

Equality, Diversity and Inclusion Strategy

February 2024

- version 3

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Introduction

The Central London Patient Safety Research Collaboration (Central London PSRC) was launched in April 2023. The Central London PSRC will deliver an ambitious programme of research spanning a wide range of acute healthcare services including Emergency care, Acute and Critical Care, Surgery and Perioperative Medicine. Its overarching aim is to conduct research across these services to develop and test novel methods to improve patient safety and reduce avoidable harm.

Team

Name	PSRC Role	Academic/NHS role(s)
Professor Ramani Moonesinghe	Director	Professor of Perioperative Medicine Consultant in anaesthesia, perioperative and critical care National Clinical Director for critical and perioperative care
Dr Tijana Vojinovic	Programme manager	Operations manager
Professor Naomi Fulop	Safer Services theme lead	Professor of Health Care Organisation and Management NIHR Senior Investigator
Professor Cecilia Vindrola-Padros	Safer Organisations theme lead	Professorial Research Fellow Director of the Rapid Research Evaluation and Appraisal Lab (RREAL)
Dr Steve Harris	Safer Innovation theme lead	Principal Research Fellow in Translational Data Science Honorary Consultant in Critical Care Chief Clinical Research Information Officer
Dr Yogini Jani	Safer Innovation theme co-lead and EDI lead	Consultant Pharmacist & Clinical Safety Lead Honorary Associate Professor Director Centre for Medicines Optimisation Research & Education
Dr David Brealey	Safer Scoring theme lead	Consultant in Anaesthesia and Intensive Care Medicine
Mr John Welch	Safer Scoring theme co-lead	Consultant Nurse, Critical Care & Critical Care Outreach Honorary Clinical Lecturer National Clinical Advisor in Acute Deterioration,
Ms Jenny Dorey	PPIE lay lead	<i>Lay contributor</i>
Dr Oliver Boney	PPIE co-lead	Consultant Anaesthetist
Dr Zoe Brummell	Academy lead	Consultant in Intensive Care Medicine
Professor David Walker	Academy co-lead	Professor of Perioperative Medicine, Consultant Anaesthetist

