
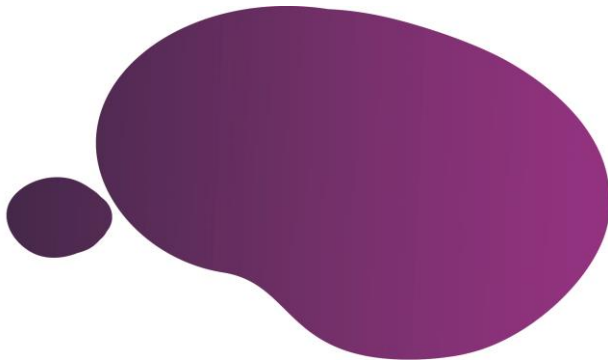


# DIVERSITY AND INCLUSION – THE ROADMAP TO SUCCESS: EQUALITIES FOR A MODERN WORKFORCE



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NHS Employers



@NHSE\_Paul



# Objectives



To make the case for an evidence based approach to diversity and inclusion

To make the connection between good evidence and a good place to work

To explore how the NHS has specifically leveraged the power of networks to support this endeavour

To explain how the NHS has utilised demographic data alongside staff experience data to try and understand the causes of differential experiences

# Evidence based practice – what is it?



- The **conscientious** (effort), **explicit** (clarity) and **judicious** (critical of quality) use of the best available evidence from multiple sources to increase the likelihood of a favourable outcome.
- It's about the process.
- It's not about certainties (*this **will** work*).
- It's is about probabilities and likelihoods.
- It **is** about reducing **uncertainty** (*given our context this **is more likely** to lead to the outcome we want than doing something else or doing nothing*).
- Copyright: Professor Rob Briner – Queens Mary's University, London.

