

Outstanding Care,
Compassionate People,
Healthier Communities



Sherwood Forest Hospitals
NHS Foundation Trust



Equality, Diversity, and Inclusion Annual Report

2023-2024

Best NHS Acute Trust in the Midlands
(2018 - 2023 NHS Staff Survey)

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Welcome

to Sherwood Forest Hospitals, Equality, Diversity, and Inclusion Annual Report

This report provides the Board of Directors with an update on achievements, progress and developments in relation to the Equality, Diversity and Inclusion (EDI) agenda at Sherwood Forest Hospitals NHS Foundation Trust.

This report also demonstrates how we are meeting the requirements of the Public Sector Equality Duty.

2023/2024 has been another very challenging year for the Trust. Operational activity has remained high and we continue to see significant pressures on our services and continued periods of industrial action continue to impact on the delivery of our services. However, during these periods we have maintained the high standards of care that our community rely upon us to provide.

We remain committed to providing an environment where all colleagues, patients and carers enjoy equity of opportunity. We oppose all forms of unlawful or unfair discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Despite the challenges, we have ensured that the EDI agenda has continued to be supported at all levels within the Trust.



The Public Sector Equality Duty and Mandatory Reporting

The Public Sector Equality Duty

The Equality Act 2010 (s.149) places an Equality Duty on public bodies. The Equality Duty consists of the General Duty with three main aims.

It requires organisation's to have due regard for the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by or under the Equality Act 2010
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Organisations are expected, under the general duty to consider the main aims when delivering it's services but also when services and/or policies and procedures are being developed.

Specific Duties

The Equality Duty is supported by specific duties as set out in the regulations. The specific duties require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty. All information must be published in a way which makes it easy for people to access.

The information published must include:

- Gender Pay Gap Report
- Information relating to employees who share protected characteristics (for public bodies with 150 or more employees); and
- Information relating to people who are affected by the public body's policies and practices who share protected characteristics (for example, service users). It is the decision of each public body to decide what information it publishes to show its compliance with the Equality Duty.

The Public Sector Equality Duty and Mandatory Reporting

Publication Duties

The information must be published on an annual basis. The Trust has published:

Workforce Information

The information published on workforce figures identifies information in relation to the Trust's workforce and protected characteristics as defined by the Equality Act 2010.

- Equality, Diversity and Inclusion Annual report (this report)
- Gender Pay Gap Report
- Workforce Race Equality Standards (WRES)
- Workforce Disability Equality Standard (WDES)
- NHS Staff Survey Summary

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Organisational Information

The Trust published its People Strategy in 2023 outlining its objectives within four delivery pillars which are aligned to the NHS People Plan; Looking after our people, Belonging in the NHS, Growing for the future and New ways of working and delivering care. Our EDI objectives are delivered within the Belonging in the NHS pillar.

In addition to the People Strategy, following the publication of the NHS EDI Improvement Plan in June 2023, we developed an EDI Improvement Plan for the Trust which sets out the actions we will take over the next three-years to achieve the 6 High Impact Actions contained within the NHS EDI Improvement Plan.

Gender Pay Gap Reporting

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers with 250 or more employees are required to publish statutory calculations no later than 30th March each year. The information aims to establish the pay gap between male and female employees as of 31st March the previous year.

The Equality and Human Rights Commission defines the difference between equal pay and the gender pay gap as follows:

- Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
- The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

Salaries at the Trust are determined through the national NHS Job Evaluation Scheme. Job evaluation evaluates each specific role and not the post holder. The scheme makes no reference to gender or any other personal characteristics of existing or potential job holders. Therefore, the Trust is confident it is paying the same salary to roles of equal value.

The NHS Job Evaluation Scheme applies to all roles that are appointed under Agenda for Change (AfC) Terms and Conditions and therefore Medical and Dental jobs are not subject the NHS Job Evaluation Scheme due to different terms and conditions.

The Gender Pay Gap Reporting legislation requires an employer to publish six calculations:

- Average gender pay gap as a mean average
- Average gender pay gap as a median average
- Average bonus gender pay gap as a mean average
- Average bonus gender pay gap as a median average
- Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
- Proportion of males and females when divided into four groups ordered from lowest to highest pay.

Our Gender Pay Gap Report as of 31st March 2023, which was published in March 2024, can be found on the Trust's website.

Workforce Race Equality Standard (WRES)

The Workforce Race Equality Standard (WRES) is a mandatory framework that we complete on an annual basis.

The WRES standards are included within the NHS Standard Contract and all NHS organisations are required to demonstrate progress against the nine indicators; four workforce data metrics, four staff survey findings regarding White and BME experiences, and one Board metric to address low levels of BME representation.

The CQC inspect on the WRES implementation under the well-led domain. The Trust's WRES data and action plan for 2022/2023 was published in October 2023 and is available on the Trust's website.

Workforce Disability Equality Standard (WDES)

The Workforce Disability Equality Standard (WDES) is a mandatory standard introduced in April 2019 that requires completion on an annual basis.

All NHS organisations are required to demonstrate progress against the ten indicators; three workforce data metrics, six staff survey metrics and one Board metric. The Metrics have been developed to capture information relating to the experience of Disabled staff in the NHS.

The Trust's WDES data and action plan for 2022/2023 was published in October 2023 on the Trust's website.

Equality Delivery System

EDS is a mandatory framework, the main purpose of which is to help local NHS systems and organisations, in discussion with local partners and local populations, review and improve their performance for people with characteristics protected by the Equality Act 2010.

EDS is aligned to NHS England's Long-Term Plan and its commitment to an inclusive NHS that is fair and accessible to all.

Our Trust Strategy and associated strategies and work plans including this annual report, summarise how we are meeting the requirements of the Equality Delivery System.

EDI Governance and Staff Networks

People Wellbeing and Belonging Sub-Cabinet

The People Wellbeing and Belonging sub-cabinet meets monthly and brings together the Leads from the following workstreams; EDI, Wellbeing, People Health and Wellbeing, Organisational Development and Engagement along with our Freedom to Speak Up Guardian, Chaplaincy, Staff Side representative, People Operations representative, People Lead representative and Clinical representatives.

Sub-cabinet members work together to support effective delivery of our People Strategy aims of Belonging in the NHS and Looking after our people. EDI forms a key part of this meeting and enables EDI specific work and concerns to be discussed across wider People Directorate services.

