



Nottinghamshire Hospice

Diversity, Inclusion & Belonging (DIB) Strategy – 2025-2030

Background and Purpose

Nottinghamshire Hospice is committed to improving Diversity, Inclusion and Belonging (DIB) in all aspects of its work and practice to support patients, bereavement clients, staff and volunteers.

As an organisation, we are moving away from Equality Diversity and Inclusion (EDI) and this is reflected across the sector. EDI is now insufficient to meet our strategic objectives. DIB expands the reach of EDI by fostering a sense of belonging and recognising that diversity on its own is not enough. Our values of trust, compassion and ambition and our strategic objective around belonging, are much more orientated towards DIB.

Hospice UK published their report “Equality in hospice and end of life care” in May 2021, which explored the accessibility and efficacy of hospice care in various marginalised groups of people in the UK. In response, Nottinghamshire Hospice evaluated its own processes, collected research and data and started taking steps towards inclusive care provision in the form of the hospice’s Equality, Diversity & Inclusion (EDI) Strategy which has been in place since 2023. Outcomes of our initial strategy have included improvements such as easy translation of our website into over 100 languages, creating a Faith & Belief Guide for our clinical teams – designed to be used in-the-moment care giving and developing an EDI Calendar to promote key dates for people with protected characteristics.

An article published by Hospice UK in March 2024, builds on equality in hospices and recommends a wider interpretation of diversity beyond the 9 protected characteristics under the Equality Act (2010) to also include issues of social economic and educational diversity.

Hospice UK research from 2024 into communities across Nottinghamshire has highlighted that the largest proportion of people who struggle to receive quality end-of-life services, are those from white, social, economic and educationally deprived backgrounds.

In addition, the Government’s ‘10 Year Health Plan for England: fit for the future’ recognises the changing needs of communities and the pressures of an ageing population. The aim will be to bring more services into local neighbourhood settings. The plan identifies hospices as essential to proposals for integrated neighbourhood teams.

Informed by these insights, we intend to be an accessible, culturally appropriate care provider that supports, informs and signposts an even more diverse range of Nottinghamshire communities. Importantly, we aim to bring more of our services directly into the communities that we serve; making use of easily accessible existing community spaces. We also intend to be a more inclusive employer where people feel they belong.

Two of our main strategic objectives are – ‘to create inclusive end of life care for Nottinghamshire’s communities’ and ‘if you share our values, we will be your first choice to work or volunteer. You will belong and thrive’. Our ongoing DIB journey will reflect these. Our mission and vision are currently under review.

This revised strategy for 2025-2030 is in response to the work already undertaken following the Hospice’s original EDI Strategy during 2023-2025. We will maintain transparency with communication about our DIB goals both internally and externally, while recognising that the work of DIB will always be an ongoing journey of improvements.

Executive Summary

Two of our key strategic objectives are ‘to create inclusive end of life care for Nottinghamshire’s communities’ and ‘if you share our values, we will be your first choice to work or volunteer. You will belong and thrive’.

We know that some of Nottingham and Nottinghamshire’s disadvantaged groups and communities are under-served and under-represented at our hospice. This has been identified after an initial assessment of baseline equality and diversity data collected (from 2021 census data, our workforce, volunteers, patients, and retail customers).

Our Diversity, Inclusion and Belonging (DIB) Strategy will address this over the next 5 years, through three pledges adopted by our DIB Steering Group. It also reviews our current position, sets priorities for the future, and puts in place a delivery plan to make us a more diverse and inclusive hospice.

The DIB Strategy is based on **three pledges**:

1. Create a working and volunteering environment in which people belong and thrive

We commit to creating an inclusive organisational culture that celebrates our diversity and a sense of belonging which in turn enables increased excellence in the delivery of care.

Positive action in recruitment will be necessary to attract more diverse talent. To support diversity and inclusion within the workforce, we will address unconscious bias, develop cultural awareness with all staff, and celebrate diversity and belonging in meaningful ways.

2. Wide Community Reach

We commit to making our care accessible and accommodating to all - no matter which Nottinghamshire community people belong to.

Targeted community outreach will support our care accessibility by spreading awareness of our services in communities that are currently underserved. Our communications plan will be inclusive and celebrate diversity. We will deliver more of our services directly in our communities.

