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# NHS Equality Delivery System 2022 EDS Reporting Template

Version 1, 15 August 2022

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# Equality Delivery System for the NHS

## ***The EDS Reporting Template***

Implementation of the Equality Delivery System (EDS) is a requirement on both NHS commissioners and NHS providers. Organisations are encouraged to follow the implementation of EDS in accordance EDS guidance documents. The documents can be found at: [www.england.nhs.uk/about/equality/equality-hub/patient-equalities-programme/equality-frameworks-and-information-standards/eds/](http://www.england.nhs.uk/about/equality/equality-hub/patient-equalities-programme/equality-frameworks-and-information-standards/eds/)

The EDS is an improvement tool for patients, staff and leaders of the NHS. It supports NHS organisations in England - in active conversations with patients, public, staff, staff networks, community groups and trade unions - to review and develop their approach in addressing health inequalities through three domains: Services, Workforce and Leadership. It is driven by data, evidence, engagement and insight.

The EDS Report is a template which is designed to give an overview of the organisation's most recent EDS implementation and grade. Once completed, the report should be submitted via [england.eandhi@nhs.net](mailto:england.eandhi@nhs.net) and published on the organisation's website.

# NHS Equality Delivery System (EDS)

<b>Name of Organisation</b>		South West London Integrated Care Board (ICB)	<b>Organisation Board Sponsor/Lead</b>	
<b>Name of Integrated Care System</b>		South West London ICS	SRO for Health Inequalities - Dr Gloria Rowland SRO for People - Karen Boughton	
<b>EDS Leads and contributors</b>	<ul style="list-style-type: none"> <li>Charlotte Gawne, Executive Director of Communications and Engagement</li> <li>Melissa Berry – Programme Director Equality, Diversity &amp; Inclusion</li> <li>Lorissa Page – Programme Director, Workforce and OD</li> <li>Alison Heeralall – Director of Workforce Transformation</li> <li>Mobola Jaiyesimi and wider SWL ICB Maternity Team</li> <li>Vhenekayi Nyambayo – Head of Inequalities</li> <li>June Okochi – Deputy Director for Quality Improvement</li> <li>Hina Rahimi, Assistant Head of Transformation – Sutton, SWL ICB</li> <li>Jane Smith - Deputy Director of People, SWL ICB</li> <li>Nadine Wyatt – Senior Engagement Manager – Sutton Place Team</li> </ul>		<b>At what level has this been completed?</b>	
				<b>*List organisations</b>
<b>EDS engagement date(s)</b>	Jan – Feb 2023		<b>Individual organisation</b>	<ul style="list-style-type: none"> <li>SWL Local Maternity and Neonatal System (LMNS) team</li> <li>NHS Sutton</li> <li>SWL ICB HR and Workforce Team</li> </ul>
			<b>Partnership</b>	Place and System NHS Sutton and SWL ICB
			<b>Integrated Care System-wide</b>	South West London ICB

<b>Date completed</b>	27 <sup>th</sup> February 2023	<b>Month and year published</b>	Feb 2023
<b>Date authorised</b>	28 <sup>th</sup> February 2023	<b>Revision date</b>	Apr 2024

**Domain 1: Commissioned or provided services**  
**Service One (Core20PLUS5) – Maternity**

Domain	Outcome	Evidence	Examples	Rating	Owner (Dept/Lead)
<b>Domain 1: Commissioned or provided services</b>	1A: Patients (service users) have required levels of access to the service	1. <b>Equity and Equality Action Plan</b> - the Action Plan sets out how the LMNS will work in partnership to improve equity for women and babies and race equality for staff. - <b>September 2022</b>	SWL ICB Quality Team - SWL Maternity Equality and Equity Action Plan Internal PDF document	2	Mobola Jaiyesimi – SWL Transformation programme Manager
		2. <b>SWL Maternity Health Outcomes profile</b> - Equity and Equality data overview of maternal health in South West London Local Maternity and Neonatal System (SWL LMNS). The data highlights some of the maternal inequalities and inequities across SWL– <b>May 2022</b>	SWL ICB Quality Team - Equity & Equality internal PDF document with outcome profiles		Mobola Jaiyesimi – SWL Transformation programme Manager
		3. <b>Maternity health inequality survey – Ongoing 2022</b>	SWL ICB Maternity Health inequalities questionnaire form		Jennifer Ogunyemi – Maternity Engagement Lead
		4. <b>Data deep dive</b> across Trusts on ethnicity and deprivation – <b>Continuity of Carer</b> and equity and equality – <b>2022</b>	SWL ICB Maternity CoC presentation slides		Victoria Mustafa SWL Maternity Programme Manager

		5. <b>Darzi Fellow work</b> – first and second year Darzi	<a href="https://healthinnovationnetwork.com/projects/perinatal-health-inequalities/">https://healthinnovationnetwork.com/projects/perinatal-health-inequalities/</a>	Rosie Murphy, Darzi Fellow Midwife
		6. Darzi Fellow Blog attached, <b>September 2022</b>	SWL ICB Darzi biography PDF	Rosie Murphy, Darzi Fellow Midwife
		7. <b>Innovation for Healthcare Inequalities Programme application</b> - Assessing pre-eclampsia risk for high BMI women/birthing people in South West London by using (Placental Growth Factor (PIGF) testing) and wireless monitoring equipment (Novii Wireless Patch System) – <b>October 2022</b>	SWL ICB internal proposal for In HIP project word document	Margaret Nakigudde - SWL Maternity Programme Manager
		8. <b>LMNS Insight Board Papers</b> – this meeting focuses on data insights and occurs every quarter for the LMNS - <b>October 2022</b>	SWL LMNS SIs internal meeting papers presentation	Margaret Nakigudde - SWL Maternity Programme Manager
		9. <b>Baby buddy app</b> presentation – 2022	SWL ICB Digital Maternity Meeting presentation slides	Margaret Nakigudde - SWL Maternity Programme Manager