The sub-cabinet provides monthly reports to the People Cabinet and items for escalation are agreed here and reported to the People Committee. Updates from the sub-cabinet are also provided to the Joint Staff Partnership Forum (JSPF).

There is also an inclusion in the Trust's annual report to the Board of Directors which notes our workforce EDI priorities and actions to be delivered.

EDI Governance and Staff Networks

Staff Networks

In the last 12-months, we have successfully appointed a new Chair to our Ethnic Minority Network and new Co-Chairs to our LGBTQ+ and Carers Staff Networks and we are currently seeking expressions of interest for our Women in Sherwood network. Our Executive Sponsors continue to support our networks in their activities.

Staff Networks	Chair/Co Chair	No. of members	Executive Sponsor
Ethnic Minority	Shintel Sibanda Geraldine Edwards	83	Rachel Eddie
LGBTQ+	Mitchel Speed Patrick McCormack	86	Dave Selwyn Claire Hinchley
WAND (Disability)	Amy Gouldstone Ali Pearson	47	Rob Simcox Richard Mills
Carers	Corinne Kitchen Karen Hage	57	Sally Brook Shanahan
Women in Sherwood	Chair to be appointed Co chair to be appointed (Ali Pearson currently Co-Chairing)	53	Phil Bolton
Total Members		326	Membership has increased 11% since last year's report

Whilst Staff Network membership continues to increase, we have experienced some operational difficulties which could be impacting the potential success of networks, including engagement from members and ensuring the purpose of staff networks is fully delivered.

In the last six-months we have undertaken an operational review of our networks including a member survey to identify what our members really want from their membership and how we can engage them more effectively. We have developed a new approach for our networks which will be launched on 8th May 2024, National Staff Networks Day. Our new approach will offer levels of membership to provide a variety of ways for members to engage with their chosen network. Each network will retain its individual identity but we will also bring networks together to improve intersectionality, promote allyship and offer greater peer to peer support.



EDI Governance and Staff Networks

The New Membership Levels

Chairs and Co-Chairs will run **Safe Spaces** for each of the five networks. The safe spaces are for members who identify with the community the network supports; by closing these spaces to ally's we're able to ensure the psychological safety of colleagues and empower colleagues to speak openly about their experience of working here.

We will then bring all networks together to the **Staff Network Support Group** every quarter; here we will share feedback from safe spaces which will enable members to decide upon actions based on the experience of colleagues. This group will also be the space for event planning, staff survey review, guest speakers and group training/development.

Moving forwards, we will have one staff networks action plan and delivery of this will be led by a **Staff Network Action Group** which will comprise of Chairs, Co-Chairs and action focussed members who wish to be part of the group.

Our staff network Chairs will continue to have the opportunity to escalate issues to the People Wellbeing and Belonging sub-cabinet through the People EDI Lead.

We have also developed a Chair and Executive Directors Staff Networks Pledge. With support from Director of People and network Chairs we now have a pledge which outlines why our Chair and Executives value our networks and their importance in promoting inclusive work environments. The Pledge also details the commitment from our Executive Sponsors in supporting our networks to succeed. The Pledge will be unveiled as part of our network relaunch on 8th May 2024.



Equality Impact Assessments

Within the Trust all revised or new policies, procedures or process require a completed Equality Impact Assessment (EqIA).

An EqIA is the detailed and systematic analysis of the potential or actual effects of a policy, procedure or process, which is undertaken in order to establish whether the policy, procedure or process has a differential impact on different groups of people. The aim of the EqIA is to eliminate discrimination and produce positive outcomes for equality.

Workforce Information

The Trust is committed to treating all its service users and staff with dignity and respect. Embracing diversity supports the delivery of our strategic vision and helps to ensure that we are providing effective services that meet the needs of our community.

Our People Strategy is a public declaration of how we will demonstrably take forward our commitment to ensuring equality and inclusion is embedded within all areas of the Trust.

Ethnic Origin	2022/23		2023/24	
	%	Heads	%	Heads
Asian	11.16%	637	12.81%	779
Black	2.21%	126	2.60%	158
Chinese	0.46%	26	0.43%	26
Mixed	1.93%	110	1.79%	109
Not Stated	3.75%	214	3.65%	222
White	80.50%	4595	78.72%	4786
Total		5708		6080

Ethnicity

In 2023/2024 our number of workforce colleagues from ethnic minority backgrounds has increased from 16% in 2022/23 to 17.5% this year.

The ethnicity profile of our workforce is positive compared with the profile of the local community which is 95.4% White (Census 2021).

Disability

The Trust collects data from all new employees regarding disability status during the recruitment process and employees are encouraged to keep their own electronic staff record (ESR) updated throughout their employment.

We have seen year on year increases in those declaring their disability and this year, we have seen a further increase from 5.68% last year to 6.56% this year. There is significant disparity with ESR data and Staff Survey results where 22.6% of colleagues noted they had a disability.

Our data shows that 16.71% of staff have not declared a disability status on ESR. We continue to encourage colleagues to update their information through our orientation day presentation, local induction, messages on the home page of ESR, periodic reminders in our communications bulletin and through our staff networks. During Disability History Month in 2023, we shared a video and a flow chart document which detailed the steps to take in ESR to update disability information.

Disability	2022/23		2023/24	
	%	Heads	%	Heads
No	75.23%	4294	76.48%	4650
Not Declared	17.83%	1018	16.71%	1016
Undefined	1.26%	72	0.25%	15
Yes	5.68%	324	6.56%	399
Total		5708		6080

Workforce Information

The overall age profile for the Trust's workforce continues to be dominated by the 31-40 and 51-60 age groups.

We continue planning for potential retirements within coming years giving particular consideration to the Registered Nurse staff group where Nurses who have special class status can retire from 55 years of age.

We also encourage leaders to succession plan within their teams and provide opportunities for development for existing colleagues to plan in advance for those exiting the organisation and promoting 'home-grown' talent progression. The facility for flexi-retirement continues to retain colleague's valuable knowledge, skills and experience within the Trust; allowing staff to retire and return to work. Overall, the age demographics continue to remain static, with a typical distribution across the age ranges.

