



King's College Hospital
NHS Foundation Trust

Equality, Diversity and Inclusion Annual Report 2023-2024



Contents

Foreword	3
Overview of the Roadmap to Inclusion	4
Our Year at a Glance	6
Implementing the Roadmap to Inclusion	7
A) Strengthening and growing our staff networks	7
B) Introduce a range of training and mentoring programmes	10
C) Trust accreditation for our work across race, gender, disability and LGBTQ+ related inclusion	14
D) EDI business partnering	18
E) Reducing disparities in access and outcomes in health inequalities	19
F) Widening participation	20
Appendix A: Workforce data	21

Foreword

This past year has been a remarkable journey for Team King's as we work towards the goals in the Trust's Roadmap to Inclusion 2022-2024. We've achieved significant milestones for our colleagues, patients and the wider community.

Over the past 12 months, we've improved in 16 of 20 EDI-related Staff Survey metrics, seven of nine Workforce Race Equality Standard metrics and six of nine Workforce Disability Equality Standard metrics. Our community engagement and Cultural Intelligence (CQ) initiatives received national recognition.

Our Staff Diversity Networks have grown, supported by two Executive Champions for each network. We've celebrated national diversity dates, launched our CQ programme, created brand new Workplace Adjustment and Transgender and Non-binary Patients policies. Training remains a priority, with hundreds of staff participating in our EDI training sessions.

Tackling health inequalities through the King's Health Inequalities Programme has been another focus, working with our system partners to remove barriers and improve healthcare outcomes for our community. A collaboration with King's College London on the 'King's Model' enhanced diversity in research; we also launched a Health Inequalities intranet page with helpful resources and collaborated with a community partner, Centric, to publish two reports.

Special recognition goes to Simon O'Donoghue and Shannon Deeley for their contributions to King's successes; though they have moved on, their efforts laid a strong foundation for progress.

A heartfelt thanks goes to our exceptional EDI team – Arfan Bhatti, Gavin Dean, Jessica Ahluwalia, Katie House, Meaghan Hackett, Shivonne Simpson and Steffan Gough – whose tireless efforts have driven our initiatives and ensured we continue to make strides on our inclusion journey.

Our achievements this year are a testament to the collective efforts of everyone involved, including our Staff Networks, Non-Executive Directors and Governors as well as countless services and departments.

While we celebrate these successes, we remain committed to our long-term vision of creating a truly inclusive environment at King's.



Bernadette Thompson OBE (she/her)
Director of Equality, Diversity and Inclusion
King's College Hospital NHS Foundation Trust

Overview of the Roadmap to Inclusion

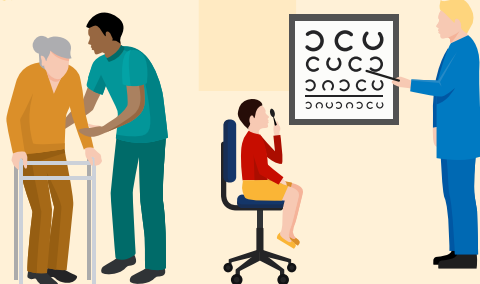
Our Roadmap to Inclusion 2022-2024 aims to achieve real and meaningful improvements for colleagues, patients and everyone connected to King's.

It sets out the tangible and practical steps we will take to achieve our ambition of putting equality, diversity 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.

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 (NHS 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.



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

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 neurodiversity.
- ✓ Provide training/coaching to the Board on EDI to enable them to be confident champions of EDI.
- ✓ Trust accreditation for our work across disability, race and LGBTQ+ inclusion.
- ✓ Reduce health inequalities across King's service.