<b>Domain 1: Commissioned or provided services</b>	1B: Individual patients (service users) health needs are met	1. <b>Equity and Equality Action Plan</b> - the Action Plan sets out how the	SWL ICB Quality Team - SWL Maternity Equality and Equity Action Plan Internal PDF document	2	Mobola Jaiyesimi – SWL Transformation programme Manager
		2. <b>SWL Maternity Health Outcomes profile</b> - Equity and Equality data overview of maternal health in South West London Local Maternity and Neonatal System (SWL LMNS). The data highlights some of the maternal inequalities and inequities across SWL– <b>May 2022</b>	SWL ICB Quality Team - Equity & Equality internal PDF document with outcome profiles		Mobola Jaiyesimi – SWL Transformation programme Manager
		3. <b>Maternity health inequality survey – Ongoing 2022</b>	SWL ICB Maternity Health inequalities questionnaire form		Jennifer Ogunyemi – Maternity Engagement Lead
		4. <b>Maternity Voices Partnerships</b> – Maternity Voices Partnership (MVP) is a forum for maternity service users, providers and commissioners of maternity services to come together to design services that meet the	Croydon Maternity Voices word document  Epsom and St Helier Maternity Voices Partnership word document  Kingston Maternity Voices PDF document		MVPs – Croydon, Epsom and St Helier, Kingston and ST George's



		needs of local women, parents and families - attached annual reports <b>2021-22</b>			
		5. Recruitment of maternity engagement lead (see job description) <b>July 2022 to</b> ensure we reach the needs of those who are unable to advocate for themselves and those who seldom engage with health care	<a href="https://beta.jobs.nhs.uk/candidate/jobadvert/D9491-SWL558">https://beta.jobs.nhs.uk/candidate/jobadvert/D9491-SWL558</a> Word document of Job description of Maternity Connectors		Mobola Jaiyesimi – SWL Transformation programme Manager

<b>Domain 1: Commissioned or provided services</b>	1C: When patients (service users) use the service, they are free from harm	1. <b>Serious incidents</b> and learning – quarterly board meetings for learning lessons and sharing good practice. – <b>September 2022</b>	SWL LMNS SIs internal meeting papers presentation	2	SWL ICB Quality Team
		2. Maternity SI Flowchart and Terms of Reference	SWL LMNS SIs flowchart presentation		SWL ICB Quality Team
		3. <b>Safety and risk governance</b> quality team – <b>2022</b>	SWL Quality Risk Framework presentation		SWL ICB Quality Team
		4. CQC ratings per Trust – supported by Trusts’ actions plans where appropriate	London Quality CQC dashboard presentation		CQC
		5. Implementation of Ockenden recommendations – each trust has provided an update on their action plans and progress in implementing the Ockenden recommendations – <b>2022</b>	SWL LMNS Ockenden update presentation		Mobola Jaiyesimi – SWL Transformation programme Manager
		6. <b>Kirkup Report 2022</b> - East Kent inquiry recommendations – <b>Ongoing</b>	SWL LMNS Kirkup report. presentation		Mobola Jaiyesimi – SWL Transformation programme Manager
		7. <b>St Georges stillbirth report</b> to QPOC and Quality Council – January <b>2022</b>	SGUH Maternity Briefing paper PDF		SGUH
		8. <b>LMNS Board reports</b> – Insight and Improvement Board meetings – <b>Quarterly</b>	SWL LMNS SIs internal meeting papers presentation		Margaret Nakigudde - SWL Maternity

			SWL LMNS SIs flowchart presentation		Programme Manager
		9. <b>Cardmedic</b> – translations service to be used across the system. – <b>2022</b>	Cardmedic PDF document		Mobola Jaiyesimi – SWL Transformation programme Manager
		10. <b>Epsom &amp; St Helier</b> - HSJ Innovation and Improvement Award nomination- Reducing Healthcare Inequalities - improving access, removing language barriers, increasing information provision and addressing staff cultural sensitivity – The Maternity Cultural Transformation Team. - <b>2022</b>	<a href="https://www.hsj.co.uk/the-hsj-awards/hsj-awards-innovation-and-improvement-in-reducing-healthcare-inequalities-award/7033644.article">https://www.hsj.co.uk/the-hsj-awards/hsj-awards-innovation-and-improvement-in-reducing-healthcare-inequalities-award/7033644.article</a>		ESH

<b>Domain 1: Commissioned or provided services</b>	1D: Patients (service users) report positive experiences of the service	1. <b>Maternity Voices Partnerships</b> – Maternity Voices Partnership (MVP) is a forum for maternity service users, providers and commissioners of maternity services to come together to design services that meet the needs of local women, parents and families - attached annual reports <b>2021-22</b>	Croydon Maternity Voices word document  Epsom and St Helier Maternity Voices Partnership word document  Kingston Maternity Voices PDF document	2	MVPs – Croydon, Epsom and St Helier, Kingston and ST George's  Carolyn Romer
		2. <b>Recruitment of maternity engagement lead – July 2022</b>	Word document of Job description		Jennifer Ogunyemi – Maternity Engagement Lead
		3. Baby buddy app presentation – 2022	SWL ICB Digital Maternity Meeting presentation slides		Margaret Nakigudde - SWL Maternity Programme Manager
		4. CQC Maternity Survey	2021 Maternity Survey report PDF		CQC
		5. Friends and Family Test for Maternity Q3 2022	2021 Maternity Survey report PDF		
		6. Recruitment of maternity core connectors to engage vulnerable women in SWL communities and improve access – <b>January 2023</b>	<a href="https://beta.jobs.nhs.uk/candidate/jobadvert/D9491-SWL558">https://beta.jobs.nhs.uk/candidate/jobadvert/D9491-SWL558</a>  Word document of Job description of Maternity Connectors		Mobola Jaiyesimi – SWL Transformation programme Manager
		7. <b>LMNS Board reports</b> – Insight and Improvement Board meetings – <b>Quarterly</b>	SWL LMNS SIs internal meeting papers presentation  SWL LMNS SIs flowchart presentation		SWL ICB Quality Team