Staff Age Profile

Age	2022/23		2023/24	
	%	Heads	%	Heads
<=20 years	0.68%	39	0.97%	59
21-25	6.55%	374	6.83%	415
26-30	12.40%	708	12.15%	739
31-35	14.59%	833	14.59%	887
36-40	13.05%	745	13.83%	841
41-45	10.81%	617	10.81%	657
46-50	10.76%	614	10.15%	617
51-55	11.95%	682	11.10%	675
56-60	11.70%	668	11.51%	700
61-65	6.01%	343	6.38%	388
66-70	1.26%	72	1.38%	84
>=71years	0.23%	13	0.30%	18
Total	5708		6080	

Medical Staff Age Profile

Age	2022/23		2023/24	
	%	Heads	%	Heads
<=20 years	0.00%	0	0.00%	0
21-25	8.25%	51	8.72%	60
26-30	16.50%	102	18.17%	125
31-35	15.37%	95	15.84%	109
36-40	15.21%	94	15.26%	105
41-45	14.40%	89	12.65%	87
46-50	9.55%	59	10.03%	69
51-55	7.61%	47	6.69%	46
56-60	8.09%	50	6.98%	48
61-65	2.91%	18	3.63%	25
66-70	1.62%	10	1.60%	11
>=71years	0.49%	3	0.44%	3
Total	618		688	

Nursing Staff Age Profile

Age	2022/23		2023/24	
	%	Heads	%	Heads
<=20 years	0.00%	0	0.00%	0
21-25	5.80%	95	6.58%	117
26-30	13.00%	213	12.25%	218
31-35	17.77%	291	17.26%	307
36-40	13.61%	223	16.64%	296
41-45	11.17%	183	10.96%	195
46-50	10.50%	172	10.23%	182
51-55	10.50%	172	8.71%	155
56-60	10.50%	172	10.29%	183
61-65	6.17%	101	5.79%	103
66-70	0.98%	16	1.12%	20
>=71years	0.00%	0	0.17%	3
Total	1638		1779	

Workforce Information

Gender	2022/23		2023/24	
	%	Heads	%	Heads
Male	20.20%	1,154	20.90%	1,273
Female	79.80%	4,554	79.10%	4,807
Total	5708		6080	

Gender

In 2023/2024 the female workforce continues to dominate the overall headcount despite a small decrease with 79.1% of employees being female.

Male headcount increased very slightly compared to the previous year. Whilst the male demographic of the workforce is considerably lower than the local demographic, this is comparable with NHS national demographic.

Sexual Orientation	2022/23		2023/24	
	%	Heads	%	Heads
Bisexual	1.00%	57	1.17%	71
Gay or Lesbian	1.58%	90	1.68%	102
Heterosexual or straight	81.96%	4678	82.40%	5010
Not Disclosed	15.33%	875	14.59%	887
Other Sexual orientation not listed	0.14%	8	0.16%	10
Total	5708		6080	

Sexual Orientation

In 2023/2024, 3% of colleagues identify as LGBTQ+; this is a slight increase from last year when 2.67% of colleagues identified with the LGBTQ+ community.

This figure is comparable to those identifying as LGBTQ+ in our local community which is 2.56% of our population identify as LGBTQ+ according to the Census 2021.

Project Search

Working in partnership with Vision West Notts college, Nottinghamshire County Council, Medirest and Skanska and Trust departments, the Project Search programme aims to provide a pathway to work for people with learning disabilities and/or neurodiversity conditions through an internship in the learners final academic year which, it is hoped, will lead to employment.

Sherwood became a host employer for the Project Search programme in 2021/2022 and saw our first intake of four students in September 2022. This project has been led by the Trust Estates and Facilities department.

In July 2023, three interns successfully graduated from the Project SEARCH programme at a special graduation ceremony held at Kings Mill Hospital. We are delighted that two interns have been successful in gaining employment with Medirest and are now working in the Trust.

In September 2023 we welcomed six new interns to the programme who will be able to experience a variety of roles including administration, portering and housekeeping through their work experience placements and it is hoped that like last year, some of this year's interns will be successful in securing employment within the Trust.

Our CARE Values

The values an organisation holds are central to how it plans, organises, and delivers service. Our CARE values are the foundation for the way we work and interact, creating positive behaviours and promoting an open and inclusive culture that embraces diversity within our organisation. Our CARE values underpin the work of the EDI work programme, and are an effective framework to promote dignity, respect, embrace diversity and promote culture change.

In the Autumn of 2023, in anticipation of our new Trust Strategy, we refreshed our Care Values. Our Engagement Team ensured that the CARE values were highlighted in our Communications Bulletin and on our #TeamSFH Facebook group and sought pledges from colleagues throughout the organisation during October. There was also an opportunity for colleagues to make their pledge at a CARE Values event in the KTC on 24th October. Those who participated in sending a pledge received a 'We CARE' pin badge to proudly show their commitment to working in line with our values.



As part of the refresh, colleagues were also offered the opportunity to attend a CARE Values Awareness training session which aimed to remind colleagues of the importance of our values and how to put them into practice. We also offered colleagues a Communicate with CARE workshop where delegates were encouraged to examine their own values, how to recognise values in others and had the opportunity to explore how poor behaviour can be challenged.

During October over 300 colleagues made their CARE values pledge and here are some examples of the pledges made:

- Following the CARE values means everyone has a voice and feels listened to and respected. They set a foundation of shared responsibility to achieve the best possible patient care.
- I pledge to support each and every member of my team with the upmost respect, compassion and care and honour my role with pride and commitment.
- I pledge to respect people from different ethnic minorities and people with mental health conditions.
- Continuing to work to make spiritual and pastoral care accessible to all our patients, families and staff who would appreciate this support and increasing the diversity of Faith events we provide.
- Fostering a healthcare environment built on collaboration, teamwork, and team building, free from discrimination, inequalities and prejudice while embracing a culture of continuous service improvement and prioritizing the provision of the best care experience our patients deserve.
- I pledge to stand up for my colleagues when I see them being treated in a non-respectful manner. I pledge to challenge any inappropriate behaviour I see at the Trust.

Staff Survey 2023

The Trust participates in the National Annual NHS Staff Survey.

The 2023 survey was undertaken between 02 October and 24 November 2023. In 2023 the overall response rate was 62%, with over 3,500 colleagues sharing their voice with us. This was higher than our previous year (61%).