Our Year at a Glance

Data and information from April 2023-March 2024

<p>1,088</p>  <p>STAFF NETWORK SIGN-UPS</p>	<p>10</p>  <p>STAFF NETWORK EXECUTIVE SPONSORS APPOINTED</p>	<p>71</p>  <p>71 BESPOKE EDI SESSIONS</p>	 <p>LAUNCH OF OUR TRANSGENDER AND NON-BINARY POLICY FOR PATIENTS</p>
<p>553</p>  <p>NUMBER OF TIMES BITE-SIZED TRAINING COURSES ACCESSED</p>	<p>403</p>  <p>ATTENDED FULL TIME OR BITE-SIZED CULTURAL INTELLIGENCE TRAINING</p>	<p>245</p>  <p>COMPLETED ACTIVE BYSTANDER TRAINING</p>	<p>207</p>  <p>COMPLETED INCLUSIVE RECRUITMENT TRAINING</p>
<p>15</p>  <p>IMPROVEMENTS IN 15 OUT OF 20 EDI-RELATED METRICS</p>	<p>7</p>  <p>INDICATORS IMPROVED IN WORKFORCE RACE EQUALITY STANDARD</p>	<p>6</p>  <p>INDICATORS IMPROVED IN WORKFORCE DISABILITY EQUALITY STANDARD</p>	<p>37</p>  <p>EQUALITY IMPACT ASSESSMENTS COMPLETED</p>
<p>54%</p>  <p>54% OF CONSULTANTS EMBEDDED EDI INTO THEIR OBJECTIVES</p>	<p>2</p>  <p>PUBLICATION OF TWO COMMUNITY INSIGHT REPORTS</p>	 <p>WINNER: COMMITMENT TO THE LOCAL COMMUNITY AWARD</p>	 <p>WINNER: GRASSROOTS PROJECT CATEGORY AT THE MAYOR OF LONDON'S DESIGN LAB SYMPOSIUM</p>
 <p>FINALIST: DIVERSE COMPANY OF THE YEAR AT THE NATIONAL DIVERSITY AWARDS</p>	 <p>FINALIST: BEST EMPLOYER IN DIVERSITY & INCLUSION CATEGORY AT THE NURSING TIMES WORKFORCE AWARDS'</p>	 <p>FINALIST: COMMUNITY INITIATIVE OF THE YEAR</p>	 <p>FINALIST: AS A TOP 50 EMPLOYER AT THE INSPIRING WORKPLACES AWARDS</p>

Implementing the Roadmap to Inclusion

In this section we spotlight programmes from the Roadmap where clear outcomes can be demonstrated. All data and work referenced is from April 2023-March 2024.

A) Strengthening and growing our staff networks

Over the past year, our five established staff diversity networks have continued to create an inclusive environment within the Trust, by supporting staff and aiding the organisation in achieving its EDI objectives. This section spotlights some of that work. You can access more information about staff network activity in the standalone [Staff Network Annual Report](#).

King's Able

The purpose of this staff network is to provide a platform for our disabled community, enabling them to have a voice and explain the challenges and barriers they face in the workplace, as well as providing them with a safe space to come together to listen, share, learn and support each other.

The network has an important role in raising awareness of disability and in ensuring the unique lived experiences of our disabled staff are heard, enabling them to contribute to Trust-wide projects, policies and agendas to support our goal of creating a positive disability culture across the organisation.

In the past year:

- 127 new members have joined the network (total membership 290)
- 10 events held
- 2 additional Co-Chairs alongside a re-elected third Chair
- 2 new executive sponsors established



The Trust held a Disability Fair in November 2023 as part of UK Disability History Month celebrations. It was attended by a number of organisations that King's partners with to help create inclusive work environments.

King's Women's Network

The purpose of this staff network is to raise the profile of women at King's, focusing on equity of career development, addressing the gender pay gap, empowering women and creating a supportive, aspirational and motivational space for women at all levels and at all stages of their careers.

In the past year:

- 420 new members have joined the network (total membership 1,098)
- 25 events held
- 2 new executive sponsors appointed



Colleagues marking International Women's Day, which was also attended by female officers from the Metropolitan Police Mounted Branch. Officers engaged with the staff, patients and visitors throughout the day on the topic of reducing incidents of violence.



The Women's Network hosted events to officially sign the Ending Sexism in Medicine Pledge created by the British Medical Association. The pledge aims to unite medical organisations to work collaboratively to address the cultural and structural impacts of sexism.

King's and Queers

The purpose of this staff network is to listen to and amplify the voices of lesbian, gay, bisexual, transgender and queer (LGBTQ+) staff at King's.

King's and Queers provides support, advice, education and training for staff and patients as well as advocating for them, in order to make King's an inclusive, safe space where people can excel while being their whole selves.

In the past year:

- 245 new members have joined the network (total membership 902)
- 14 events held
- 2 new executive sponsors established



Members of King's and Queers at London Pride Parade, June 2023



The Trust held events to mark the raising of the Progress LGBTQ+ Pride flag over its King's College Hospital, Denmark Hill, and Princess Royal University Hospital (PRUH) sites during LGBT History Month (February) and Pride Month (June).

Race, Ethnicity and Cultural Heritage (REACH) Network

The purpose of this staff network is to raise the profile of the cultural diversity agenda and facilitate improvement across the Trust for Black, Asian and Minority Ethnic staff.

In the past year:

- 196 new members have joined the network (total membership 846)
- 8 events held
- 2 new executive sponsors established



Local MP Bell Ribeiro-Addy was one of a number of speakers at REACH's Annual Conference in October 2023.