# Evidence-based practice

**Scientific literature**  
*empirical studies*

**Organisation**  
*internal data*

**4  
SOURCES**

**Stakeholders**  
*values and concerns*

**Practitioners**  
*professional expertise*

**Evidence-based practice  
is about making  
decisions through  
the conscientious,  
explicit**

**6  
STEPS**

**and judicious use of  
the best available  
evidence from  
multiple  
sources by:**



1

## Asking

Translating a practical issue or problem into an answerable question



2

## Acquiring

Systematically searching for and retrieving the evidence



3

## Appraising

Critically judging the trustworthiness and relevance of the evidence



4

## Aggregating

Weighing and pulling together the evidence



5

## Applying

Incorporating the evidence into the decision-making process



6

## Assessing

Evaluating the outcome of the decision taken



**To increase the likelihood of a favourable outcome.**



# Gender

Scientific literature





# The gender pay gap in the English NHS

Analysis of some of the underlying causes

 Briefing

UNIVERSITY OF EXETER

# NHS Women on Boards

# 50:50

by 2020

By Professor Ruth Sealy  
 University of Exeter Business School

# Gender

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Organisational data

# Gender

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Stakeholder evidence







DIVERSITY AND INCLUSION PARTNERS ALUMNI

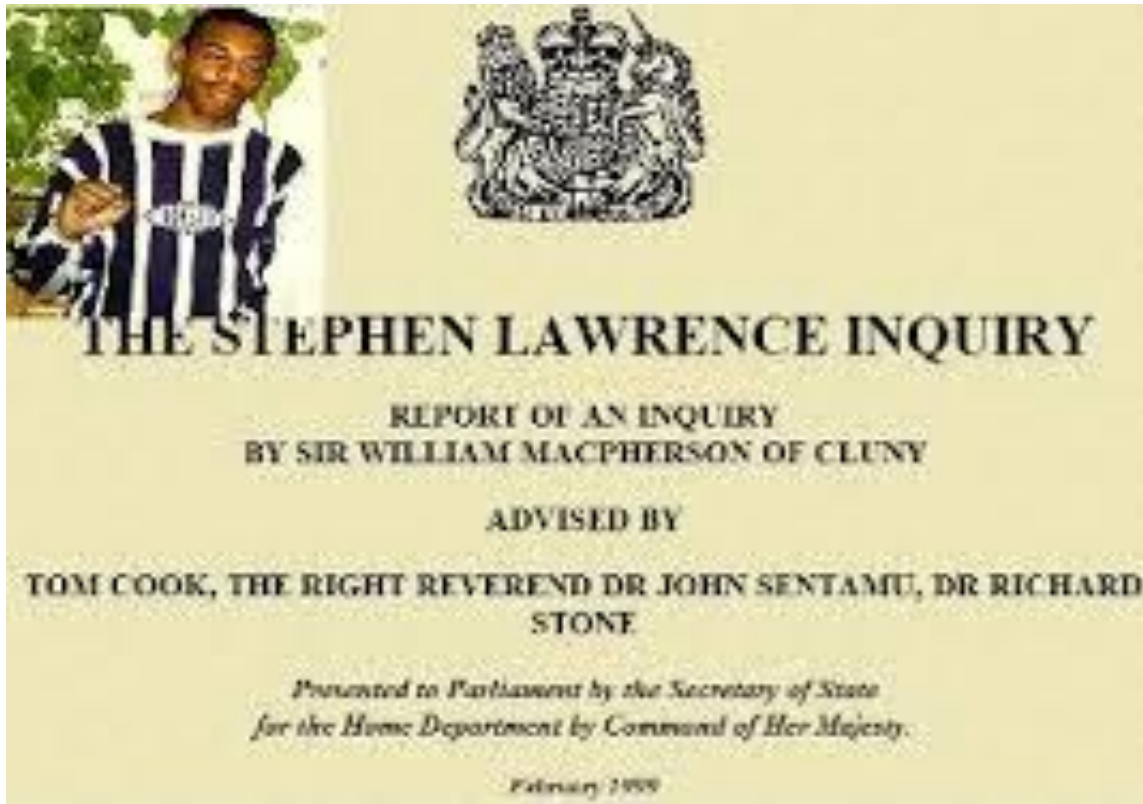
# Gender

Practitioner evidence



# Race

Scientific literature



## Middlesex University Research Repository:

an open access repository of  
Middlesex University research  
<http://eprints.mdx.ac.uk>

Kline, Roger. 2014.

The "snowy white peaks" of the NHS: a survey of discrimination in governance and leadership and the potential impact on patient care in London and England.

Available from Middlesex University's  
Research Repository.



# Race

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Organisational data



"More diverse leadership of the NHS is more likely to champion patient and staff engagement and transform the culture of the health service. Through our new BME Leadership Network, the NHS Confederation is tackling this issue head-on."

**Joan Saddler, Associate Director,  
NHS Confederation**



# Race

Stakeholder evidence

# Race

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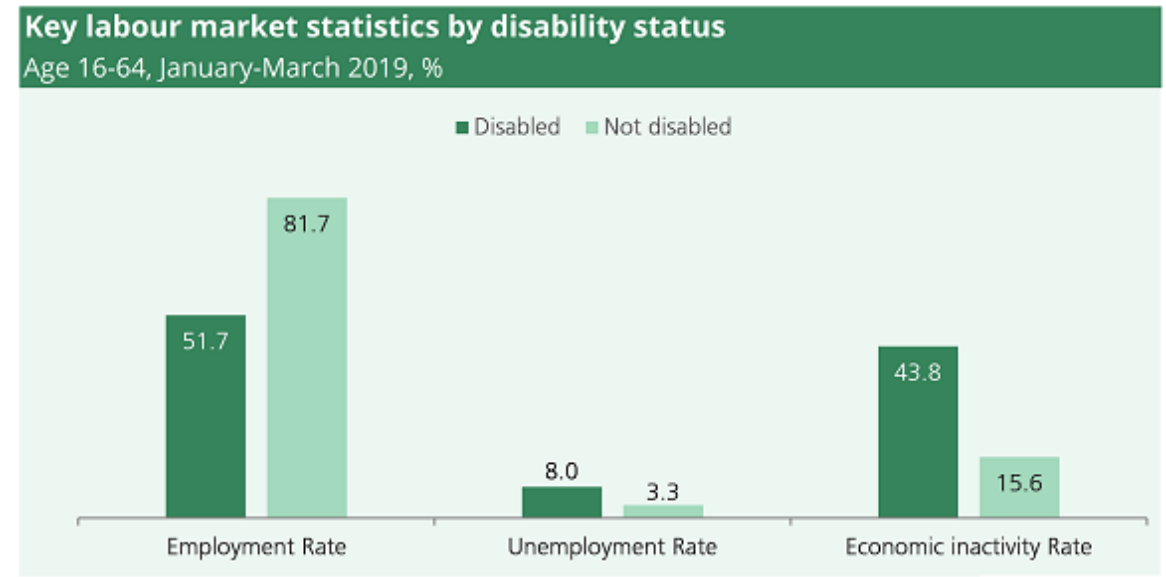
Practitioner evidence