Governance

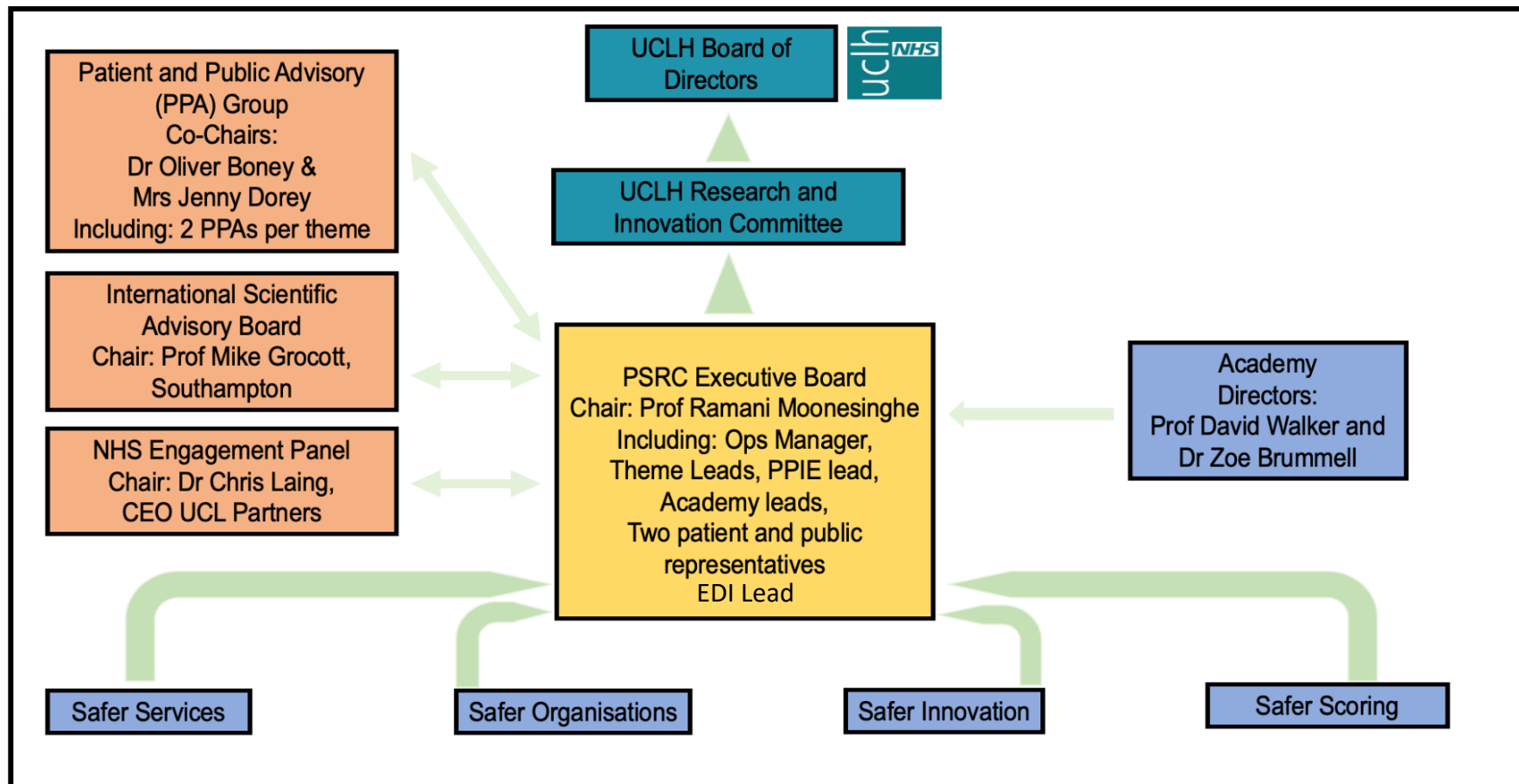


Figure 1: NIHR Central London PSRC governance structure

Our vision, mission and aims

Vision

The vision of the Central London Patient Safety Research Collaboration is to provide world-class leadership and innovation in the evaluation and improvement of safety for Surgical, Perioperative, Acute, and Critical care (SPACE) patients and services.

Mission

To improve the health and wealth of the nation, and to reduce health inequalities, through research aimed at reducing harm in SPACE specialities, which can be translated to other clinical services.

Aims

1. To support the NHS Patient Safety agenda and the NHS Digital Clinical Safety strategy, through collaborative research which leads to safer services, systems, technologies and organisations
2. To deliver efficient, cost-effective and generalisable research across a range of scientific disciplines, using cutting edge innovative methods
3. To develop future leaders in patient safety research through our approach to training and education
4. To empower patients to improve the quality of patient safety research through coproduction
5. To address inequalities in patient safety through a collaborative, patient-centred and inclusive approach to research and development

Equality, Diversity and Inclusion strategy

Background

The mission and aims of our newly established NIHR Central London Patient Safety Research Collaboration reflect the need for and importance of an equitable and inclusive approach to make sure that *'research is done with and for everyone'* as recognised by the research community.

This guiding principle of the NHS Health Research Authority is also reflected in the NIHR inclusion operating principle, which states that:

"We are committed to equality, diversity and inclusion in everything we do. Diverse people and communities shape our research, and we strive to make opportunities to participate in research an integral part of everyone's experience of health and social care services.

We develop researchers from multiple disciplines, specialisms, geographies and backgrounds, and work to address barriers to career progression arising from characteristics such as sex, race or disability."

Our Equality Diversity and Inclusion (EDI) strategy is the beginning of our journey to draw on these principles with an explicit focus on patient safety research and researchers. The EDI strategy is therefore a living document that will evolve as we gradually progress on the EDI maturity scale from awareness, through discovery, committed and championing to innovation.

Organisational Context

The NIHR Central London PSRC is hosted by University College London (UCL) and UCL Hospitals NHS Foundation Trust (UCLH). Both host organisations, are committed to EDI as an integral part of their organisational strategies, with aims to promote equality of opportunity and eliminate discrimination and a commitment to *'think differently, do differently.'*^(1,2) Additionally, for research, the organisations have committed to embed EDI into the UCLH NIHR Biomedical Research Centre (BRC) work through a new BRC EDI unit to nurture a culture of inclusivity and diversity among all staff and research participants.⁽³⁾

The Central London PSRC EDI strategy has been informed by our host organisation strategies, which are fully aligned with the NIHR operating principles and the NIHR Research Inclusion Strategy⁽⁴⁾, to focus on EDI in the context of patient safety research. Our strategy has been developed in collaboration with our Patient and Public involvement and engagement leads and through wider discussions between the EDI lead, who also leads the UCLH Centre for Medicines Optimisation Research and Education and the leadership team of the UCLH Centre for Nursing, Midwifery and Allied Health Professional (AHP)-led Research.

Statement of commitment / vision

Our goal is to ensure the EDI is embedded in all aspects of our patient safety research work, in collaboration with our public and patient involvement leads and by engaging the academy leads and the theme leads.

Our focus is two-fold:

1. embed EDI in our research governance, conduct and delivery framework to ensure diversity of research participants,
2. embed EDI into our processes for recruitment and team development to ensure inclusivity and diversity of the research team across all professional groups.