REACH held events to mark the renaming of their network, which took into account evidence based research from the NHS Race Observatory to stop using the acronym "BAME".

Inter Faith and Belief Network

The purpose of this staff network is to support staff on matters relating to their religion, beliefs or life philosophy and celebrate the rich diversity of faith and beliefs amongst staff.

The network also aims to create a safe space where sensitive belief issues, religious or non-religious, can be discussed by staff in a confidential and supportive manner.

In the past year:

- 91 new members have joined the network (total membership 452)
- 12 events held
- 2 new executive sponsors established
- Created two faith guidance documents for all managers, staff and departments



Inter Faith Week was marked in November 2023 through a number of events.



In June, the Inter faith & Belief Network hosted an event to celebrate the birthday of Emperor Haile Selassie I, which is one considered one of the most significant days of the Rastafarian year and is celebrated with Nyahbinghi drumming, hymns and prayers.

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 developed 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 in all its forms.

The 75-minute Active Bystander session empowers colleagues to challenge unacceptable behaviours in the workplace which may have normalised over time.

In the past year:

- **245** colleagues have been trained and almost 2,000 have completed the training since its launch in 2021
- **96%** say this training has made them feel more confident in calling out inappropriate behaviours

Anonymous feedback from the evaluation survey includes:

“**I will not accept the commonly used phrase 'oh don't worry about it, that is what they are like', or 'they have always been like that' anymore.**”

“**It wasn't just theoretical teachings – it was highly applicable to real, common workplace scenarios.**”

Inclusive Recruitment



This 60-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 EDI in recruitment matters and teaches techniques that will improve decision making alongside King's recruitment process.

In the past year:

- **207** colleagues have completed the training and more than 700 have been trained since the training was introduced in 2022
- **96%** say this training has improved their knowledge of inclusive recruitment

Anonymous feedback from the evaluation survey includes:

“**I've now changed the wording I use in job adverts to be more specific to the role, to help ensure a wider range of people are encouraged to apply. For example, I no longer use words such as 'energetic' or 'ambitious'.**”

Career Development for ethnic minority staff

Workshops designed for staff covering topics such as: (1) Confidence, communication and clout; (2) Mindsets, habits & self-awareness; (3) Personal & professional success.

In the past year:

- 12 workshops and 25 one-to-one coaching sessions have been held
- 200 sign-ups for career coaching sessions attended by 174 colleagues

Anonymous feedback from the follow-up survey includes:

“It was a great session; so happy I attended in person.”

“I had a wonderful productive morning. I left with some real powerful information.”

“The seminar was very helpful in getting me re-energised. Rasheed was very motivating and compelling. A truly amazing experience.”



Confidence, Communication & Clout session participants.

Reciprocal mentoring

King's reciprocal mentoring programme enables staff to learn about the lived experiences of colleagues with different diversity backgrounds regardless of their job, band or department.

- 185 registered participants

Feedback from the follow-up survey includes:

“It was a very nice experience and something I took part in for the first time. We did set goals and managed to meet them. We exchanged valuable ideas and experiences and I hope it will have a positive impact on our work as well.”

Mariela Borisova, International & Private Patient Services

“Don't be nervous or over think it – just go for it! The camaraderie, advice, knowledge and insight you can get from others can transform you both professionally and personally.”

Alysha McIntosh, Registered Nurse and Darzi Fellow

SPOTLIGHT: Governance

The Trust's Inclusion Board meets bimonthly and is key to developing as well as evaluating the Trust's EDI strategy.

In the past year, the Inclusion Board has been restructured to more effectively align with the Trust's organisational goals. This includes the introduction of breakout rooms within the meetings, to help create meaningful feedback channels on EDI activity.

Skill Boosters



Our partnership with Skill Boosters has ensured staff can access 28 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, neurodiversity and 'banter' in the workplace.

In the past year:

- **553** colleagues completed a training session on the platform and almost 900 have done so since the training launched in 2022

Please note: the above figure only covers course completions and the number of colleagues currently enrolled on the course is much higher.



Calibre participants at their graduation event in April 2024.

Calibre Leadership programme

Calibre is a talent development and leadership programme for staff who identify as neurodivergent or disabled or who have a long-term health condition.

The aim of this programme is to empower our disabled employees and transform the understanding of disability through shared experience, boosting confidence as well as growth by focusing on empowerment, not victimisation, to support the development and implement the strategies that reflect the unique challenges and experiences of disabled staff.