BUILDING  
LEADERSHIP  
FOR  
INCLUSION

## Developing People – Improving Care

A national framework for action on  
improvement and leadership development  
in NHS-funded services





# Disability

Scientific literature

# Disability

Operational data

## NHS Workforce Disability Equality Standard



www.england.nhs.uk

## How to implement the NHS Workforce Disability Equality Standard

NHS Employers NHS Workforce Disability Equality Standard Quick guide to implementation NHS England

Step 1 Prepare	Step 2 Report	Step 3 Act
<ul style="list-style-type: none"><li>Read through the Technical Guidance and use the WDES presentation and resources.</li><li>Identify key individuals and assign responsibilities for:<ul style="list-style-type: none"><li>data reporting, completing the pre-populated WDES spreadsheet and online WDES reporting form</li><li>improving declaration rates for Disabled Staff</li><li>discussing the Metrics with a range of stakeholders and preparing the action plan</li><li>publishing and communicating the Metrics and action plan.</li></ul></li><li>Present the WDES to the Board and senior leaders so they fully understand the WDES, are engaged and prepared for it to roll out.</li><li>Engage with staff, Disabled staff, staff networks, staff side organisations, Disabled community groups and governors to help promote and promote the WDES in advance.</li></ul>	<ul style="list-style-type: none"><li>Between January and March 2019, check the data sources required for the WDES reporting which are drawn from:<ul style="list-style-type: none"><li>Electronic Staff Record (ESR) – Metric 1 and 1b</li><li>HR datasets – Metric 2</li><li>NHS Staff Survey – Metrics 4, 9a</li></ul></li><li>Consider what evidence could be provided for the WDES Annual Report - Metric 9b.</li><li>From April 2019 extract reporting data for Metrics 1, 2, 3 and 9b.</li><li>Review disability declaration rates, this provides context when analysing the WDES data and developing action plans.</li><li>In May/June 2019 review the pre-populated WDES spreadsheet sent by NHS England, which auto-calculates the Metrics.</li><li>Between June and August 2019, check, add data and return via the Strategic Data Collection Service (SDCS).</li><li>Complete and submit the WDES online reporting form.</li></ul>	<ul style="list-style-type: none"><li>Review any metrics showing differences, focus on a few key areas.</li><li>Produce a prioritised action plan, gain input from stakeholders, including disabled staff, disabled staff networks, staff groups and staff-side organisations.</li><li>Involve departments such as communications, learning and development, and organisational development (OD) to help deliver the actions.</li><li>Gain sign-off for the WDES Metrics and action plan from the Board.</li><li>Share the Metrics and the proposed actions with all staff and staff-side organisations</li><li>By 1 August 2019 publish the WDES Metrics and aligned action plan on the organisation's website.</li><li>Share progress and achievements within and beyond the organisation.</li></ul>

www.england.nhs.uk



# Disability Summit



Changing mindsets,  
embracing difference

30 April 2019

Mental Health Network  
NHS CONFEDERATION



## Disability

Stakeholder evidence



Project | SEARCH



# Disability

Practitioner evidence

So what does  
this all tell us?