		<p><b>8. Perinatal pelvic health programme service user survey – November 2022</b></p>	<p>PERINATAL PELVIC HEALTH SERVICE USER SURVEY Document</p> <p>SWL Perinatal Pelvic Health Programme slides presentation</p> <p>PERINATAL PELVIC HEALTH SERVICE USER SURVEY QR code</p>		<p>Lisa Conboy SWL Perinatal Pelvic Health Programme Manager</p>
		<p><b>9. SWL Maternal Medicine BAME Service User Engagement - service user engagement project seeks to elicit the lived experience of BAME maternity service users, in order to inform both the future design and ongoing delivery of care within the SWL maternal medicine network. – November 2022</b></p>	<p>SWL Maternal Medicine BAME Service User Engagement document</p>		<p>Lisa Conboy SWL Perinatal Pelvic Health Programme Manager</p>
		<p><b>10. Epsom and St Helier Hospital</b> won the Health Inequalities category of the HQIP Clinical Audit Heroes Award 2022. - The Maternity Cultural Transformation Group (MCT) at Epsom and St Helier Hospital won the Health Inequalities category of the HQIP Clinical Audit Heroes Award 2022. The team presented its work on improving Vitamin D uptake among women and birthing people from Black, Asian and minority ethnic origins at the Health Inequalities Lunch and Learn session, hosted by N-QI-CAN on the 16th June 2022. Using a QI methodology, the work impacted staff education, guideline development, risk reduction through innovation and patient engagement inclusive of those having language difficulties. The</p>	<p><a href="https://www.hqip.org.uk/clinical-audit-heroes-award-2022/#.Y66693bP1f4">https://www.hqip.org.uk/clinical-audit-heroes-award-2022/#.Y66693bP1f4</a></p>		<p>Diane Weir Equality and Inclusion Lead Midwife. ESTH</p>

		team measured success against PH56 NICE guidance on Vitamin D supplement in specific population groups and aims to replicate the model to address other areas of health inequalities. This piece of work formed one aspect of the MCT overarching strategic plan of reducing health inequalities and improving access to maternity care; inclusive of a complete review of different modalities of translation services and utilisation of pregnancy circles (group care) to provide antenatal education to women and birthing people from diverse ethnic origins – <b>2022</b>		
		<b>11. Epsom and St Helier hospitals are the first in London to receive the UNICEF Baby Friendly Initiative Gold Award.</b>	<a href="https://www.epsom-sthelier.nhs.uk/news/a-gold-standard-experience-for-mothers-and-babies-2425/">https://www.epsom-sthelier.nhs.uk/news/a-gold-standard-experience-for-mothers-and-babies-2425/</a>	Diane Weir, Equality and Inclusion Lead Midwife. ESTH
		<b>12. Croydon HEARD campaign - improving experiences and outcomes for Black, Asian and Ethnic Minority women at Croydon Hospital – July 2021</b>	HEARD in Maternity PDF	Croydon Health Services NHS Trust
		<b>13. Epsom and St Helier - maternity focus group sessions Women from the black, Asian and ethnic minority communities – 2022</b>	EsH focus group presentation presentation	ESH
		<b>14. HSJ Award winner – Congratulations to Dr Gloria Rowland, SWL SRO for Maternity and Exec lead for <b>Turning the Tide</b> team for winning The Race Equality Award</b>	<a href="https://www.hsj.co.uk/the-hsj-awards/hsj-awards-2022-nhs-race-equality-award/7033647.article">https://www.hsj.co.uk/the-hsj-awards/hsj-awards-2022-nhs-race-equality-award/7033647.article</a>	Dr Gloria Rowland, Chief Nursing and Allied Professional Officer and Director for Patient Outcomes

		<p><b>15. HSJ Patient Safety Award nomination</b> - Maternity and Midwifery Initiative of the Year for the 'Optimising the 6-8 week Maternal Postnatal Check' webinar series - SWL's Dr Anu Jacob in collaboration with the London Clinical Network – Dr Sunita Sharma and Rosie Barrow</p>	<p><a href="https://www.hsj.co.uk/the-hsj-awards/hsj-awards-2022-nhs-race-equality-award/7033647.article">https://www.hsj.co.uk/the-hsj-awards/hsj-awards-2022-nhs-race-equality-award/7033647.article</a></p>		<p>Dr Anu Jacob in collaboration with the London Clinical Network – Dr Sunita Sharma and Rosie Barrow</p>
<p>Domain 1: Commissioned or provided services overall rating</p>					<p>8</p>