In total:

- **12** colleagues have completed the two-month programme, which includes four workshops and one-to-one coaching
- **50%** of participants advanced their career through promotions or stretch opportunities within two months of completing the programme

Feedback from the follow-up survey includes:

“

When I applied to Calibre I said to myself, my disability holds me back.

Since the course, my focus and understanding of my disability in the context of society and the workplace has completely shifted. I now say to myself: 'I know I may need different things to excel, but I know I have the experience and skills. It is society that holds me back not my disability.'

Calibre has empowered me to be more myself at work and feel empowered to ask for the help I need. I find myself talking more positively about myself and my disability in and outside work and placing less blame on myself."

Kate Mordey, Speech & Language Therapist

Cultural Intelligence (CQ) programme

In 2023, the Trust trained a group of staff to become certified Cultural Intelligence (CQ) facilitators.

CQ is widely recognised as a method for assessing and enhancing effectiveness in various cultural contexts, extending beyond race and other protected characteristics. It is firmly grounded in rigorous academic research conducted across more than 100 countries.

So far:

- 10 members of staff have been trained as CQ facilitators
- More than 320 staff have received bite-sized training
- More than 100 staff have completed the CPD-accredited full-day workshop
- Six CPD points are awarded to staff who complete the full-day workshop

Anonymous feedback from a workshop attendee includes:

“

It was a very good teaching session. It made me reflect on a lot of things I wasn't aware of. It also made me see other issues that have made me think and try to change in my practice and interaction with people.”



A bite-sized CQ session being delivered to almost 100 attendees from the Community Dental team. As part of the full day workshop, participants complete a psychometric assessment which establishes preferences in relation to 10 cultural values.

During the workshop, participants evaluate these preferences and develop insights that can help improve interpersonal effectiveness.

Executive EDI Coaching

Members of the King's Board participated in a coaching programme with Pamela Permalloo Bass, a Diversity, Equity and Inclusion Consultant and Executive Coach.

Pamela worked closely with the Board to identify strengths, areas for development and goals for improvement. In the past year, she has held 27 sessions.

“

I immediately felt comfortable to talk about the challenges I was facing. It has always felt like a safe space where there was no judgement. Pamela has challenged me to understand my potential and unique perspective on inclusion. I feel empowered to move forward with my ambitions.”

Angela Helleur, Site Chief Executive for the Princess Royal University Hospital and South Sites, King's College Hospital NHS Foundation Trust



Members of King's Executive and Board pictured marking National Day for Staff Networks in May 2024. In July 2023, each network was assigned two members of the Executive to act as 'Executive Sponsors'. This involves Executives acting as an advocate and voice for the network, championing the cause, raising awareness, speaking out and role modelling the inclusive leadership behaviours required of leaders at King's.

C) Trust accreditation for our work across race, gender, disability and LGBTQ+ related inclusion

Effectively measuring and reporting on EDI efforts is crucial for demonstrating our commitment to creating a more inclusive environment and for holding ourselves accountable to our goals. In this section, we present an overview of the metrics and methodologies used to evaluate our progress.

National awards

King's EDI efforts have been acknowledged by a variety of national awards categories. These awards are a helpful benchmarking tool, enabling us to measure our performance against standards in a wide variety of sectors.

In the past year:

- **WINNER** at the Better Society Awards, in the Commitment to the Local Community category, in recognition of our new model for community engagement
- **WINNER** at the Design Lab Equity Projects, in the Mayor of London Award category, in recognition of our work to reduce health inequalities
- **FINALIST** at the National Diversity Awards, in the Diverse Company of the Year category, in recognition of the implementation of King's Roadmap to Inclusion
- **FINALIST** in the Nursing Times Workforce Summit & Awards in the Best Employer for Diversity and Inclusion category, in recognition of the implementation of King's Roadmap to Inclusion
- **FINALIST** as a Top 50 employer at the Inspiring Workplaces Awards for King's work on culture, wellbeing, inclusion and employee experience

Gender pay gap

As an employer with more than 250 employees, King's is required to publish statutory calculations on the pay gap between our male and female employees annually.

There was no progress in relation to our mean pay gap, which worsened by 0.003% and therefore sits at 17.9% in favour of men. However, the median difference improved by 0.31% and therefore sits at 7.52% in favour of men.

In-depth analysis was conducted in 2023 and identified multiple factors such as: age, length of service, progression and part-time working are key influences and, in particular, the distribution and number of males and females between medical roles.

This means that when you exclude the medical pay group from our calculations, there is an 8.15% gender pay gap in favour of women across all Agenda for Change pay group roles.

As a result of the additional data gathered from the in-depth analysis, a three year action plan was developed with tangible milestones to help us reduce our gender pay gap.

