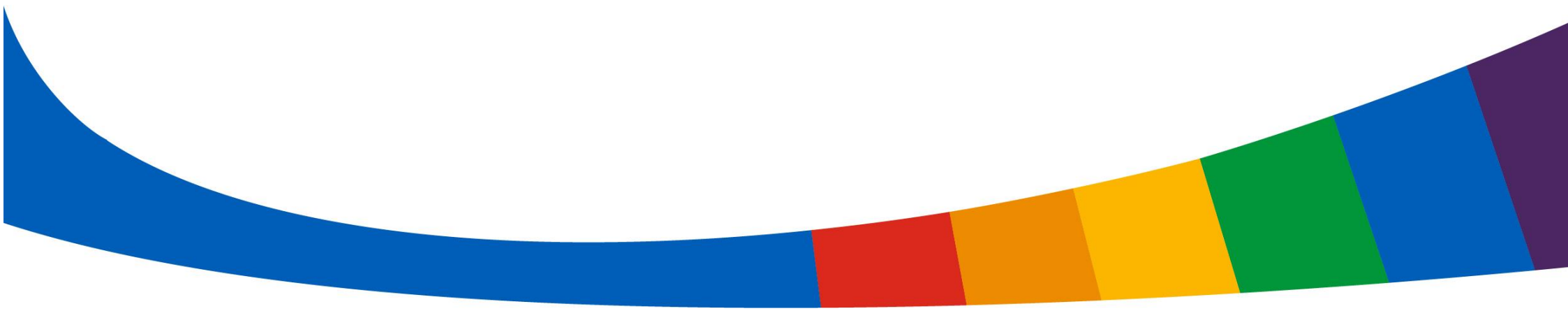


NHS Devon

Equality and Diversity Strategy

2023



Foreword

The Covid-19 pandemic fundamentally changed our approach to equality, diversity, and inclusion (EDI) in Devon. The health inequalities exposed by the pandemic were shocking and we had to work differently and in partnership with local communities to tackle this national health crisis, which was having a worse effect on some of Devon's most vulnerable communities.

The Devon outreach vaccination programme, recognised by the Cabinet Office as an exemplar of collaborative and inclusive involvement, saw NHS Devon place diverse community needs at the heart of our outreach approach. Through involvement with diverse communities, we delivered the vaccination programme in a unique and co-designed manner. As a result, we were awarded the Parliamentary Award for Health Equality in June 2022.

The learning from this work, therefore our approach to vaccination outreach underpins this strategy.

Devon is a diverse county in both population and geography. From areas of great wealth to extreme deprivation, from cities to coastal rurality, and the range of ethnically diverse, faith and belief communities, LGBTQ+ communities, communities with disabilities and wider speak for themselves. Although our numbers of people from diverse populations are smaller than other more metropolitan areas: this simply makes EDI even more important to ensure our health and care services meet the needs of everyone in Devon.

Fundamental to Devon being an inclusive place to both live and work is adequate support, development and collaboration with the staff networks that exist within One Devon's partner organisations. Staff networks need to be supported and offered training so they can flourish and be influential at a system level. This is a priority for us in One Devon.

Our vision is for EDI to be embedded in everything we do, and we are proud of the work we have started to make this ambition a reality. While our NHS Devon organisational cultural competence is increasing, and the importance and recognition of EDI across the system is growing, we still have work to do.

Becoming an Integrated Care System provides real opportunity to develop a truly inclusive place to work and live for people, communities, and staff in Devon. Key to our success will be a strong focus on enhancing partnership working. With inclusivity at the heart of everything we do, we look forward to working with our partners and communities in this new collaborative world.



Thandiwe Hara

Non-executive director for citizen and community involvement



Andrew Millward

System executive lead for equality, diversity, and inclusion

1. Introduction

Nationally, there is growing evidence to support that organisations which value diversity are more efficient and perform better. Diversity of thought paves the way for innovation and the opportunity to help tackle our challenges in Devon, making it a better place to live and work for everyone.

Devon is a significantly challenged health and care system, with some of the longest waiting lists in the country, a large deficit of £49.5 million (across the system) and significant workforce challenges.

This strategy sets out our vision for equality and diversity and outlines a series of objectives aimed at delivering two core aims:

- Improve performance and efficiency through a diverse workforce
- Ensure Devon's health and care services are inclusive and accessible to everyone

Whilst this strategy will ensure NHS Devon meets its obligations under the Public Sector Equality Duty, our driver for delivery is the value that diversity brings to our organisational and communities.

The strategy is owned and approved by the NHS Devon Strategic Executive Team and NHS Devon Board. Delivery is led by the NHS Devon Equality and Diversity team.

2. Equality and Diversity vision

NHS Devon will be a great place to work where staff will feel valued and have a strong sense of belonging. As an organisation we will champion diversity as our route to innovation and improved performance.

We will tackle health inequalities by working hand in hand with local populations and our partners to understand barriers to care and designing services that have the needs of everyone at their core.