## Service Two (small and non/complex) – Sutton Crisis Café

Domain	Outcome	Evidence	Examples	Rating	Owner (Dept/Lead)
Domain 1: Commissioned or provided services	1A: Patients (service users) have required levels of access to the service	1. Sutton Crisis Café pilot developed in the borough to provide out of hours service 7 days a week, 365 days a year for Adult's presenting with mild to moderate psycho-social, emotional and mental health crisis, as an alternative to attending ED Evaluation of one year pilot by Health Dialogues in May 2022. Use by age, gender and ethnicity.	<a href="#">Sutton Crisis Café - Sutton Mental Health Foundation (smhf.org.uk)</a>  Sutton Place Crisis cafe presentation evaluation presentation	2	Hina Rahimi Assistant Head of Transformation - Sutton NHS South West London South West London Integrated Care Board (ICB)
	1B: Individual patients (service users) health needs are met	2. Evaluation undertaken: Refer to Service user evaluation survey	<a href="#">Sutton Crisis Café - Sutton Mental Health Foundation (smhf.org.uk)</a>  Sutton Place Crisis cafe presentation evaluation presentation	2	Hina Rahimi Assistant Head of Transformation - Sutton NHS South West London South West London Integrated Care Board (ICB)
	1C: When patients (service users) use the service, they are free from harm	3. <i>The Sutton Crisis Café, An Evaluation of the Pilot Year</i> by Health Dialogues (May 2022)  A mental health crisis is the occurrence of behaviour causing an individual to be unable to care for themselves and potentially at risk of harming themselves or others. <sup>[i]</sup> Current National Health Service (NHS) advice is to call 999 or to attend A&E during a mental health crisis if either you are unable to keep yourself safe or your life is at risk. <sup>[ii]</sup> Between 2010 and 2012 there were approximately 110,000 attendances at emergency departments due to self-harm. <sup>[iii]</sup>	<a href="#">Sutton Crisis Café - Sutton Mental Health Foundation (smhf.org.uk)</a>  Sutton Place Crisis cafe presentation evaluation presentation	2	Hina Rahimi Assistant Head of Transformation - Sutton NHS South West London South West London Integrated Care Board (ICB)



		<p>The Crisis café was set up to avert people from A&amp;E that could be support to de-escalate crisis and harm through non clinical peer / lived experience support.</p> <p>Evidenced through self-reports, client feedback. Refer to Quality of life poll</p>			
	1D: Patients (service users) report positive experiences of the service	<p>4. Evidenced through self-reports, client feedback. Refer to Service user evaluation survey and Quality of life poll.</p> <p>Stakeholders generally felt that attending the Crisis Café made people feel better, at least in the short term. In fact, many stakeholders felt that the service had been <i>invaluable to the service users</i>:</p> <p><i>“One patient told me “I would have killed myself if it wasn’t for the crisis café”. That living their life was just too much. Going to the crisis cafe has given them a safe space to talk through their issues without fear of being sectioned.”</i></p> <p><i>“It’s hard to quantify how important the crisis cafe and it’s people were for me during a really difficult time.”</i></p> <p><i>“I think crisis cafe is very important it is for me. With the help and support I received from them is second to none I wouldn’t be here now if it wasn’t for them as I was in a very bad place.”</i></p> <p>Service user feedback has shown that they have received timely and non-judgemental support at a time when they needed it. The support they have received has not only helped them with their crisis in that moment but has helped them find other coping methods and sources of support that have been invaluable to them.</p>	<p><a href="https://www.smhf.org.uk">Sutton Crisis Café - Sutton Mental Health Foundation (smhf.org.uk)</a></p> <p>Sutton Place Crisis cafe presentation evaluation presentation</p>	2	Hina Rahimi Assistant Head of Transformation - Sutton NHS South West London South West London Integrated Care Board (ICB)
<b>Domain 1: Commissioned or provided services overall rating</b>				8	

**Average Domain 1 score: 8**

## Domain 2: Workforce health and well-being

Domain	Outcome	Evidence	Examples	Rating	Owner (Dept/Lead)
<b>Domain 2: Workforce health and well-being</b>	2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions	1. Inclusive health and wellbeing plan.	SWL ICB Internal document - Enhanced OH and WB - Inclusive HWB Plan on a page 01-07-21 presentation  SWL ICB Internal document - 26-10-22 EDI Leads Meeting.pptx	1	Lorissa Page – Director of Workforce and OD
		2. SWL Health and Wellbeing Network meet monthly and work together to find ways to support the wellbeing of our staff such as organising free sessions including: <ul style="list-style-type: none"> <li>• Mindfulness sessions every Monday</li> <li>• Weekly drop-in sessions for anyone who wants to connect</li> <li>• Online blogs and forums</li> <li>• Book Club</li> <li>• Monthly dance sessions</li> <li>• Group walks</li> </ul>	SWL Staff Health and Wellbeing Network – link to ICB intranet  Internal Staff newsletter  SWL ICB Staff intranet - Mental and emotional wellbeing - NHS South West London ICB intranet (swlondon.nhs.uk)  SWL ICB Staff intranet - Wellbeing apps  SWL ICB Staff intranet - NHS Staff Survey results are now available – NHS South West London ICB intranet		Lorissa Page – Director of Workforce and OD

		3. Mental Health representatives are trained to listen and signpost people to expert support, where relevant.	SWL ICB Staff Mental Health representatives		
		4. Staff communication channels provide regular and inclusive health and wellbeing updates. <ul style="list-style-type: none"> <li>Regular updates in the Daily Update and Team Talk monthly briefings.</li> <li>The intranet has a Health and Wellbeing section that provides lots of information and resources</li> </ul>	Team Talk Health and wellbeing support on the intranet 1.Workplace support 2.Mental and emotional support 3.Physical support 4.Financial support		Charlotte Gawne, Executive Director of Communications and Engagement
		5. SWL offers free flu jab for ICB staff each year, by securing the services of a local pharmacist, with many years' experience to attend the offices and distribute the jab.	SWL ICB Intranet - Free Jab		Una Dalton – Programme Director Covid and Flu
		6. Community Days are an opportunity to bring people together to connect and collaborate, as well as provide new starters a positive induction. Wellbeing sessions are part of the programme.	SWL ICB Community Days		Ben Luscombe, Chief of Staff