SPOTLIGHT: Career development sessions for women

The Trust has established a partnership with Thresholds to run career development sessions from August 2024. So far, 52 participants have confirmed their attendance for sessions that will include goal setting and interview help.

The Women's Network also partnered with a financial investment platform to offer its members free financial workshops, both in-person and online. This included free access to the investment platform and online financial tools.



Workforce Race Equality Standard (WRES)

King's is required to publish and analyse nine key metrics in relation to race equality every year as part of the NHS standard contract.

In the past year, King's has improved in seven metrics, with notable improvements in:

- ethnic minority staff experiencing harassment, bullying or abuse from patients, relatives, or the public (**3% better**)
- ethnic minority staff experiencing harassment, bullying or abuse from staff in the past 12 months (**3% better**)
- ethnic representation in senior management roles, specifically Bands 8a, 8b, 8c (**2-3% better**)

The metric that notably worsened was the percentage difference between King's Board voting membership and its overall workforce. There is currently a 42% difference between our Board voting membership and our overall ethnic minority workforce. This is because board ethnic diversity has remained the same while the ethnic diversity of the organisation has increased.

Workforce Disability Equality Standard (WDES)

King's is required to publish and analyse nine key metrics in relation to disability equality every year as part of the NHS standard contract.

Worsening metrics include:

- disabled staff believing King's provides equal opportunities for career progression or promotion (**1% worse**)
- disabled staff satisfied with the extent to which their organisation values their work (**1% worse**)
- percentage difference between King's voting Board membership and its overall workforce (**7% worse**)

In the past year, King's has improved in seven of the nine metrics, with notable improvements in:

- disabled staff experiencing harassment, bullying or abuse from managers in the past 12 months (**3% better**)
- disabled staff having adequate adjustments to enable them to carry out their work (**1% better**).

SPOTLIGHT: Disciplinaries

Another WRES metric is "the relative likelihood of ethnic minority staff entering the disciplinary process". This is measured because historically ethnic minority employees across the NHS nationally are disproportionately subjected to disciplinary actions, despite subsequent investigations often revealing that the circumstances did not justify such measures.

One of the ways King's has sought to address this is by expanding the Pre-Decision Checklist, a document which enables managers to carefully consider whether a disciplinary investigation or a more informal resolution is the right approach.

The expanded Checklist includes a new Cultural Intelligence sub-section, which asks: "Is the behaviour due to differences in communication styles, non-verbal cues, language barriers or a failure to recognise cultural norms?"



SPOTLIGHT: Workplace Adjustments Programme

Workplace adjustments are crucial for improving disability equality, as they enable staff to perform their roles more effectively. In the past year, King's has launched:

- A monthly 90-minute Workplace Adjustment training session
- A standalone Workplace Adjustment Policy for staff
- A Workplace Adjustment Plan, which is a live document that helps and supports staff and their managers to explore options for accommodating adjustments in the workplace.

“**Since the plan was launched, I've been using it regularly with my manager. We use it to help reflect on what type of adjustments I may need in relation to my disability and that can feel like quite a maze for employees about where to start and what adjustments may be out there. I find this plan really useful and felt that it's a really adaptive document.**

Since using it, I've felt more comfortable living at work with my disability. I feel empowered to request reasonable adjustments; I feel more comfortable talking about my disability at work; I actually feel that it's helped manage my disability overall outside of work.”

Kate Mordey, Speech & Language Therapist



Gavin Dean, King's Able Co-Chair pictured with Sarah Ingles, Wellbeing Co-Ordinator.

NHS Rainbow Badge Assessment

Developed in collaboration with a number of external LGBTQ+ expert organisations, the NHS Rainbow Badge Assessment enables the Trust to demonstrate as well as build on its commitment to reducing barriers to healthcare for LGBTQ+ people, while evidencing work it has already undertaken for patients as well as staff.

In 2022, King's received a mark of 45 out of a possible 166 in the Rainbow Badge Assessment. Following the assessment, we were able to identify more than 50 recommendations that could be implemented across the organisation to ensure LGBTQ+ patients and staff at King's feel included and empowered to access the services they need without fear of prejudice or discrimination.

Thirty of the recommendations have now been implemented. They include putting sanitary disposal bins in toilet facilities, allowing pronouns to be recorded on patient record systems, expanding the list of genders for patients to choose on Epic (our electronic health record system for patients), developing a policy for supporting trans- and non-binary people at work, coproducing our supporting trans- and non-binary patient guidance, creating a centralised list of LGBTQ+ resources, and ensuring senior management engage regularly with King's & Queers, our LGBTQ+ staff network.