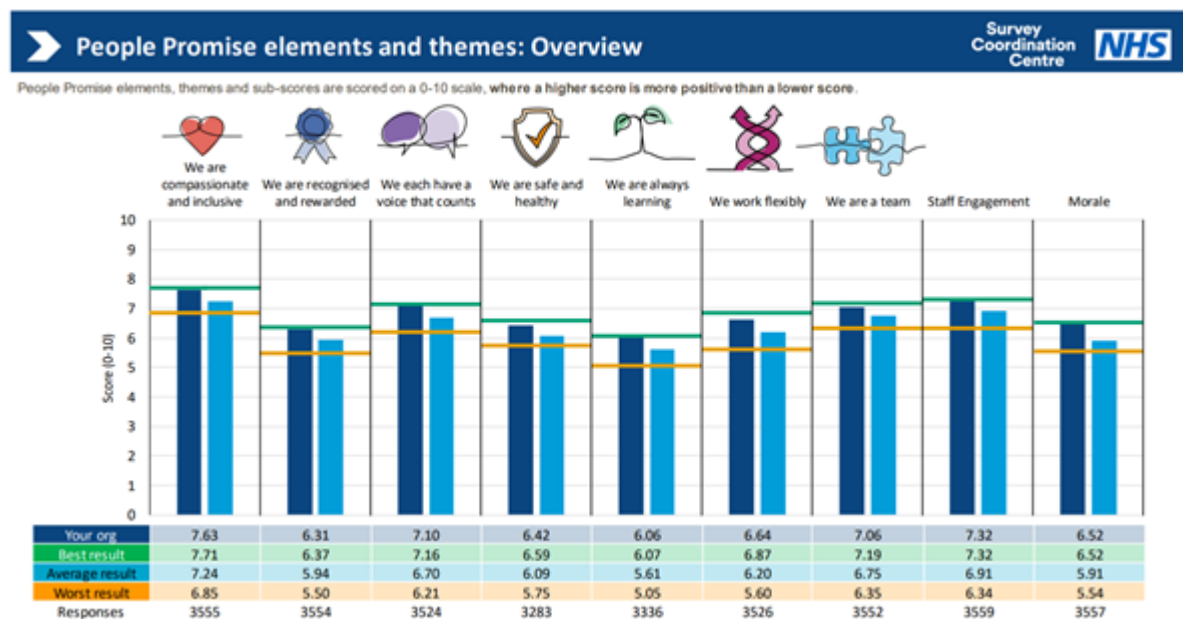
As a Trust we are proud to have ranked 8th highest response rate in our comparator group of Acute and Acute Community Trusts against the People Promise themes. The median response rate for organisations in our group was 45%, demonstrating the exceptional engagement of colleagues at SFH.

The Trust remains the highest scoring Acute/Acute Community Trust as a recommended place to work at in the Midlands region for the sixth year running.

2023 reporting was in line with the changes to reporting made in 2021, with the national staff survey findings being aligned to the 7 People Promise themes, in addition to staff engagement and staff morale.

The People Promise covers themes including 'we are compassionate and inclusive' and 'we are safe and healthy'.

SFH results against these themes and against the best, worst and average can be seen in the table:



***2023 results for “we are safe and healthy” have not been reported by NHS Staff Survey due to an issue with the data.**

Staff Survey 2023

People Promise Themes	Our Score	Best	Average	Difference to Average	National Position (122 Acute/Acute Community Trusts)	Regional Position (/21 Midlands Acute/Acute Community Trusts)
We are Compassionate and Inclusive	7.63	7.71	7.24	0.39	5 th	2 nd
We are recognised and rewarded	6.31	6.37	5.94	0.37	6 th	2 nd
We each have a voice that counts.	7.1	7.16	6.7	0.4	2 nd	1 st
We are safe and healthy	6.42	6.59	6.09	0.33	3 rd	1 st
We are always learning	6.06	6.07	5.61	0.45	2 nd	1 st
We work flexibly	6.64	6.87	6.2	0.44	3 rd	2 nd
We are a team	7.06	7.19	6.75	0.36	5 th	2 nd
Staff Engagement	7.32	7.32	6.91	0.41	1 st	1 st
Morale	6.52	6.52	5.91	0.61	1 st	1 st

The key findings from the SFH 2023 National Staff Survey are as follows.

- **7/10 colleagues would recommend SFH as a place to work** – Best in the Midlands and 2nd in the Country.
- **8/10 agree that if a friend or relative needed treatment they would be happy with the standard of care provided by the organisation** – 2nd in the Midlands.
- **8/10 agree that care of patients is the organisation's top priority** – Best in the Midlands

Top 5 above Picker average	SFH	Picker	Difference
If friend/relative needed treatment would be happy with standard of care provided by organisation	77.9%	62.6%	+15.3%
Would recommend organisation as place to work	74.6%	60.4%	+14.1%
Have adequate materials, supplies and equipment to do my work	70.5%	57.8%	+12.7%
Enough staff at organisation to do my job properly	44.6%	32.3%	+12.3%
Feel organisation would address any concerns I raised	59.7%	49.0%	+10.6%
Bottom 5 below Picker average	SFH	Picker	Difference
Not experienced physical violence from patients/service users, their relatives or other members of the public	77.7%	87.3%	-9.5%
Don't work any additional paid hours per week for this organisation, over and above contracted hours	57.7%	62.5%	-4.8%
Not felt pressure from manager to come to work when not feeling well enough	74.9%	77.4%	-2.6%
Not experienced unwanted behaviour of a sexual nature from patients/service users, their relatives or members of the public	91.3%	92.2%	-0.9%
In last 12 months, have not experienced musculoskeletal (MSK) problems as a result of work activities	71.3%	71.6%	-0.2%
Top 5 changes from 2022	2023	2022	Difference
Enough staff at organisation to do my job properly	44.6%	35.3%	+9.2%
Don't work any additional paid hours per week for this organisation, over and above contracted hours	57.7%	52.2%	+5.5%
Satisfied with level of pay	34.0%	28.8%	+5.1%
Never/rarely feel every working hour is tiring	54.7%	49.6%	+5.0%
Never/rarely exhausted by the thought of another day/shift at work	41.7%	36.9%	+4.8%

Staff Survey 2023

The EDI Team have reviewed our Staff Survey results by protected characteristics for the Compassionate and Inclusive element of the People Promise and the results have shown the following:

Some of our ethnic minority Colleagues are reporting very positive experiences of working here at Sherwood; for example, 92.7% of colleagues from an African background would recommend the Trust as a place to work.

The data has also shown that overall ethnic minority colleagues are experiencing compassionate leadership and are having a positive experience with their line manager.

We begin to see a more disparate experience for ethnic minority colleagues when we review the data for experiences of discrimination particularly from patients or members of the public where 30% of colleagues from a mixed/multiple ethnicity background reported experiences of discrimination compared to 21% of all ethnic minority groups. The results show that overall, colleagues from ethnic minority backgrounds are experiencing greater discrimination than our White British colleagues where 4.2% stated they had faced discrimination from patients or members of the public.