<b>Domain 2: Workforce health and well- being</b>	2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source	1. SWL NHS Staff survey results provide insights on where improvements need to be made and each directorate is responsible for an action plan to make year on year improvements.	SWL ICB Staff intranet - NHS Staff Survey results are now available – NHS South West London ICB intranet	1	Alison Heeralall – Director of Workforce Transformation
		2. SWL has a Freedom to Speak up Guardian who is available to support staff to use their voice when they feel they are unable to	SWL ICB Staff intranet - Freedom to Speak Up Guardian – NHS South West London ICB intranet		Ben Luscombe – Chief of Staff Ruth Bailey – Non-Executive Member  Melissa Berry – Programme Director Equality, Diversity, Inclusion
		3. Regular Listening Events sessions have been offered for staff to discuss their experiences and ideas about the organisation can become an even more equal, diverse, and inclusive organisation. These discussions directly feed into the development of the EDI strategy which are fed back to SMT.	Drop-in sessions – NHS South West London ICB intranet  SWL ICB Staff intranet - Themes of what we are hearing from staff through the listening events		Melissa Berry – Programme Director Equality, Diversity, Inclusion

		<p>4. A wide range of policies are regular under review to further support the goal to becoming a more inclusive organisation, including but not limited to the:</p> <ul style="list-style-type: none"> <li>• Dignity at work policy</li> <li>• Flexible working policy</li> <li>• Managing attendance policy</li> <li>• Grievance policy</li> </ul> <p>As well as regularly reviewing these policies, there is a continuous effort to ensure that they are used in a way that contributes to the workplace and supports staff at work, rather than used as a punitive measure.</p>	<p>SWL ICB HR Policies (staff intranet)</p> <p>Freedom to Speak Up Guardian - NHS South West London ICB intranet</p> <p>Home Page - NHS South West London ICB intranet</p> <p>NHS Staff Survey results are now available - NHS South West London ICB intranet</p> <p>People and organisational development - NHS South West London ICB intranet</p>		<p>Alison Heeralall – Director of Workforce Transformation</p> <p>Melissa Berry – Programme Director Equality, Diversity, Inclusion</p>
		<p>5. Trackers for EIA have been created, further supporting the process of EIA and policy approval which at present are proofed by the SMT, EDI Programme Director and Staff Partnership Forum.</p>	<p>Internal Tracker held by EDI Team</p>		<p>Melissa Berry, EDI Programme Director</p>

		<p>6. SWL take great pride in celebrating the wide range of cultures represented in our staff community and as such, ensure we celebrate various cultural days and awareness days by employing the use of a cultural calendar. Events are communicated to staff and staff are encouraged to participate. Examples inc.</p> <ul style="list-style-type: none"> <li>• South Asian Heritage month</li> <li>• International Women’s Day</li> <li>• Black History Month</li> <li>• Diwali</li> <li>• Chinese New Year</li> <li>• LGBTQ+ History Month</li> <li>• Disabilities Month</li> <li>• Christmas</li> <li>• Ramadan</li> </ul>	<p>SWL ICB Staff Awareness Days</p>		<p>Charlotte Gawne, Executive Director of Communications and Engagement</p> <p>Melissa Berry, EDI Programme Director</p>
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<p><b>Domain 2: Workforce health and well- being</b></p>	<p>2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source</p>	<p>1. Staff have access to the intranet and policies on how to raise a concern:</p> <ul style="list-style-type: none"> <li>○ How to raise a concern</li> <li>○ Policies</li> <li>○ Contact the Freedom to Speak up Guardian</li> <li>○ Trade Unions</li> <li>○ HR Team</li> <li>○ EDI team</li> </ul>	<p>SWL ICB HR Policies (staff intranet)</p> <p>Freedom to Speak Up Guardian - NHS South West London ICB intranet</p> <p>Home Page - NHS South West London ICB intranet</p> <p>NHS Staff Survey results are now available - NHS South West London ICB intranet</p> <p>People and organisational development - NHS South West London ICB intranet</p>	<p>1</p>	<p>Charlotte Gawne, Executive Director of Communications and Engagement</p> <p>Ben Luscombe – Chief of Staff</p> <p>Ruth Bailey – Non-Executive Member</p> <p>Melissa Berry – EDI Programme Director,</p> <p>Alison Heeralall – Director of Workforce Transformation</p>
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<b>Domain 2: Workforce health and well-being</b>	2D: Staff recommend the organisation as a place to work and receive treatment	1. The <b>NHS Staff survey</b> provides insights of staff assessments of the organisation	NHS Staff Survey results are now available - NHS South West London ICB intranet	1	Alison Heeralall – Director of Workforce Transformation
		2. We have established <b>diverse recruitment panels</b> for bands 8b and above and now have forty staff trained on EDI to sit on these recruitment panels. Our Programme	NHS Staff Survey results are now available - NHS South West London ICB intranet		Melissa Berry, EDI Programme Director
		3. We have made sure that <b>all vacancies and secondment opportunities go through the NHS Jobs</b> system to ensure fairness.	NHS Staff Survey results are now available - NHS South West London ICB intranet		Melissa Berry, EDI Programme Director
		4. We also have <b>supported recruiting managers to give feedback to candidates</b> . As a direct outcome of our focus on EDI, our workforce race equality data on recruitment now shows an improved difference in appointment rates between black and ethnic minority staff and white staff.	NHS Staff Survey results are now available - NHS South West London ICB intranet		Melissa Berry, EDI Programme Director
		5. As part of <b>mandatory training</b> , Equality & Diversity in the Workplace aims to raise awareness of equality and diversity and encourage participants to take a proactive approach within the workplace.	Staff Workforce platform		Melissa Berry, EDI Programme Director
<b>Domain 2: Workforce health and well-being overall rating</b>				4	