“**At the Havens, our specialist centres for people who have been raped or sexually assaulted, we have changed our client information system to include more inclusive gender options; we are offering staff the option to include pronouns on their yellow 'hello, my name is...' badge; we are looking at providing more inclusive imagery; working with service users to ensure the washbags and clothing we provide are more gender neutral; and are working with King's communications team to include a statement on our website which highlights EDI and anti-discrimination.**

We hope that these changes and more will help both our staff and clients feel more seen, supported and included.”

SPOTLIGHT: Supporting the Trans and Non-Binary Patients Policy

A key recommendation of the NHS Rainbow Badge Scheme was ensuring the Trust had a policy for transgender and non-binary patients. Following an extensive consultation process, the Trust launched its policy, along with comprehensive guidance materials, to provide the information required to support and empower staff to create and maintain an inclusive and welcoming service. The guidance ensures all staff are able to provide a service that meets both legislative requirements and best practice procedures.

“It’s important that we develop guidance like this that is meaningfully coproduced, written and designed by the community which we’re here to serve... It’s important that we use this as another tool and are increasingly vocal, to stand up for what is right, to challenge what we know is wrong, and to be true allies for the trans, non-binary and gender diverse population, because they are our community, they are our colleagues, and they are our patients.”

Michael Brady, Consultant Sexual Health & HIV, King’s College Hospital, and National Advisor for LGBT Health at NHS England



A new link-bridge at the PRUH Hospital opened and proudly features a large Intersex-Inclusive Pride flag.



The internal walls of the link bridge also feature a historic timeline of the Rainbow Pride flag.

Equality Delivery System (EDS)

The EDS is a mandatory requirement of the NHS Standard Contract and aims to support King’s to empower local partners and populations to review and improve our performance.

The EDS provides an accountable improvement tool for King’s via active conversations with patients, public, staff, staff networks, community groups and trade unions, to review and develop our services, workforce and leadership.

Representative stakeholder groups evaluate and score three domains at engagement events using available evidence and insight. Overall, the stakeholder groups scored King’s 15.5 out of 33, which falls under the category of ‘Developing’ and reflected scoring across these three domains:

- Maternity services **6/12**
- Workforce Health & Wellbeing **4/12**
- Inclusive Leadership **5.5/9**

Staff Survey

King’s 2023 annual staff survey received **6,783** responses (around **48%** of all staff).

King’s improved in 14 out of 16 of the questions related to equality, diversity and inclusion. The most notable improvements include:

- **3%** decrease in experiences of harassment, bullying or abuse at work from patients/service users or other members of the public
- **2%** decrease in gender discrimination

The two worsening Staff Survey questions are a:

- **0.4%** decrease in staff believing King’s acts fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age
- **0.5%** increase in disabled staff experiencing discrimination

Given the size and breadth of the organisation, King’s EDI business partnering approach helps ensure a one-size-fits-all approach to improving these metrics is avoided.

D) EDI business partnering

Every Care Group or department at King's is partnered with a member of the EDI team. This process helps align Care Group or department goals with the broader aims of the Trust. Some examples of this work are provided below.

Clinical Research Facility

King's Clinical Research Facility (CRF), with consultation and review from the EDI team, published its EDI Strategy in late 2023.

The CRF EDI strategy outlines its ambitions, aims, principles and goals to be a diverse and inclusive research department shaped by a diverse public involvement group. The EDI Business Partnering approach helped ensure the strategy was coproduced via surveys and workshops.

“

It is important to me to ensure that minority communities are included in research and see themselves reflected in services. There is an age-old mantra that 'if we're not counted, we don't count'. Measures need to be put in place to make research spaces inclusive.”

Peter Bampton, Patient and Public Involvement Group member

Women's Health

Throughout the summer of 2023, a series of bespoke training workshops for the Denmark Hill Community Midwives team were delivered.

The workshops covered topics such as neurodiversity, social deprivation and unconscious bias, and prompted excellent conversations amongst the team with regards to strengthening the care for our diverse patient population.

100% of attendees found the topics interesting and said they would take the learnings forward for their care delivery.

Embedding EDI in Consultant appraisals

EDI objectives have been incorporated into the annual appraisal for all Medical and Dental Consultants at King's by using the specific appraisal software used by this staff group.

Medical and Dental Consultants must describe how they have demonstrated commitment to King's EDI agenda by providing supporting evidence, such as: EDI training; participation in mentoring schemes; addressing healthcare inequalities; creating psychologically safe working environments; or active participation in one of the five diversity staff networks.