22.6% of respondents to the survey noted that they have a disability. The results show that overall disabled colleagues are having a less positive experience when compared to colleagues without disability. Colleagues with a disability are less likely to feel that the organisation has a culture of compassion and that the leadership is compassionate. Only 64.4% of disabled colleagues would suggest Sherwood as a place to work, compared with 77.7% of non-disabled colleagues. The data has also shown that disabled colleagues feel less valued in their teams. 36.2% of disabled colleagues saying they do not feel valued compared to 22.8% of non-disabled colleagues. For this question, results for colleagues with a disability are RAG rated red compared to the organisation overall, whilst colleagues without a disability are RAG rated green; this highlights the disparity in experience for our disabled colleagues.

LGBTQ+ colleagues have reported higher levels of discrimination from patients, members of the public and colleagues. 11.4% of one particular LGBTQ+ group of colleagues (not specified due to number of respondents), have also experienced discrimination from managers/team leaders or other colleagues. LGBTQ+ colleagues reported lower feelings of a strong personal attachment to their team, with 34.6% of LGBTQ+ colleagues not feeling a strong personal attachment.



Staff Survey 2023

We will be sharing the survey findings with our Staff Network Support Group in May and will seek input from our members to support the development of our new Staff Networks Action Plan for 2024/25.

The 2023 Staff Survey results have been communicated across the Trust through Divisions/Departments. The data has been shared with staff network members at upcoming meetings. Trust areas of focus for 2024 will be:

1. Focus on improving experience and reporting of Physical violence, including Sexual Safety
2. Physical and emotional well-being of our people (burnout/exhaustion/motivation)
3. Improve experiences for colleagues living with disabilities, colleagues from ethnic minorities and those from our LGBTQ+ communities.
4. Continued improvement in reporting and addressing of unsafe clinical practice, including feedback and fairness in relation to clinical incidents.
5. Leadership – well-being support from managers and colleagues, manager valuing and recognising colleague work, colleague involvement in management decision making.

Outstanding Care,
Compassionate People,
Healthier Communities

National Staff Survey 2023 Best NHS Acute Trust...

- ..in the Midlands to work for, as voted by our staff for the sixth year running
- ..nationally for staff morale
- ..nationally for staff engagement
- ..in the East Midlands for patients receiving standard of care staff would want for friends and family
- All feedback provided is totally anonymous

Human Resource Activity

Training and Development

The Training, Education and Development Department at Sherwood Forest Hospitals NHS Foundation Trust have a strong regional reputation for the quality of its education and training provision. The department is extremely proud of the role it plays in developing our current and future workforces to provide high quality and safe patient care.

2023-2024 Training Activity – Gender Profile

Course Title	Male		Female		Total Gender
	Number	%	Number	%	Number
Customer Relations	174	31	390	69	564
Health & Safety	1057	28	2777	72	3834
Induction	587	24	1843	76	2430
Informatics	0		7	100	7
Medical Equipment	1810	15	10034	85	11844
Occupational Knowledge & Skills	4769	16	24266	84	29035
Personal Development	444	18	2081	82	2525
Resuscitation	768	29	1836	71	2604
Risk Management	3594	23	11869	77	15463

2023-2024 Training Activity – Ethnicity Profile

Course Title	White		Other Ethnic Background		Not Stated		Total Ethnicity
	Number	%	Number	%	Number	%	Number
Customer Relations	419	74	126	22	24	4	564
Health & Safety	3084	80	631	16	119	4	3834
Induction	1501	62	741	30	188	8	2430
Informatics	5	71	2	29	0	0	7
Medical Equipment	8438	71	2796	24	610	5	11844
Occupational Knowledge & Skills	20278	70	7455	26	1302	4	29035
Personal Development	2213	88	276	11	36	1	2525
Resuscitation	1644	63	822	32	138	5	2604
Risk Management	11549	75	3276	21	638	4	15463

Human Resource Activity

Equality, Diversity, and Inclusion (EDI) Training

Diversity and Inclusion training is mandatory for all staff at the Trust. The training is completed on-line and is a requirement for all staff every three years. During 2023/2024, a total of 5085 staff undertook diversity and equality training across the Trust compared to 5,109 in 2022/2023.

Orientation

Equality, Diversity and Inclusion continues to be included within the People Directorate Presentation for the Trust's orientation day for all new staff members and in the volunteer induction programme. The EDI Team now attend Trust orientation to provide a short presentation about our Staff Networks.

Leadership Development

Our new Leadership Development Programme launched in Q4 with our new Leadership Fundamentals Training Day which replaces the former Manager Induction. All new managers are automatically booked onto this session at the point of job offer whether they are internally or externally appointed to the Trust.

We also have two new courses for our existing leaders in the organisation; Emerging and New Leaders and Established Leaders; these programmes will commence delivery during Q2 this year.

EDI is an important session within each of these new courses and equip leaders to embrace diversity, lead with care and compassion, and build inclusive teams.

Human Resource Activity

Allyship in Sherwood

We refreshed our Allyship in Sherwood training content in Q3 and are now offering monthly sessions for colleagues to attend. To date, we have delivered the session to over 70 colleagues and to date, a further 50 colleagues have booked their place between May and December.

Allyship training attendance is now included in the Exemplar Accreditation programme. Sherwood Forest Hospitals (SFH) Exemplar Accreditation Programme aims to provide a set of tools to enable a comprehensive assessment of the quality of care at ward, unit, department and team level to ensure delivery of outstanding care to our patients.

In addition to patient benefits, NHS Improvement (2019) identified a number of benefits for team colleagues including higher levels of engagement, better team working, and higher staff morale. By including a review of Allyship training attendance as part of the programme, it is hoped that these benefits will be enhanced as individuals have better knowledge of allyship and how to support belonging in their team.



Human Resource Policies, Procedures and Practice

During 2023/2024, nine Human Resource policies were developed/reviewed and implemented within the Trust following approval and ratification by the appropriate forum. Whilst operational Human Resources policies are not specifically related to EDI, we ensure a compassionate and person-centred approach to ensure equitable treatment of all colleagues.

In July 2023, the Trust published our first People Trans and Non-Binary Policy and Guidance for colleagues during PRIDE month; the policy and guidance were co-produced with the support of a trans colleague.