3. What are the benefits of Equality and Diversity?

Equality, diversity and inclusion are essential components of effective and efficient health and social care. Good EDI practices ensure that services meet people's needs, give value for money and are fair and accessible to everyone. EDI means people are treated as equals, get the dignity and respect they deserve, and differences are celebrated. Some specific benefits also include:

Improving innovation and value for money

- New perspectives and different ideas that come from a diverse workforce support innovation ([The Kings Fund](#))
- Diversity results in better decision making and therefore improves financial performance ([McKinsey](#))
- Efficient services that better meet peoples’ needs and keep people in good health can reduce the need for costly and prolonged care further down the line.

Improved workforce recruitment and retention

An inclusive working environment, that encourages everyone to bring their own ideas forward helps employees feel valued, appreciated and encouraged

Delivering better care

When staff feel valued with a sense of belonging, they are likely to provide better care to patients

Improving health outcomes and reducing health inequalities

Equality and diversity help us overcome barriers to care so we can design services that meet the needs of everyone. Inclusive services provide better outcomes and experience and therefore help to tackle health inequalities

Building our reputation

Equality and Diversity ensures we meet the aims of the Public Sector Equality Duty (PSED) of the Equality Act 2010 which in turn builds trust with local communities and helps build our reputation as a positive and inclusive place to work.

4. The Devon picture and case for change

Devon has a population of just over 1.2 million. Like most rural communities, Devon’s population are predominantly White British, Heterosexual and cis gender. 20% of people in Devon declare they have a disability.

The tables below give a breakdown of Devon’s diverse communities and how we compare nationally and with London as a large urban area. They also include the NHS Devon workforce breakdown as it currently stands to give an impression of how representative our workforce is of our local populations.

Ethnicity

Ethnic Group	England and Wales	London	Devon	NHS Devon workforce
White British	74% white British (80.5 of 2011)	37%	92%	96%
All other ethnic groups (including white minorities)	26% of which (6% are white minority)	63% (17% white minority)	8% (of which 3% are white minority)	4% (unknow split between white and other minorities)

Sexual Orientation

Sexual orientation	England and Wales	London	Devon	NHS Devon
Heterosexual	89%	86.2%	89.5%	35%
LGBTQ+	3.2%	4.3%	3.2%	1%
Did not declare	7.5%	9.5%	7.3%	64%

Disability

Disability status	England and Wales	London	Devon	NHS Devon
People who say they have a disability	17.8%	13.2%	20.5%	5%
People who say they do not have a disability	82.2%	86.8%	79.5%	62%
Did not declare	Unknown	Unknown	Unknown	33%

Gender

Gender identity	England and Wales	London	Devon	NHS Devon
Female	51%	51%	51%	74%
Male	49%	49%	49%	26%
Non-binary	0.06%	0.8%	0.07%	Not captured
Transgender	0.2%	0.3%	0.2%	Not captured
Other Gender identity	0.04%	0.05%	0.04%	Not captured
Did not declare	6%	7.9%	5.6%	Not captured

Beyond the data, feedback from some of our diverse populations highlights other areas that require improvement:

- WRES feedback says that our ethnically diverse staff in Devon:
 - o Do not progress comparably to white counterparts and are under-represented at senior levels.
 - o Are more likely to enter formal disciplinary proceedings
 - o More likely to experience bullying and harassment from other staff.
- Lack of translation services and low cultural competency is causing poorer experiences for people from ethnically diverse backgrounds.
- Staff say they want more training and access to other services (eg translation) so they can deliver more inclusive services.
- Transgender communities are facing inequalities due to waiting times for care and tell us that healthcare professionals need a better understanding of their needs.
- Some of our LGBTQ+ community feel that there is a lack of understanding about their specific health needs and feel more should be done to increase understanding specifically on mental health and sexual health services.
- People with visual impairments and other disabilities often struggle as a result of our patient letters not being accessible

5. Our story so far

The diagram below describes our EDI journey since the start of the Covid-19 pandemic. Further detail of this work can be found via [this link](#)

Equality and Diversity Progress in Devon

The Covid-19 pandemic sparked a radical rethink in our approach to Equality, Diversity and Inclusion by placing a spotlight on the health inequalities faced by diverse communities in Devon. The graphic below showcases key milestones in our development of EDI.



6. NHS Devon EDI objectives

We will deliver our Equality and Diversity vision by focusing on the objectives below, which are grouped in two parts:

- Part 1: NHS Devon's objectives
- Part 2: Shared objectives to deliver with partners in Devon