So far:

- 64% of Medical Consultants have completed this section of their appraisal
- This is equivalent to well over 1,000 individuals

“

The development and delivery of this initiative has been a concerted collaborative effort and goes a long way in making EDI a collective responsibility at King's. The ultimate beneficiaries are the patients and communities we serve.

This transformation project lends itself well to widespread adoption across the NHS, thereby enabling us all to make quantifiable contributions towards advancing health equity.”

Dr Mo Akindolie, Consultant Paediatrician, Project Lead

E) Reducing disparities in access and outcomes in health inequalities

King's is committed to delivering excellent health outcomes for our patients, and in ensuring they always feel safe, cared for and listened to. In this section, we outline programmes and community engagement that seek to achieve this.

Centric Community Research

Throughout 2023, King's partnered with Centric Community Research to conduct research and establish recommendations. This culminated in the publication of two reports.

The first explored how patients would like to be engaged on health issues related to the five key health issues common across South East London ('the Vital 5').

Some of the key findings include:

- A lack of awareness of the Vital 5 and the health issues the term related to
- Long waiting times and a perceived lack of care and empathy shown by health professionals, so making conversations challenging
- Cultural stigmas that would require careful consideration for engagement for mental health
- Setting for conversations need to be private and not a waiting room or A&E

The second explored how to make research more inclusive and reflective of the local community. Some of the key findings include:

- A lack of communication and awareness about medical research and clinical trials causes distrust and lowers motivation to participate
- The preferred way of communicating about research and clinical trials is text messages, although it was highlighted that a range of other communication methods would also be beneficial
- Previous negative experiences and perceptions of vaccines influence decision-making about participating in health research and clinical trials
- There is a relationship between the lack of information about and understanding of and distrust in COVID-19 vaccines and distrust of medical research and clinical trials

The recommendations in these reports will be considered and each led by a working group.

“

The majority of patients that our staff treat every day come from communities facing significant levels of deprivation that risks health inequalities.

One in five children in Southwark live in low-income homes, whilst women in our local area have an average life expectancy of just 61.8 years – 20 years lower than the national average.

High levels of deprivation mean that the patients we are treating often become more unwell, more quickly. Therefore, at King's, we not only want to treat people when they come forward for care, we want to focus on disease prevention and living a healthier life.

This has led us to develop our Trust-wide health inequalities programme, aiming to tackle population health concerns at their roots, along with our partners and communities.

We hold monthly working groups with a broad range of staff, community and patient experts, who work together to develop active solutions to address the common health risk factors, increase diversity in our clinical research, and improve our data collection and analysis in relation to health inequalities.”

Dr Rantimi Ayodele, Deputy Chief Medical Officer and Chair of Health Inequalities Programme Steering Group



A panel discussion on health inequalities took place at the Race, Ethnicity & Cultural Heritage (REACH) staff network annual conference in October 2023.

F) Widening participation

This section outlines some of the initiatives aimed at broadening access and creating equitable opportunities to help ensure that individuals from all backgrounds can enter and thrive in the workforce.

Project SEARCH

King's has partnered with Project SEARCH, which offers supportive internships to young adults with learning disabilities and/or autism.

Over the past three years, the Trust has welcomed more than 40 interns who have contributed to various departments across our King's College Hospital, Denmark Hill, and PRUH sites, encompassing both clinical and administrative roles.

We are delighted to report that out of the interns who have engaged in the Project SEARCH programme, a total of 11 individuals have secured employment at the Trust. This outcome underscores our commitment to fostering inclusive employment opportunities and supporting the professional growth and development of individuals with diverse backgrounds and abilities.

“

I wanted to intern at the PRUH because the NHS is a well-respected organisation that many people recognise. This means that no matter what I'd be doing, it would actually be making a difference to other people.”

Dylan, Project SEARCH Intern

“

After I graduate, I am hoping to do a paid apprenticeship with a chef. I want to work towards becoming a manager and running a kitchen of my own. I also want to achieve the qualification to be a chef and learn as much as I can to be the best I can.”

Eugenie, Project SEARCH Intern



Project SEARCH Interns pictured in July 2023

Future Leaders Programme

King's continued partnering with the Future Leaders programme by hosting an Experience the NHS Day.