**Domain 2 score: 4**



## Domain 3: Inclusive leadership

Domain	Outcome	Evidence	Examples	Rating	Owner (Dept/Lead)
Domain 3: Inclusive leadership	3A: Board members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of, and commitment to, equality and health inequalities	<p><b>Executive and Board level members</b></p> <p>1. The three executive leads are members of the SWL Health inequalities and EDI Board.</p> <ul style="list-style-type: none"> <li>SRO for People - Karen Boughton, Deputy Chief Executive and Director of Transformation and People</li> <li>SRO for Health Inequalities - Dr Gloria Rowland, Chief Nurse and Executive Director for People's Outcomes</li> <li>Charlotte Gawne, Executive Director of Communications and Engagement</li> </ul>	ICB Executive team - NHS South West London ICB intranet	1	SWL ICB Executive Team
		<p>2. Leadership blog on Health inequalities and Black History Month by Dr Gloria Rowland</p>	SWL Blog- Black History Month		Dr. Gloria Rowland, Chief Nursing and Allied Professional Officer and Director for Patient Outcomes
		<p>3. Ambitions for South West London YouTube video – Karen Boughton</p>	<a href="https://www.youtube.com/watch?v=Roe7wT2pAPU">https://www.youtube.com/watch?v=Roe7wT2pAPU</a>		<p>Karen Boughton Deputy Chief Executive Officer and Director of People and Transformation</p> <p>Charlotte Gawne, Executive Director of Communications and Engagement</p>

		4. Why must we make the ICS more inclusive YouTube video – Dr. John Byrne	<a href="https://www.youtube.com/watch?v=fMjXh47e1SQ">https://www.youtube.com/watch?v=fMjXh47e1SQ</a>		Dr John Byrne Executive Medical Director
		<b>Senior directors</b>			Charlotte Gawne, Executive Director of Communications and Engagement
		5. Lead for Inclusion and Belonging and EDI Director - Melissa Berry.			Melissa Berry, EDI Programme Director
		6. Lead for workforce and OD – Lorissa Page.			Lorissa Page – Director of Workforce and OD
		7. Compassionate and Inclusive leadership training all bands 8D and above to participate in the training six module course.	EDS 2022 evidence on Compassionate and Inclusive Leadership Training.		Melissa Berry, EDI Programme Director
		8. Planning for inclusive board development as part of the board development programme for the ICB	Positive Action Leadership Programme – staff intranet		Melissa Berry, EDI Programme Director
		9. All staff briefings occur bi-monthly and over 300 staff members attend on average. Melissa Berry has presented on a several occasions giving updates on the EDI programme, and Dr Gloria Rowland was introduced as part of the executive team and presented Core20 programme.	All staff briefings: 18 June 2020 16 September 2020 10 November 2020 10 February 2021 21 July 2021 23 September 2021 28 March 2022 14 July 2022 4 October 2022		Charlotte Gawne, Executive Director of Communications and Engagement

		<p>10. Staff communication channels provide regular EDI updates.</p> <ul style="list-style-type: none"> <li>Regular updates in the Daily Update (usually every Wednesday) and Team Talk monthly briefings</li> <li>The intranet has an EDI section that provides lots of information and resources</li> </ul>	<p>Staff Team Talk</p> <p>Equality, diversity, and inclusion – Staff Intranet</p>		<p>Charlotte Gawne, Executive Director of Communications and Engagement</p> <p>Melissa Berry, EDI Programme Director</p>
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<p><b>Domain 3:</b> <b>Inclusive leadership</b></p>	<p>3B: Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed</p>	<p>1. ICB Paper – July 2022 (HI and EDI on pages 156-172)</p>	<p><a href="https://www.southwestlondon.icb.nhs.uk/content/uploads/2022/06/NHS-South-West-London-ICB-Board-papers-1-July-2022.pdf">https://www.southwestlondon.icb.nhs.uk/content/uploads/2022/06/NHS-South-West-London-ICB-Board-papers-1-July-2022.pdf</a></p>	<p>2</p>	<p>Melissa Berry, EDI Programme Director</p>
		<p>2. SWL leadership development programme for the system to impact the ICB/ICS WRES and create a pool of Black and Ethnic Minority future system leaders</p>	<p>SWL ICB Internal EDI People Board Paper</p>		<p>Melissa Berry, EDI Programme Director,</p>
		<p>3. SWL ICB Primary Care WRES</p>	<p>ICBMeetingsWRESinPCPresentationSep22 (with meeting outputs) – internal document</p>		<p>Leah Dennis – Head of Training Hub, Lorraine Wynter - Lead Primary Care Transformation Manager (SWL)</p>

<b>Domain 3: Inclusive leadership</b>	3C: Board members and system leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and patients	1. Governance structure in ICB Paper – July 2022 (HI and EDI on pages 156-172)	<a href="https://www.southwestlondon.icb.nhs.uk/content/uploads/2022/06/NHS-South-West-London-ICB-Board-papers-1-July-2022.pdf">https://www.southwestlondon.icb.nhs.uk/content/uploads/2022/06/NHS-South-West-London-ICB-Board-papers-1-July-2022.pdf</a>	1	SWL ICB Executive Team
		2. SWL ICB WRES DATA	SWL ICB Internal EDS 2022 WRES Data – staff intranet		Alison Heeralall – Director of Workforce Transformation Melissa Berry, EDI Programme Director
		3. ICB Staff Partnership Board (Terms of Reference)	<a href="https://www.southwestlondonics.org.uk/content/uploads/2022/07/SWL-ICP-in-public-meeting-pack-13072022-1.pdf">https://www.southwestlondonics.org.uk/content/uploads/2022/07/SWL-ICP-in-public-meeting-pack-13072022-1.pdf</a>		SWL ICB Executive Team
		4. SWL People Board (Terms of Reference)	SWL ICB Internal EDI People Board Paper		Melissa Berry, EDI Programme Director
		5. EDI Leads Meeting			Melissa Berry, EDI Programme Director
<b>Domain 3: Inclusive leadership overall rating</b>				4	
<b>Third-party involvement in Domain 3 rating and review</b>					
<b>Trade Union Rep(s):</b>			<b>Independent Evaluator(s)/Peer Reviewer(s):</b>		