Part 1: NHS Devon Objectives

No	NHS Devon objectives	Timeline for delivery
1	Develop inclusive approaches to recruitment that encourage diverse populations to work for NHS Devon so that we can build a more diverse workforce that is reflective of Devon's local population with an initial focus on race and ethnicity (4% to 8%) LGBTQ+ (1% - 3%) and people with a disability (5% - 20%)	March 2024
2	Develop and retain a diverse workforce, building a culture where our people feel valued, heard and able to be their best selves at work.	March 2024
3	Support our leaders to champion the benefits of equality and diversity as a means to improving NHS Devon's financial and operational performance	September 2023
4	Review and update NHS Devon's workforce data, ensuring we have an accurate demographic picture of our workforce so we can monitor progress on our diversity	September 2023
5	Support and maintain the equality and diversity staff reference group so that it represents our diverse staff and supports delivery of NHS Devon objective to recruit and retain a diverse workforce	Ongoing
6	Review the Intercom Trust Recommendations and work with the E&D staff reference group to consider which should be a priority to deliver and why and develop an associated action plan	March 2024
7	Advance gender equality within NHS Devon by implementing the gender pay gap report actions as outlined in the Gender Pay Gap Report 2021.	March 2024
8	Through a rolling EDI calendar, celebrate diversity and raise awareness of discrimination, empowering our workforce to be more inclusive, and demonstrating our commitment to E&D to our local populations. Use cultural festivals such as Pride and Respect as recruitment opportunities, raising the awareness of NHS Devon and encouraging diverse populations to join our workforce.	Ongoing
9	Take learning from the Covid-19 outreach vaccination programme and work with partner organisations to support people from diverse and vulnerable populations have better access to health and care service,	March 2024

	focusing particularly for those with visual and hearing impairments, people with learning disabilities and those for whom English is a second language.	
10	Ensure staff recruited via the International Recruitment Hub, are well supported in their roles and deliver a campaign that celebrates our diverse workforce, tackles racism and builds cohesion in the community.	August

Part 2: Shared objectives to deliver with partners in Devon

No	Shared objectives to deliver with partners in Devon	Timeline for delivery
1	Continue to build and support the Devon-wide ethnic equality staff network, ensuring it has meaningful input into system priorities, including develop a Devon-wide anti-racism charter that the One Devon Partnership sign up to.	Ongoing
2	Identify 1 - 2 priorities that Devon will deliver as a system, for example diversifying the workforce, utilising opportunities for joined up working such as Pride and Respect festivals.	March 2024
3	Once more established, continue to encourage Local Care Partnership to deliver the Nous recommendations across their localities.	March 2024
4	Undertake an annual review of the NHS England Workforce Race Equality Standard and the Workforce Disability Equality Standard reports and agree priorities to action.	Annual reporting

7. Delivering this strategy in partnership

Partnership working across NHS Devon teams, NHS partner organisations and wider organisations across Devon will be essential to delivery of this strategy. Shared goals, and accountability as well as utilising our knowledge and shared expertise will be the way the objectives set out above are delivered.

Those involved in the delivery of this strategy include:

NHS Devon departments	NHS System partners	Other system partners
Communications, Involvement and Inclusion	Directors of Human Resources	Voluntary Community and Social Enterprise (VCSE) sector
Health Inequalities	Equality Diversity and Inclusion leads	Inclusion health groups
Human Resources	LCP Directors	Staff Networks within provider
System Workforce team		

Appendix one: Devon’s work to tackle racism




Improving health and care experiences for people from ethnically diverse backgrounds

progress since April 2021




Winner of National Parliamentary award for health equality

- **Nous** review to understand the experiences of ethnically diverse staff and patients
- One Devon committed to implementing the **33 recommendations. 27 are in progress** or complete



NHS Devon diverse board

- Proactive recruitment to board roles within diverse groups
- More applications received from diverse applicants than ever before
- **Three** non-executive board members appointed from ethnically diverse backgrounds



Devon-wide Ethnic Equality Network


- Relunched with **new structure**
- **30 staff** attended launch
- **80 members**



Anti-racism charter

- Working with all Devon partners to develop an anti-racism charter that will promote racial equality across health and care in Devon

October 2022




Award winning COVID-19 vaccination outreach programme

- **Involved 1800** people across Devon from diverse communities
- **463 outreach clinics** providing **49,297 vaccinations**, this included the vaccine bus and clinics in local mosques
- **Awarded 100k** to tackle health inequalities and vaccinations
 - Appointed a Vaccine Outreach Involvement Manager
 - Awarded to voluntary sector, **12 projects funded**, over **10,500 reached** and **2,500 people vaccinated**
 - **20 vaccine ambassadors recruited**



Supporting and promoting international nurses and medics

- Board commitment to support and promote international nurses and medics
- Recruited **600** international nurses in 15 months
- Nominated for **“Best international recruitment experience”** in Nursing Times Workforce Awards




Celebrating diversity

- Devon wide panel event on tackling racism and promote racial equality
- All NHS Devon staff were supported to have conversations about race and what we can do to tackle racism
- Attended five cultural festivals, spoke with **117 people**, Executives across One Devon attended
- **Over 50 staff** signed up to inclusive pledges
- Held staff listening sessions that informed our EDI priorities



Investing in EDI

- Investing in a new **EDI team** to increase resource
- NHS Devon **fund the role of chair** of the Devon-wide ethnic equality network



Redesigning translation and interpretation services

- Reviewed **four years** of feedback
- Working with VCSE groups and local communities