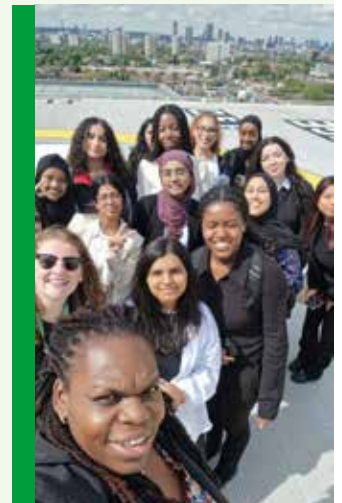
The day enabled students to find out more about the many career opportunities in the NHS and supports their applications to university. Sessions included an introduction to bias in medicine, interaction from volunteers and work experience, an NHS jobs carousel with colleagues from different Trust departments, including Gerontology, Rheumatology, Paediatrics, Safeguarding, Oral Health and Renal. The students also had a session on writing university applications and personal statements before having the opportunity to visit the rooftop helicopter landing deck at King's College Hospital.

- 64 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.

Feedback from the day included:

“

We've found this morning really insightful and educational. We found out about a career we didn't think it was possible to do – paediatric psychology – and meeting someone from paediatrics has opened our minds, and expanded our network.”

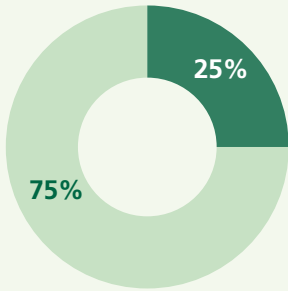


Our second cohort of Future Leaders students visit King's College Hospital's helipad with Rantimi Ayodele, Deputy Chief Medical Officer.

Appendix A: Workforce data

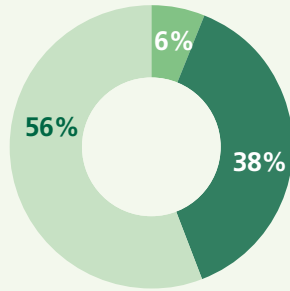
Gender

Total headcount: **14,670**
(April 2024)



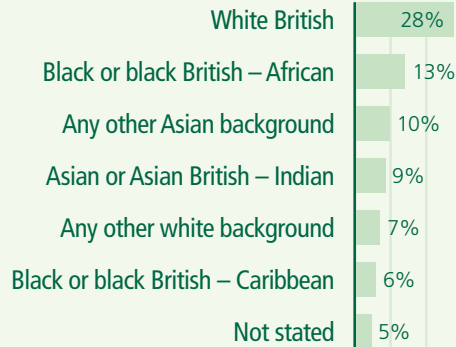
25% Male
75% Female

Ethnicity group

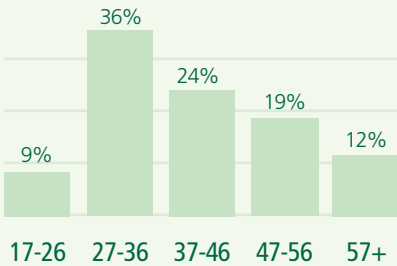


56% Ethnic minority
38% White
6% Not stated

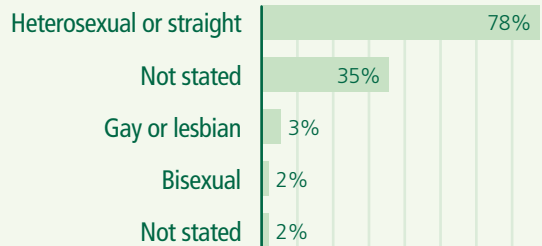
Ethnicity breakdown



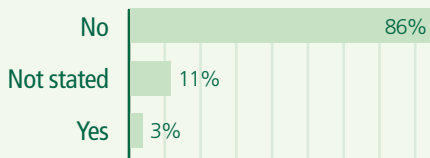
Age Group



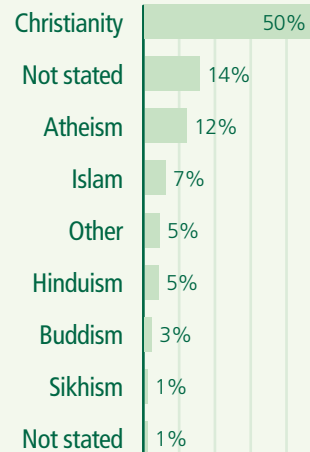
Sexual Orientation



Disability



Religion



Bernadette Thompson OBE
Director of Equality, Diversity & Inclusion

Arfan Bhatti
Head of Equality, Diversity & Inclusion

Steffan Gough
Equality, Diversity & Inclusion Lead

Jessica Ahluwalia
Equality, Diversity & Inclusion Lead

Gavin Dean
Equality, Diversity & Inclusion Lead

Shivonne Simpson
Equality, Diversity & Inclusion Officer

Meaghan Hackett
Equality, Diversity & Inclusion Officer

Katie House
Equality, Diversity & Inclusion Co-Ordinator