3. Culturally Appropriate Care

We commit to dealing with any behaviours and attitudes that might reinforce the potential of discrimination, inequality, and prejudice in Nottinghamshire Hospice.

All hospice services will be equipped for the different needs and preferences of our patients and their loved ones so that we can fulfil a person-centred approach.

1. Create a working and volunteering environment in which people belong and thrive

What is our goal?

Nottinghamshire Hospice will strive to reflect our diverse city and county in terms of our employees, volunteers and our board of trustees. There are multiple reasons why diversity, inclusion and a sense of belonging in the workplace are crucial for any employer, including our hospice – social justice, compliance, improved performance, staff retention, engagement and wellbeing.

In our sector, a diverse workforce can also instil a feeling of safety and comfort for our patients who may worry about bias and mistreatment in care settings due to their protected characteristic(s), and with people who could benefit from our services but are reluctant to approach us since they don't see themselves reflected in our workforce.

We need to foster a working environment that is conducive to our staff and volunteers' wellbeing, where they can comfortably bring themselves to work and not fear prejudice, exclusion or discrimination – in essence – they feel that they belong. This will ensure that recruited talent is retained and will promote the wellbeing of our diverse workforce. Crucially, a culture of belonging will also positively impact our organisational effectiveness in terms of patient care and safety.

This goal will be measurable through annual staff and volunteer surveys and six-monthly 'temperature check' survey, turnover rates, and monitoring forms on appointment and annually thereafter.

What have we achieved so far?

The hospice's EDI Strategy was developed in 2023. In the following two years, actions have been taken including the addition of positive action statements in all job adverts, individual responsibility to support EDI in all job descriptions, internal and external awareness articles based on the creation of an EDI Calendar of key dates, targeted recruitment campaigns in city locations (at tram stops, and in buses on key routes) for our Care job vacancies. In addition, extensive time has been taken to gather, collate and analyse equality and diversity data across the hospice and for the city and county of Nottinghamshire. This has been in the form of 2021 census data, Systm1, Izuka and our internal staff and volunteer data collections.

What will we need to do?

a) Positive Action

Positive action is a range of measures allowed under the Equality Act 2010 which can be lawfully taken to encourage and train people from underrepresented groups to help them overcome disadvantages in competing with other applicants. Transparency and a clear narrative are essential, explaining why addressing disproportionality in recruitment, development, promotion and retention is crucial. This needs to be conveyed to all trustees, volunteers, managers and staff. At our hospice, we have started this process, but further progress is required in terms of raising awareness of employment and volunteering opportunities at our hospice and our willingness to be an organisation that has DIB threaded into everything we do. We need to provide unconscious bias training and a safe space to

explore the prejudice and bias that we hold based on our backgrounds. Crucially we need to provide tools on how to mitigate our own unconscious bias at work.

The introduction of an automated tracking recruitment system will provide an equitable and transparent platform in which recruiting managers will use to manage vacancy applicants and justify recruitment decisions. The system will set a professional standard throughout the recruitment process giving assurance to people with a protected characteristic(s).

In addition, we will undertake specific unconscious bias training in recruitment for all recruiting managers. We will also create a safe space to explore that most people carry bias and what we can do to prevent that manifesting in recruitment and selection processes.

We will reach out into the community to foster relationships with Employment Service providers, schools and Further Education Colleges to ensure young people and those developing their career know about our hospice and the opportunities that exist for employment and a career in palliative care. We will aim to influence course providers of health and social care in the county to include course content on palliative care. We will explore the possibility of introducing apprenticeships to underrepresented groups within our organisation.

b) Create a culture of inclusion and belonging

Although improved representation through positive action is required, it will not be sustainable without an inclusive workplace culture.

We will need to regularly check in with staff and volunteers to understand whether they feel they belong in Nottinghamshire Hospice. This will be in a variety of ways by making use of annual surveys, temperature check survey and manager one-to-ones and role-specific supervision sessions. We will introduce the concept of Allyship as an approach to actively supporting minority or marginalised groups without being a member of those groups.

The introduction of an integrated Human Resources, payroll and rostering system, will modernise and improve the way we work across the organisation and will bring real improvement to how we manage our people processes, making things simpler, faster and more secure for everyone. This helps to create an inclusive environment in which a manager and employee can have visible and accurate access to their information on a self-service basis.