In March 2024, our Reasonable Adjustment guidance was updated with support from our WAND (Disability) Staff Network members.

Engaging colleagues with lived experience in the development and review of policies and guidance ensures that we develop support documentation that considers the lived experience of those who will be supported by them.

Human Resource Activity

Workforce Recruitment

The Trust operates fair recruitment practices to ensure equal access to employment opportunities for all.

We continue our commitment as a 'Disability Confident Employer' and use this marque on our recruitment material to show we encourage applications from disabled people.

The scheme helps employers:

- draw from the widest possible pool of talent
- secure high quality staff who are skilled, loyal and hard working
- improve employee morale and commitment by demonstrating that we treat all employees fairly

Our anonymous applicant tracking system specifically highlights to appointing managers when an applicant has declared a disability to ensure we do not miss the opportunity to offer preferential interviews if the applicant meets the minimum selection criteria. We also make reasonable adjustments throughout the recruitment and selection process to support disabled job applicants and employees.

The Trust supports employees with a disability in a number of ways and takes steps to meet needs and achieve equal outcomes, even if this requires 'positive action'. For example, designating disabled parking bays close to entrances, adjusting application processes, purchasing any required additional equipment. In addition, our WAND (Disability) staff network provides support to those colleagues with a disability or long term condition. Any employee who has or acquires a disability or long-term condition during the course of their employment is supported by occupational health assessments, reasonable adjustments to their duties and if necessary supporting their search for suitable alternative employment, with the aim of valuing and redeploying employees to retain their knowledge, skills and experience in the Trust.

Human Resource Activity

International Recruitment

We positively embrace diversity and believe that a diverse workforce, which shares its knowledge and experience, facilitates the provision of high quality patient care. We actively recruit employees from outside the local area to strengthen diversity.

Between 1st April 2023 and 31st March 2024, the Trust recruited 64 international Nurses.

Between 1st April 2023 and 31st March 2024, the Trust recruited 62 international doctors.

From 1st April 2023 to 31st March 2024 we issued 62 certificates of sponsorship to overseas nationals.

We have also provided 35 certificates of sponsorship for doctors wishing to stay in the UK but move to the local area and 25 doctors wishing to extend their employment with SFH.



On the 1st of March 2024 Sherwood Forest hospitals celebrated Overseas NHS Workers Day.

Charters

Mindful Employer

The Trust is a signatory to the Mindful Employer Charter which is a demonstration of our commitment to supporting our colleagues who may suffer from mental ill-health. By signing the Charter, we are able to use the Mindful Employer logo on our website and in literature which promotes the Trust as a safe place to work and we also have access to a members only library of helpful resources.

The Charter requires us to:

- provide non-judgemental and proactive support to staff with experience of mental ill-health.
- avoid making assumptions about a person with a mental health condition and their ability to work.
- be positive and enabling toward all employees and applicants with a mental health condition.
- support line managers in managing mental health in the workplace.
- ensure the fair recruitment of staff in accordance with the Equality Act (2010).
- make it clear that people who have experience of mental ill-health will not be discriminated against.



Disability Confident Employer Accreditation

The Trust maintains its Disability Confident Employer accreditation.

The Disability Confident scheme aims to help organisations successfully employ and retain disabled people and shows applicants and employees who inform us they have a disability that we are committed to being an inclusive employer.

We are committed to working towards the level 3 accreditation of Disability Confident Leader and will work together with the Nottingham and Nottinghamshire ICS in achieving this as an individual Trust but through sharing good practice where this has already been achieved.



Charters

Age Positive

The Department for Work and Pensions has withdrawn the Age Positive initiative however, we remain committed to providing inclusive workplaces for older people through the following:

- Offering flexible working, flexible retirement and apprenticeships
- Providing training through the recruitment and selection training
- Not stating number of years' experience on our job adverts or person specifications
- Not specifying qualifications as selection criteria where they are not essential for the job so as not to exclude older candidates who might have the right skills and experience but didn't have the opportunity to take the qualifications specified
- Not asking for date of birth in our main application, only in an equality monitoring section
- Comprehensive Menopause Support

Carer Friendly Employer (Nottinghamshire Carers)



We have retained the Carer Friendly Employer accreditation from Nottinghamshire Carers which we first achieved 2022. We have retained our accreditation through the on-going programme of work for our unpaid carers which includes our Carers Staff Network, Carers Leave Guidance (which has been updated in March to ensure our compliance with the new Carers Leave Act 2023), Carers Champions, the Carers Passport for colleagues and our commitment to raising awareness of unpaid carers through our EDI Engagement Calendar.

The on-going accreditation enables the Trust to provide support to its unpaid carers at work through the provision of solutions for a better work/life balance which ultimately ensures that the talents and experience of those who are carers is retained.

Chaplaincy Support for our People

Spiritual and Pastoral Care support is available to staff as well as patients and their families. The team is in the process of rebranding to become the 'Spiritual and Pastoral Care Team' rather than 'Chaplaincy'. This is to better promote the breadth of service we provide. Specifically, we are seeking to challenge the perception that we only provide religious (and particularly, only Christian) support.

During 2023 we returned to providing input into the new staff orientation day. This has enabled us to ensure that staff are aware of the support and facilities available to them through spiritual and pastoral care provision.

Staff continue to use the Faith Centre / spaces across the different hospital sites as a space for prayer / quiet reflection / breaks. Prayer spaces are available on every site and are well used. At MCH we have now established a separate prayer room to support Muslim colleagues with access to prayer space. In the coming year we plan to review prayer / ablution facilities across all three sites to try and update and improve provision for staff using these.

The Team have continued to meet with staff whenever our support is requested as well as seek to be visible and available across all sites to enable informal contacts. We have received referrals asking for support for internationally trained colleagues, including a need for foodbank provision. In 2023 we had over 1500 staff contacts with over 300 specifically related to staff wellbeing.

We have continued to provide bereavement support to staff, especially in the face of the loss of work colleagues, impacting on whole teams and services as well as wider staff. This has included a number of staff memorial services over the past year.



Chaplaincy Support for our People

Faith Calendar and Events

The Faith Calendar has now been in operation for just over a year. This is a calendar of some of the most important festivals and celebrations for the major faiths. These dates are then featured in The Bulletin throughout the year along with a short summary of what the festivals are and how they are commonly celebrated. The intention behind this is to ensure a more equal representation of the major faiths in our communications as well as recognising the importance of faith and belief to many of our staff. The screensavers produced by Communications / Clinical Illustration have been widely recognised and appreciated by staff and have led to requests for inclusion of events specific to some of our staff population.

