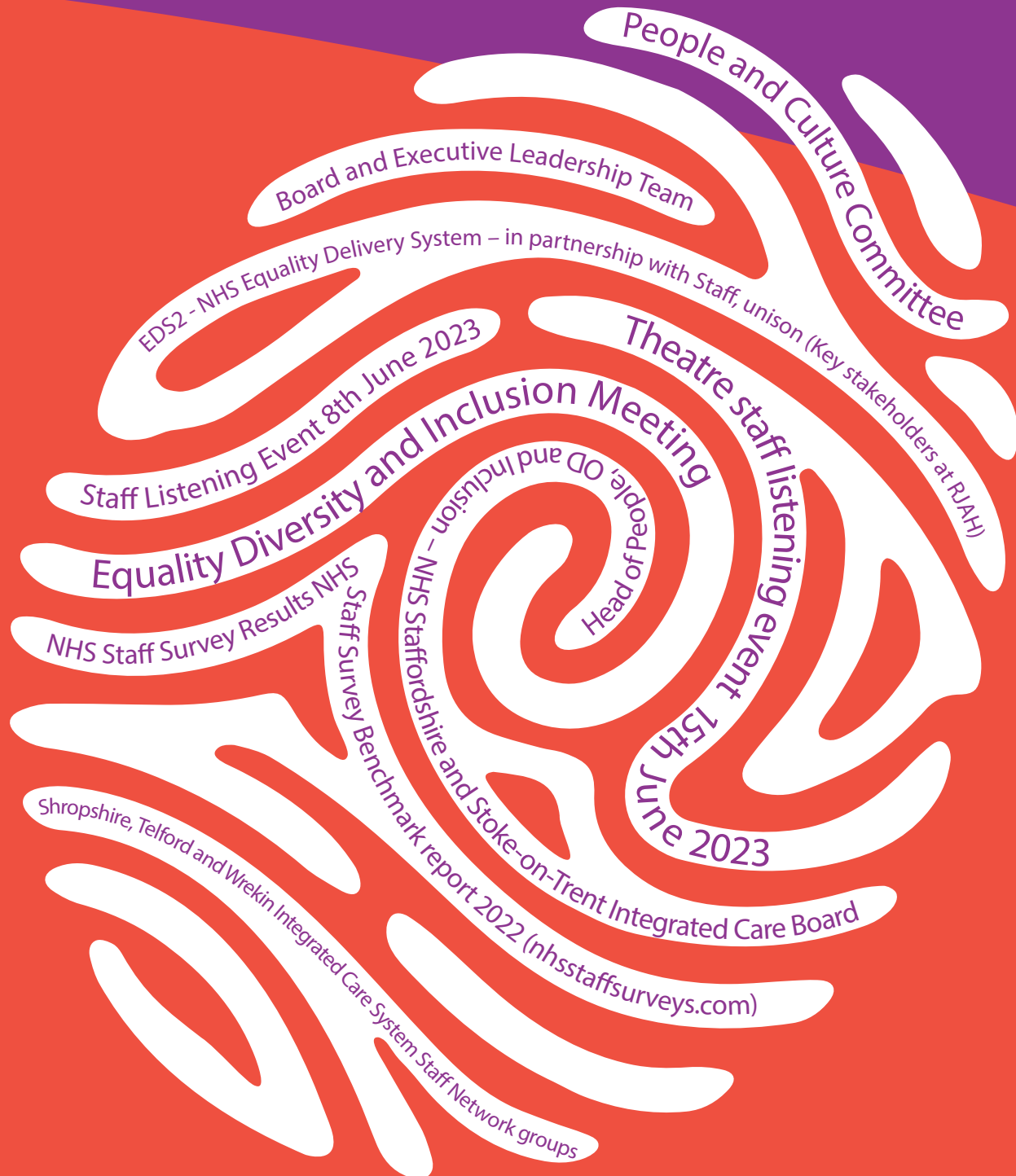


- The RJAH five year people plan
- The RJAH Clinical Audit Strategy
- Workforce Strategy
- Patient Experience Strategy
- Quality Strategy
- Violence Prevention and Reduction Strategy
- Communication and Engagement Strategy



Development of the Inclusion Strategy

This strategy has been developed in partnership with:



Monitoring and review

This strategy will be subject to review and evaluation on a yearly basis. The priority actions set out in this strategy will be prioritised in accordance with RJAH Corporate Objectives and BAF. The Equality, Diversity and Inclusion Meeting has ownership of and responsibility for the implementation of this strategy. The action plan will be monitored by the meeting members on a regular basis.