The development of a DIB area on our staff and volunteer intranet site will ensure everyone can understand the hospice's journey and progress made. It will be developed as a reference point to read about all the previous EDI articles already produced by the hospice.

We will talk to staff and look to introduce an employee representative group in a format that further improves engagement between staff and leadership teams. The group will focus on DIB action, employment terms and conditions, any upcoming changes, excellent staff and volunteer working experience, to name a few. In essence, members of the group will positively champion a diverse range of topics as the hospice sustains and develops its future.

2. Wide Community Outreach

What is our goal?

Although there are numerous societal barriers and inequalities for people with protected characteristic(s) across Nottingham(shire), it is our ethical duty to do everything that is in our power to improve their access to our services. We know that the demand for end-of-life services will only increase in the years to come as we move towards an ageing population. As we are based in one of the most diverse cities in the UK, a wide community outreach will provide us with relationships and opportunities across the city and county to ensure that our services are accessible, well-understood by the public and free of bias.

The lack of awareness and misconceptions about our care services should not be a barrier between us and all the various communities that could potentially benefit from our services. We need to foster close relationships with community leaders and groups, GP practices and referral organisations who have built trust within their communities and are able to help raise awareness about us. This will not only help with accessibility, but also with recruitment (as mentioned in the previous section), retail and fundraising efforts.

Building trust and close connections with communities around us will also help us identify where our services might need change or if they are culturally adept to receive everyone. We need to find appropriate, relevant and local ways to deliver excellent services to people who have been underserved. This will require reaching out and listening to understand which communities we can better support and then acting on this knowledge.

In addition, we will be part of the national Hospice UK and society conversation about the future of end-of-life care. We will actively participate in the Hospice UK Advisory Council and lobby our local MPs.

What have we achieved so far?

We provide a Hospice In Your Home service which enables people in Nottinghamshire to receive hospice care directly in their home during the last weeks and days of life. We enable 96% of our patients to die in their own home, surrounded by their loved ones.

We have moved our wellbeing therapies and bereavement counselling services into community settings instead of our previous approach to deliver these services from one base in the south of the County. This has opened the opportunity for more people in Nottinghamshire to access our services in their neighbourhood.

Our website now features Google Translate software that converts information about our services and referral process into over 100 languages. This has helped to improve the diversity of people understanding what services we offer, how these services are delivered, and how they can access them.

We have introduced the Accessible Information Standard (AIS) across our Care team which helps the hospice to establish a framework and set a clear direction so that patients and clients (and where appropriate, carers) who have information or communication needs relating to a disability, impairment or sensory loss, receive accessible information and communication support.

Within our Retail shop network, we now partner with The Probation Service to support the delivery of their Community Payback initiative. We offer the opportunity for offenders to pay back to their community as a Community Payback volunteer within one of our shops.

To sustain and grow our services to more communities across Nottinghamshire, we have been strengthening our partnership working with other charities and organisations within Nottinghamshire. These include, Portland Charity, The Carers Federation, Pauline Davies Centre, Nottingham University, Nottingham Trent University, Mid Notts End of Life Care Alliance, Nottingham Forest Football Club, Nottingham Community and Voluntary Service, Victoria Centre Nottingham and Nottingham Library.

Each partnership has been carefully chosen to raise the profile of the hospice, educate communities across Nottinghamshire about our services and /or to deliver our services within neighbourhoods.

What will we need to do?

The Government is rolling out a new neighbourhood health program as part of its 10-year plan for the NHS. The program focuses on moving care out of hospitals and into the community with the use of multi-disciplinary teams. Our hospice must engage with relevant stakeholders of the neighbourhood health program to become part of the multi-disciplinary approach to end-of-life-care across Nottinghamshire. The hospice's Chief Executive and Director of Care will seek opportunities to be involved in meetings, networking events and wider discussion on the program and what the hospice could contribute as one strand of end-of-life support in the community.

Ongoing training of our Care staff will be required to ensure culturally appropriate and person-centred care is always delivered within everyone's personal life context.

Promotion of our services in both digital and print form will need to be developed for GP surgeries. We will need to clearly describe the ways in which we can support the care of their patients from referral pathways to core services. We will develop a patient information document that patients can take away from the surgery to aid their understanding post GP appointment.