In the past year we have facilitated celebrations for staff with Pancakes / Hot Cross Buns, food for staff prior to the start of Ramadan and to celebrate Eid as well as Diwali. We are continuing to work to increase the number of festival celebrations held within The Faith Centre, increasing the diversity of events to more equally represent the major faiths and seeking to support staff wellbeing and sense of belonging here at SFH. The first Trust Eid celebration was a great success and we look forward to this continuing annually. Going forward we hope to look at how we can better share these celebrations across our different sites.



EDI Work Programme Update

During the last year, the Trust has been working to deliver on the Sherwood EDI Improvement Plan following the publishing of the NHS EDI Improvement Plan in June 2023. The three-year plan sets out 6 High Impact Actions to address the prejudice and discrimination – direct and indirect – that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.

The Improvement plan will support our continued efforts to ensure that Sherwood is an inclusive place to work. Highlights from Year One include:

- All Executive Directors have an EDI related objective within their appraisal
- Introduction of agile working in addition to flexible working to support colleagues to work in different ways. The inclusion of agile working in our benefits guide for job seekers enhances our ability to attract candidates to Sherwood
- Ethnicity Pay Gap data has shown pay is favourable for BAME colleagues
- Formation of the Violence and Aggression group whose aim is to reduce the instances of violence and aggression towards colleagues and review the support in place for colleagues following an incident

One of the highlights of 23/24 has been the appointment of Amelia Tsolakis as People EDI Support Officer. Amelia joined the team at the end of November 2023 and has already made significant contributions to the EDI work programme.

EDI Work Programme Update

Other highlights from our work during 2023/24 include:

- One of our colleague's shared their lived experience of hearing loss in a video we shared during Deaf Awareness Week (May '23) and another colleague shared their story of overcoming difficulties during Covid as a deaf person training to be a nurse during Disability History Month (Dec '23)
- Our usual PRIDE celebrations took place during July 2023 and this year, for the first time, Sherwood had a stand at Nottingham City PRIDE where we were able to showcase the Trust as a safe place to receive care and to work to thousands of citizens who visited the city for the event
 - In July 2023, we also launched our new Transgender and Non-Binary Policy and Guidance for colleagues and provided lunch and learn session throughout the month to improve colleagues understanding and awareness
- Have supported Divisions to embed EDI within their workforces through bespoke EDI training sessions delivered to Urgent and Emergency Care and Clinical Support, Therapies and Outpatients colleagues
- Successfully delivered our second annual REACH OUT! day where we celebrate Race, Ethnicity And Cultural Heritage at Sherwood. The day was a great success and included inspiring staff stories, entertainment and we were honoured to welcome Professor Laura Serrant OBE as our guest speaker who delighted the audience with her very honest and inspirational story of her journey in Nursing
- Launched the NHS Health Passport during Disability History Month in December 2023 to support those with disabilities and/or long-term health conditions to have conversations with their manager about support that will help them at work



EDI Work Programme Update

- Updated our flag wall art at Kings Mill and flag banners at Newark and Mansfield to celebrate the race diversity within our teams and unveiled the updated flags on NHS Overseas Workers Day on 5th March 2024; the number of flags has increased from 92 in 2023 to 102 in 2024
- We have developed an EDI Engagement Calendar incorporating our Faith Calendar dates to enable teams to see what EDI awareness raising activity is happening during the year
- Reviewed and improved the content of our EDI pages on the Intranet including updated Staff Network pages
- Very successful Women's Day celebration with over 30 colleagues joining a virtual coffee break which included a presentation on the importance of women's inclusion and Rachel Eddie shared the personal story her journey to Executive Leadership in the NHS which was well received by those in attendance
- Delivered a very well attended Neurodiversity lunch and learn session during Neurodiversity week in March 2024

International Women's Day

NHS
Sherwood Forest Hospitals
NHS Foundation Trust

Celebrating the women of Sherwood



NHS
Sherwood Forest Hospitals
NHS Foundation Trust

Neurodiversity
Lunch and Learn



Looking Forward

The focus for our EDI work in the upcoming 12-months will be on further achievement of actions contained within our EDI Improvement Plan and delivery of our Gender Pay Gap Report, Workforce Race Equality Standard and Workforce Disability Equality Standard action plans.

To build upon the success of the bespoke EDI training sessions we have delivered, we are developing a Belonging in Sherwood Training Programme. We are in the early stages of development, but the programme which will be available Trust-wide will consist of a number of sessions designed to increase understanding across a range of EDI subjects including but not limited to, race, disability, neurodiversity, LGBTQ+ and will equip delegates with the knowledge to personally contribute towards inclusive teams ensuring that all colleagues have a true sense of belonging here.

Following feedback from colleagues and the level of engagement we had during Neurodiversity week in March 2023, we are reviewing the support for our neurodiverse colleagues which will include new Neurodiversity Guidance and this is being written with support from colleagues who have lived experience.

We will also use our review our staff survey data to inform further actions that will support Sherwood to be an even better place to work and will engage our staff networks in supporting us to agree actions to be taken forward based on our results.

We are looking forward to continuing with our successful awareness raising events which will include, Carers Week in June, PRIDE in July, REACH OUT! in September, Disability History Month in December and LGBTQ+ History Month (February 2025) and International Women's Day (March 2025).

Looking Forward

Finally, following the Staff Excellence Awards last year, our People EDI lead suggested a new category for the awards this year which was agreed, Outstanding Contribution to Equality, Diversity and Inclusion.

This new award is for an individual who has embraced equality, diversity and inclusion within their team which is aligned to the NHS People Promise and our Trust People Strategy pillar of Belonging in the NHS. We are excited to see who wins this years' award and look forward to sharing our winners story in next years' annual report.

Our Patients

The Spiritual and Pastoral Care Team have continued to respond to requests from patients and their families or those important to them, as well as to referrals from staff and faith communities. The team offer spiritual, pastoral or religious care as required and are available to everyone, whatever their faith or beliefs. We continued to provide 24/7 cover with an out of hours on call rota (out of hours chaplains only respond to urgent or emergency calls, following up routine referrals in normal working hours).

In 2023 the Team had over 4,300 patient contacts across all 3 sites and over 2,200 visitor contacts which included 235 out of hours calls. We also undertook 114 individual hospital contract funerals for both adults (with no identifiable next of kin or anyone able or willing to undertake the arrangements) and families who had experienced pregnancy / baby loss, in addition to the monthly shared cremation funeral for early baby loss.