**Domain 3 score: 4**

**EDS Organisation Rating (overall rating): Score is 16 - Developing**

**Organisation name(s): South West London ICB**

Those who score **under 8**, adding all outcome scores in all domains, are rated **Undeveloped**

Those who score **between 8 and 21**, adding all outcome scores in all domains, are rated **Developing**

Those who score **between 22 and 32**, adding all outcome scores in all domains, are rated **Achieving**

Those who score **33**, adding all outcome scores in all domains, are rated **Excelling**

**Domain 1 average score: 8**

**Domain 2 score: 4**

**Domain 3 score: 4**

<b>Maternity EDS Action Plan</b>	
<b>EDS Lead</b>	<b>Year(s) active</b>
SWL ICB Maternity Team	2022 - Ongoing
<b>EDS Sponsor</b>	<b>Authorisation date</b>
Dr Gloria Rowland Chief Nursing and Allied Professional Officer and Director for Patient Outcomes	Feb 2022

Maternity				
Domain	Outcome	Objective	Action	Completion date
Domain 1: Commissioned or provided services	1A: Patients (service users) have required levels of access to the service	Improve data collection - We will collect and use data better to have a greater understanding of our birthing people and their experiences and therefore provide an improved service	Ensure coding for all ethnic minorities by all trusts which includes interpreter needs – Including serious incidents cases	Ongoing quarterly updates
			Understand staff experience, using Workforce Race Equality Scheme data – Ensure Workforce Race Equality Standard (WRES) is completed for all maternity units	Annual
			LMNS to recruit maternity data analyst to support with population needs deep dive – To understand the local population’s maternal and perinatal health needs	Q3 2023/24

<b>Domain 1: Commissioned or provided services</b>	1B: Individual patients (service users) health needs are met	Enhance maternity engagement and access in the community - We want birthing people to know how to access our services which means making sure we are available in places we are needed.	Embed the role of the SWL LMNS maternity engagement lead to build relationships with community partners	2022 - ongoing
			Work with trusts to ensure consistent messages are being shared across public facing websites and media to improve access to relevant information	March 2023
			Increase parental voice and participation in service development through Maternity Voices Partnerships (MVP) and service user engagement	2022- ongoing
			Develop a small LMNS grants pot to encourage innovation	April 2023
			Map out clinical spaces in the community to support community midwives and increase access to maternity support	March 2023
			Increase uptake of targeted and enhanced continuity of carer in women from black, Asian and mixed ethnic groups and women living in deprived areas	March 2024
			Implement maternal medicine networks to help achieve equity	March 2021 – ongoing
			Identify and offer referral to the NHS Diabetes Prevention Programme to women with a past diagnosis of gestational diabetes mellitus (GDM) who are not currently pregnant and do not currently have diabetes.	2021 - ongoing
			Ensure personalised care and support plans are available to everyone	2027
			Ensure equal access to information and support to perinatal pelvic health programme	2022 – ongoing



<b>Domain 1: Commissioned or provided services</b>	1C: When patients (service users) use the service, they are free from harm	<p>Improving and learning as a system - We want to create a safe culture where we learn from mistakes and challenge each other.</p> <p>Standardising service delivery to reduce variation in care received/ harm.</p>	All SWL maternity units to engage and participate in all LMNS serious incidents meetings – send cases for system review and learning	2022 - 2027
			Encourage the capture of positive events, outcomes and best practice to be shared routinely across the system e.g. GREATix - capture the positive events in the NHS and improve safety by sharing and spreading excellence	2022 - 2027
			Establish if every trust maintains a patient safety specialist, specifically dedicated to maternity services	Q4 23/24
			Ensure routine dashboard monitoring to identify thematic trends, insights and intelligence for learning - Early detection of safety issues and challenges before it becomes a serious incident	2022 - 2027
			Ensure LMNS has oversight of trusts CNST 10 actions for assurance	2022 - 2027
			Ensure service user feedback feeds into learning framework	2022 - 2027
			Ensure frequent multidisciplinary opportunities are available for professional developments and support e.g. LMNS annual safety event – additionally LMNS to align with trust learning and development agenda	2022 - 2027
			Engage with ICS peer review framework rollout	Q2 23/24
			Co-produce system multidisciplinary training on cultural competency in maternity and neonatal services.	Q4 2023/24

<b>Domain 1: Commissioned or provided services</b>	1D: Patients (service users) report positive experiences of the service	Listen to marginalised groups and act - We need to be listening more to our birthing parents so we can identify issues with the pregnancy early and be proactive.	Ensure marginalised groups have access to personalised care and support plans	2022 - 2027
			Develop a system wide women's forum to provide a platform to routinely hear from marginalised birthing people and their families	2022 – ongoing
			Recruit independent senior advocate at LMNS level which reports to both the (ALL) Trust and the LMNS Board	Q2 2023
			Each Trust Board must identify a non executive director who has oversight of maternity services, with specific responsibility for ensuring that women and family voices across the Trust are represented at Board level. They must work collaboratively with their maternity Safety Champions.	Q2 2023
			MVP groups to actively increase representative membership – particularly Black and minority ethnic birthing people and those living areas of deprivation, including partners.	2022 – ongoing
			All maternity units to ensure all women have access to an effective language translation service	2022 – ongoing
			Recruit maternity core connectors to support community building and knowledge in maternity	November 2022