Key Reference documents



[1] **NHS Constitution for England**

[2] **Equality Act 2010**

[3] **Messenger Review – Leadership for a collaborative and inclusive future**

www.gov.uk/government/publications/health-and-social-care-review-leadership-for-a-collaborative-and-inclusive-future/leadership-for-a-collaborative-and-inclusive-future

[4] **NHS Workforce Race Equality Standard (WRES) 2022 data analysis report for NHS trusts**

www.england.nhs.uk/long-read/nhs-workforce-race-equality-standard-wres2022-data-analysis-report-for-nhs-trusts

[5] **Workforce Disability Equality Standard: 2021 data analysis report for NHS trusts and foundation trusts**

www.england.nhs.uk/publication/workforce-disability-equality-standard-2021-data-analysis-report-for-nhs-trusts-and-foundation-trusts

[6] **Equality, diversity and inclusion (EDI) in the workplace Factsheet CIPD**

www.cipd.org/uk/knowledge/factsheets/diversity-factsheet/#gref

[7] **NHS Confederation (2020) Action for Equality: the time is now**

www.nhsconfed.org/system/files/media/Action-for-equality-the-time-is-now_4.pdf

[8] **Compassionate leadership: sustaining wisdom, humanity and presence in health and social care and King's Fund (2022)**

www.kingsfund.org.uk/publications/what-is-compassionate-leadership

[9] **NHS Equality, Diversity and Inclusion Improvement Plan**

www.england.nhs.uk/long-read/nhs-equality-diversity-and-inclusion-improvement-plan

[10] **RJAH Equality Policy**

[11] **NHS Long Term Workforce Plan**

www.england.nhs.uk/publication/nhs-long-term-workforce-plan

[12] **STW ICS Rural Racism report**

Inclusion action plan 2023–26

Topic	Action	Target Date
LGBTQIA+	SANDS training to be made accessible to Theatres to support in language awareness.	Year 1 and ongoing
LGBTQIA+	Set up an RJAH Staff Network Group with a Chair and Sponsor. Promote the ICS Staff network group.	Year 1
Menopause	Share documentary link on Percy and highlighted by comms to offer an insight and awareness to all.	Year 1
	Menopause Champions to be implemented and to include male champions to support in men understanding the changes women go through.	
	Trust Policy to be reviewed and revised to align to this Trust.	
Ethnic Diverse	Set up an RJAH Staff Network Group with a Chair and Sponsor.	Year 1
	Promote the ICS Staff network group.	
Protected Characteristics	All staff to be invited to Staff Network Groups as Allies.	Year 1
Men's Mental Health	Men's Network to be implemented to support in safe listening spaces, signpost support and discuss any issues.	Year 1 and 2
Freedom to Speak Up	Process and guidance on this to be made clear and assurance offered to staff on action being taken on issues raised.	Year 1 and 2
Culture	Human Factors and Civility Saves Lives training to be accessible to all staff to support in culture change and communications.	Year 2
Policies	Focus groups or policy forum to be established to allow Theatre staff involvement in reviewing and amending policies.	Year 2
Neuro-Diversity	Social Re-charge battery badges to be discussed with focus group.	Year 1 and 2
	Neuro-Divergent / Invisible Disabilities Staff Network to be established to offer support and improvements for staff and patients.	
	Individuals to be trained in Understanding Autism to train across the Trust.	
	Raise further awareness across the Trust and initiate discussions for better understanding.	
Board Development	Information sessions at the end of each Board Staff network presentations of lived experience to raise awareness	Year 1, 2 and 3
	Attendance at staff networks	
	'Back to the Floor' Days to engage with staff and patients	
Rural racism report and action plan	Review Policies.	Year 1 and 2
	Anti-racism training.	
	'Nudge' posters should remind staff and patients of non-racist expected values and behaviours.	
	Managers should be trained to proactively support international staff to successfully progress in their career.	
	All staff should be educated about how challenging it is for international staff not trained in the UK and with a different first language to overcome acculturation problems.	

Launch Celebration calendar	www.inclusiveemployers.co.uk/diversity-calendar develop in conjunction with Staff Network groups	Year 1 and ongoing
Compassionate leadership	Inclusive leadership pledge NHS Confederation Sign up to the Inclusive Pledge NHS confed	Year 1
Staff Networks	Develop the roles of Allies to the network groups	Year 1 and 2
Equality Meeting	Re-energise the Committee with new Terms of Reference and reporting links	Year 1 and 2
Staff Survey action plan and results	Ensure we link feedback from the staff feedback to inform future areas of work and development	Year 2 and 3
NHS equality, diversity, and inclusion improvement plan	Six High impact actions: • Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable. • Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity. • Develop and implement an improvement plan to eliminate pay gaps. • Develop and implement an improvement plan to address health inequalities within the workforce. • Implement a comprehensive induction, onboarding and development programme for internationally-recruited staff. • Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.	Year 1 and 2
Workforce Race Equality and Inclusion Strategy (WREI)	Implement actions as part of development plan	Year 2 and 3

People Promise