Where there was a request for representation from a specific faith community or belief group we facilitated this.

Our annual baby loss summer and Christmas memorial services were both well attended, as was the annual wave of light reservoir walk for baby loss awareness week (between 60-100 people attended each event).

Safeguarding: Learning Disabilities, Mental Health, Children & Young People

Safeguarding Team

The Safeguarding Adults, Safeguarding Children and Young People, Domestic Abuse, Learning Disability, Mental Health, Mental Capacity, Security and Violence Reduction specialists work closely together under the wider remit of the Safeguarding and Vulnerabilities Team.

The reporting structure for the Safeguarding and Vulnerabilities Team is via the Trust Safeguarding Committee which feeds into Patient Safety Committee as part of the organisational patient safety and quality priorities. The Trust Safeguarding Committee currently meets bimonthly, includes divisional membership and on invitation external stakeholders such as the ICBs. For assurance the Safeguarding and Vulnerabilities teams produce quarterly reports and annual reports outlining all activity and exception reports where required to ensure risks are highlighted to the Board.

The Safeguarding and Vulnerabilities Team are available in core hours enabling all queries are responded to within the working day. Out of hours support is available via the Duty Nurse Managers as well as information recorded on the safeguarding intranet site.

Safeguarding: Learning Disabilities, Mental Health, Children & Young People

The team facilitates a variety of training to support our people with their responsibility to safeguard our patients including;

- Safeguarding for both children and adults under a combined Think Family remit.
- There is a national PREVENT mandatory training programme for all staff to undertake. The Trust is able to evidence high compliance with this training and staff are required to update annually via e-learning.
- All training has been reviewed in line with National developments and also includes themes from safeguarding referrals and local reviews.
- The core safeguarding team facilitate a session on the annual mandatory update; this is updated each year and focuses upon the lessons learnt within the Trust from a safeguarding perspective each year, and links to learning from local and national issues
- Hospital staff receive training on Learning Disabilities upon Induction and via the Mandatory training programme. This programme has been reinvented with the use of video of the experiences of local patients followed by questions based on observations and now includes Oliver McGowan training.
- There is also training available to staff around Managing Challenging Behaviours provided by the Security & Violence Reduction team. This training includes de-escalation, break away and physical intervention supporting staff working in the organisation to safely manage challenging situations.

Safeguarding: Learning Disabilities, Mental Health, Children & Young People

Learning Disabilities

The referral processes for patients attending the Trust with a Learning Disability continues to be in place. The LD specialist nurse is notified of patients with an LD Diagnosis via GP, carers of patient, care Homes, SFH staff and external professionals (i.e. social services, community LD teams) and will apply an LD alert to Medway, SystmOne and Nerve Centre.

Training packages aimed at supporting staff awareness of and support to those with a Learning Disability is delivered at induction to all new patient facing staff to the Trust, This introduces the LD service and the roles and responsibilities of staff when caring for patients with a LD. Existing staff within the Trust receive an annual update. The LD specialist service continues to develop internal partnerships to support and provide advice to Trust staff, patients and carers where there are needs and/or vulnerabilities.

The LD nurse specialist also provides training to ED and EAU health care staff from a LD perspective which provides an opportunity for staff working in these areas to discuss cases with the LD nurse for advice and feedback.

The Learning Disability Care Plan continues to be in place to ensure that any patient admitted receives appropriately adjusted care and support. This plan is inclusive of risk assessments, pain tools, traffic light assessments and discharge planning.

The LD specialist nurse is notified of LD patients who are coming through the outpatient departments that may require additional support through reasonable adjustments or best interest processes. These notifications can come from SFH staff, GP, carers of patient, care Homes, and external professionals (i.e. social services, community LD teams).

Safeguarding: Learning Disabilities, Mental Health, Children & Young People

Dementia

The Dementia Team have increased their team numbers, allowing them greater flexibility and an enhanced opportunity to support patients, their carers, and the staff caring for them during their hospital visit.

Recruitment of an Admiral Nurse, who is supported by Dementia UK has provided the opportunity for collaborative working across the region focussing on the support of carers.

Mental Health

The Trust Mental Health Specialist continues to enhance liaison between Trust services and those provided by the Liaison Psychiatry and CAMHS services provided by the local Mental Health Trust. The Trust has relevant Mental health Policies in place to support patients presenting to SFH where Mental Health is a feature.

Security & Violence Reduction

The Mental Health Service Lead alongside the Mental health Specialist continue to review the services SFH provide in relation to Mental Health aligning these with national drivers for Mental Health in Acute Trust settings.

The overriding principle for security & Violence Reduction is to support the Trust to provide high quality healthcare in a safe and secure environment which protects patients, staff and visitors, their property, and the physical assets of the organisation. To achieve this security & violence reduction management must be managed effectively, efficiently, and proportionately.

To minimise risk and to better align services to support staff, patients, and external agencies the Security Management function moved over to Safeguarding in March 2024 alongside the Restrictive Practice Team, establishing the newly formed Security & Violence Reduction service. Work is currently underway looking at this new service, developing both strategic and operational work plans. The results of this will provide recommendations to move forward and further embed a safety culture across the organisation.

Translation and Interpreting Services

Our Interpreting Services are led by our Clinical Support, Therapies and Outpatients Division and are administrated and overseen by the Divisional Business Team. The Divisional Business Team are responsible for liaising with the supplier on a day to day basis and placing our bookings for interpreting services.

We continue our commitment to ensuring that our patients that do not communicate in English can access the healthcare they need. During 2023, we conducted 869 face-to-face interpretations and 1,266 telephone interpretations across our three hospital sites. Our top three languages have been Polish, Romanian and Russian. By providing support in these, and many other languages, we can ensure that our patients are able to communicate with ease and fully understand all aspects of their treatment whilst in our care.

We continue to maintain links with the Interpreting Team at Nottingham University Hospitals (NUH), who have provided access to their Internal Interpreters Services which has been a great help at short notice. SFH are exploring their approach to developing an in-house solution to support the current contracting services to support short notice requests to meet the needs of our patients and their families.

The Nottinghamshire Deaf Society provides us with a sign language service.



Contact us

If you would like this information in an alternative format, for example large print or easy read, or if you need help with communicating with us, for example because you use British Sign Language, please let us know.

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