## **Sutton Mental Health Crisis Café**

This commissioned service is a pilot, therefore, we are unable to provide an improvement action plan. However, Sutton SWL will use the EDS evidence and scoring to inform work on the suggested elements of the plan through the contracting process, and these can inform the future commissioning decisions should the service be continued in 2023/24 onwards. The recommendations from the scoring process and suggested actions will also form part of system learning for small and non-complex services including mental health services and will form the framework to how we measure and improve outcomes for those who access crisis mental health services in SWL.

<b>Workforce health and well-being EDS Action Plan</b>	
<b>EDS Lead</b>	<b>Year(s) active</b>
SWL ICB Workforce Team	2022 – Present
<b>EDS Sponsor</b>	<b>Authorisation date</b>
SRO for People - Karen Boughton	Feb 2022

Domain	Outcome	Objective	Action	Completion date
Domain 2: Workforce health and well-being	2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions	The strengthen and expand our current offer of health promotion within the ICB	To work with our Occupational Health provider to ensure that staff under OH review are given additional medical and lifestyle support and advice to assist the management of these long-term conditions	Ongoing
			To develop a Health and Wellbeing calendar of events to highlight national campaigns and communicate to staff	Calendar to be developed for new financial year
			To utilise the ICB Community Days in the provision of health promotion activities. Inviting health organisations and charities to attend these events to provide opportunities for staff to access information	Ongoing to be developed throughout the yea

<b>Domain 2: Workforce health and well-being</b>	2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source	The strengthen and expand our current offer of health promotion within the ICB	To identify the hot spot areas from the staff survey where abuse, harassment, bullying and physical violence were reported and undertake an engagement exercise to understand and develop solutions that address the cause.	May 2023
			To review the current Harassment and Bullying Policy to ensure that it is fit for purpose and provides adequate support in the resolution of raised concerns	31st March 2023
			To explore the development of a Restorative and Just culture change programme across the ICB	Long term Organisational development

<b>Domain 2: Workforce health and well-being</b>	2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source	The strengthen and expand our current offer of health promotion within the ICB	Publicise the existing independent support and advice mechanisms available.	Ongoing
			Train and appoint a number of speaking up champions within the ICB to be a source of support, advice and signposting to staff	July 2023
<b>Domain 2: Workforce health and well-being</b>	2D: Staff recommend the organisation as a place to work and receive treatment	The strengthen and expand our current offer of health promotion within the ICB	Following the staff survey results, undertake an engagement exercise to address corporate and local themes and develop corporate and local action plans that support improvements in this area.	March – May 2023

<b>Inclusive Leadership EDS Action Plan</b>	
<b>EDS Lead</b>	<b>Year(s) active</b>
Melissa Berry, EDI Director	2022 – Present
<b>EDS Sponsor</b>	<b>Authorisation date</b>
SRO for People - Karen Boughton	28 <sup>th</sup> Feb 2023



Domain	Outcome	Objective	Action	Completion date
Domain 3: Inclusive leadership	3A: Board members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of, and commitment to, equality and health inequalities	To create an environment and culture that values inclusivity and actively challenges the current status quo and improves the staff experience and health inequalities for the local population.	Compassion and Inclusive Leadership programme for SMT and all senior leaders across the ICB. The programme aim is to explore and build an inclusive and compassionate culture through our most senior leadership across the ICB	Ongoing
			ICB/ICS Leadership Development Programme to create a diverse leadership pool across the system	May 23
	3B: Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed	To ensure our board and committee papers consider equality and diversity, and where an Equality Impact Assessment is needed, it is completed to a high standard.	Holding monthly Equality Impact Assessment surgeries run by EDI Programme Director to support the completion of the Equality Impact assessments and facilitate the mitigation of risk.	March 23
			Utilising the ICB Community Days to support staff to complete the Equality Impact Assessments and any supporting documentation required for the board.	March 23

	<p>3C: Board members and system leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and patients</p>	<p>To monitor the progress and compliance of EDI data, as well as to provide assurance.</p>	<p>Development of ICB Board Development programme to ensure that EDI factors are a golden thread through the Board development programme.</p> <p>The following papers and reports alongside their analysis will be delivered to the board as assurance of EDI activities: WRES, WDES, EDS2022 report, Gender Pay Gap report.</p>	<p>Ongoing</p> <p>Ongoing</p>
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¶ National Alliance on Mental Illness. (2018). Navigating a Mental Health Crisis: A NAMI Resource Guide for Those Experiencing a Mental Health Emergency [Ebook]. Retrieved 6 June 2022, from <https://www.nami.org/About-NAMI/Publications-Reports/Guides/Navigating-a-Mental-Health-Crisis/Navigating-A-Mental-Health-Crisis.pdf>.

¶ National Health Service. (2020). Where to get urgent help for mental health. Retrieved 6 June 2022, from <https://www.nhs.uk/nhs-services/mental-health-services/where-to-get-urgent-help-for-mental-health/>.

¶ Clements, C., Turnbull, P., Hawton, K., Geulayov, G., Waters, K., Ness, J., ... & Kapur, N. (2016). Rates of self-harm presenting to general hospitals: a comparison of data from the Multicentre Study of Self-Harm in England and Hospital Episode Statistics. *BMJ open*, 6(2), e009749. <http://doi.org/10.1136/bmjopen-2015-009749>