Similarly, we will need to promote the different aspects of our services to hospitals across Nottinghamshire. This will need to take a targeted departmental approach with different documents / leaflets/ postcards produced for the relevant hospital departments.

Creating wide community outreach is an ongoing process for the hospice. Members of the leadership teams will seek opportunities to engage in networking events, create connections and participate in external education. Our staff at the hospice will also need to be trained to identify opportunities within their role to further promote our hospice services.

We will be increasing the number of our retail community shops across the county, which in turn will increase the hospice's presence within those neighbourhoods. Our community shops will be updated to include stronger messaging about our services and the difference we have made to each shop community. Messaging will be visible from both inside and outside the shop to reach a diverse audience. The blueprint for this approach is our latest community shop opening in Beeston town centre.

In addition to expanding the number of volunteering opportunities, we will also look to increase the number of young volunteers at the hospice. We will partner with a local FE college to provide volunteering opportunities at our shops for students completing a Duke of Edinburgh award.

3. Culturally Appropriate Patient Care

What is our goal?

We want to be able to provide excellent support to all those who need it. This requires us to have culturally appropriate, adaptable, person-centred care. Culturally appropriate care involves providing services that are respectful of and responsive to an individual's cultural background, beliefs, values and traditions. Cultural appropriateness requires a balanced approach to others in which cultural identity and context are considered, recognises and responds to individual needs and adapts practice accordingly. In care, it allows us to avoid stereotyping and instead equips us to be able to ask our patients all the right questions, communicate effectively and respectfully, and prepare for various possible needs they might express. This is especially important with patients who have had previous unpleasant experiences with healthcare due to their protected characteristic(s), as we need to re-build their trust. We will work with communities to develop appropriate ways to help people understand our hospice to breakdown preconceptions about the services we offer and the way in which we provide them to help all cultures access our services in a way that supports them.

What have we achieved so far?

We currently use Language Line to provide interpretation services to patients who can't comfortably communicate in English. We access this service through the patient's GP practice, and it incurs no cost to us.

Religion and culture play an important part in many people's lives, and this is especially so when a person within a family is facing the end of life due to a terminal illness. There is great diversity of religious beliefs and cultural practices among the different minority ethnic groups across Nottingham, so to support our care staff to respect these differences, we have created a comprehensive Faith and Belief Guide. This includes a "quick guide" that is placed into all care kits taken out by our staff into patient homes. It provides on-the-spot support to check understanding of different end-of-life beliefs and practices.

Our carer and family support has been embedded into our holistic patient care approach and forms part of our initial patient assessment. In addition, our pre and post bereavement support can be accessed irrespective of whether the person requiring support is connected to a patient receiving direct care from our hospice. This is a vital step in reaching underserved communities and families with cultural preferences to provide most of the care to their loved one. Instead, we can provide vital support directly to the individual as they undertake their caring role.

What will we need to do?

We will need to develop cultural appropriateness training with our Care teams and update the training on a regular basis. We will need to create a safe space for Care teams to share knowledge and experiences of cultural appropriateness and person-centred care, and we will facilitate this by

allocating time on our Care Study Days. We will share best practice with other health organisations across the county and invite relevant speakers to our hospice to help support our understanding of cultural appropriateness across Nottinghamshire communities.

As the strategy develops, we will continue with this staff development approach across a wider range of groups to ensure we can deliver person centred care.

We will review our Wellbeing sessions to ensure that they are inclusive of carers wherever possible.

Our hospice rating for the CQC 'Caring' category is 'Outstanding'. We must preserve and enhance this rating by ensuring that we continue to deliver person-centred care of the highest standard. This will involve specific focus with the Care teams from the Care leadership team.

Implementation

Nottinghamshire Hospice continues a DIB journey and will focus on making several smaller, meaningful actions where we have the power to change them.

We will address our DIB gaps over the next five years, though our **three pledges** adopted by our DIB Steering Group who will set priorities for the future and put in place a SMART action plan to make us a more inclusive and accessible hospice, along with being somewhere that our staff and volunteers belong and thrive.

The steering group, along with the introduction of an employee representative group will look for ways in which all staff and volunteers can contribute to the advancement of DIB for their benefit and crucially to the benefit of patients and clients.