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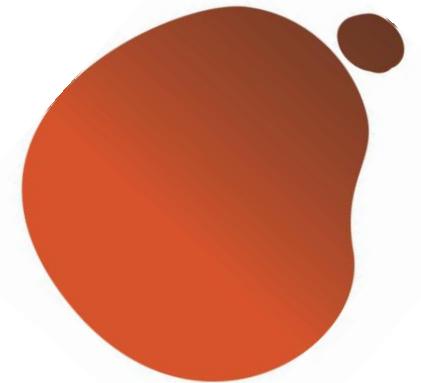
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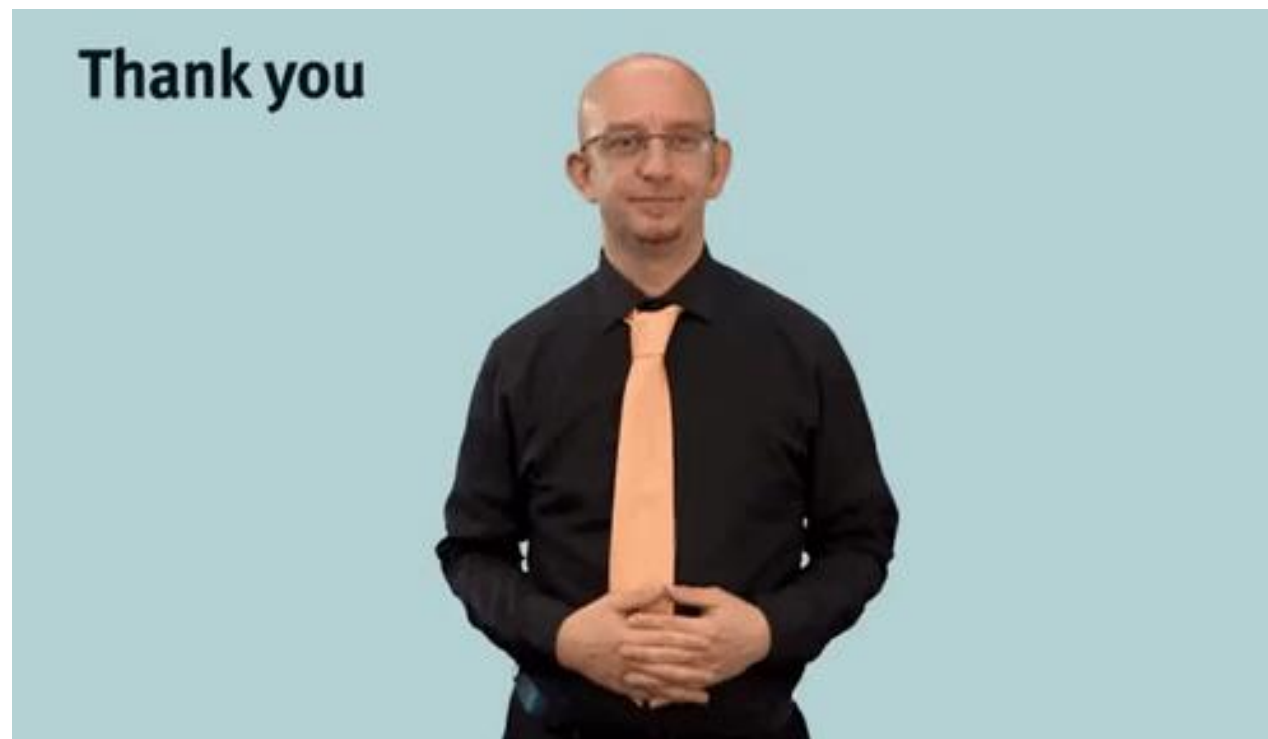
## Conclusions

An evidence based approach to diversity and inclusion and equalities can leverage buy in and organisational commitment – from both staff and senior management

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An evidence based approach to diversity and inclusion and equalities can help create the environment and lay the foundations for a good place to work





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