These areas have been prioritised as they are known gap areas. Of note, Central London PSRC is focussing on Surgical, Perioperative, Acute, and Critical care patients and services, where there is evidence to show differences in patient safety and outcomes based on racial and ethnic characteristics. We want to make sure we achieve EDI across the spectrum of research activities.

The focus on inclusivity and diversity of the research team reflects the wider discussion with other research leaders, that highlighted that although care for patients in our focal pathway is provided by a multi-disciplinary team, currently, only 1.3 per cent of clinical research at UCLH is led by nursing, midwifery, AHP, pharmacy staff and health care scientists (NMAHP-P-HCS) with the majority led by medical staff. Therefore this is an important area for our EDI strategy.

The EDI lead will provide overall strategic leadership, in collaboration with the public and patient involvement (PPIE) leads and theme leads, and report to the Central London PSRC executive board. The EDI lead will liaise with EDI leads at the host organisations, the BRC, and through the SafetyNet, the other PSRC EDI leads, to enable shared learning across the different groups.

In developing the strategy we have used the Equity, Diversity, and Inclusion in Research Self-Assessment Tool to identify areas that we need to address and strengthen and have incorporated these in our action plan.

The key activities align to the themes of the NIHR Research Inclusion Strategy 2022-2027.

Consideration of EDI in key activities

Research priorities and participants

Our approach to EDI particularly encompasses the need to include a diversity of patient and public representatives in our research work, which is reflected in our PPIE strategy. This includes how we will involve a diverse range of people in research design from the outset, as well as the delivery of research projects.

We are committed to:

- consideration of EDI in the development of all research studies. This will be delivered as part of our PPIE strategy, which sets out how we will engage and involve a diverse range of people in research design from the outset to maximise relevance and interest to the community and/or patient group whose voices we wish to include and avoid tokenism.
- developing a diverse and inclusive safety research portfolio, addressing research questions relating to the health and healthcare of adults, children, pregnant women, those with other protected characteristics, and those from more socioeconomically deprived communities
- evaluation of research participant characteristics in order to understand how representative our participants are of the diversity of the UK population served by the NHS.

Research team

Our current team represents a diversity of age groups, professional backgrounds, race/ethnicity/cultures, gender/sex and marital status. We are keen to maintain an explicit focus on a diverse research team – in terms of recognised protected characteristics and under-represented profession groups in clinical academic research - as the Central London PSRC expands and we recruit doctoral candidates and other early career researchers. We have therefore stated our commitment to monitoring team diversity in our objectives below.

We are committed to:

- EDI in patient and public participation as full members of the Central London PSRC leadership team and individual Central London PSRC research projects (see our separate Patient and Public Involvement and Engagement strategy)
- supporting flexible working including consideration of carer responsibilities
- ensuring that staff receive EDI awareness training
- ensure diversity on interview panels and all recruitment processes
- approaching team meetings and events in such a way as to encourage participation and inclusion, including:
 - ensure that attendees have opportunities to raise specific requirements in advance
 - selection of venues that are accessible and, where possible, accommodate specific requirements, when planning and organising initiatives in order to support wider participation
- handling personal sensitive information in compliance with the General Data Protection Regulation 2018.

Objectives

	Objective	Actions	NIHR Research inclusion strategy themes	Metrics	Lead(s)	Timeline
Research team related						
1	To raise awareness of general EDI principles and the strategy goals within the Central London PSRC research and academy team, beginning with the two focus areas EDI across the research conduct continuum and EDI in team recruitment and development.	Present and disseminate EDI strategy to executive board and at each of the theme meetings	Theme 1: Become a more inclusive funder of research	Feedback on the implementation of the strategy Number of theme meetings attended	Director Programme manager EDI Lead	February 2024
2	To publish the EDI strategy as an indicator of our commitment to EDI	Publish on the NIHR Central London PSRC website and share with external advisory committees (NHS Engagement Panel and Scientific Advisory Board)	Theme 1: Become a more inclusive funder of research	Publication and sharing of the live document (i.e. will continue to be iterated) completed	Programme manager	February 2024 (with annual review)
3	To identify and address training needs relating to EDI of Central London PSRC team	Assessment of openness to diversity and inclusion/ inclusive culture model	Theme 3: Improve and invest in the NIHR talent pipeline	Scoring favourably on the assessment tool	EDI lead Programme manager	Mar 2024
		Development and delivery of training to meet any identified gaps		Percentage of the team that complete the training	Academy leads (for academy members)	September 2024 (with annual review and refresher)
4	Ensure that we continue to have a diverse and inclusive NIHR Central London PSRC team	Collate and monitor diversity data of Central London PSRC team members across all protected characteristics using	Theme 2: Widen access and participation for	Annual survey	Programme manager	Feb 2024 (repeated annually)

	Objective	Actions	NIHR Research inclusion strategy themes	Metrics	Lead(s)	Timeline
		NIHR approved diversity question set, as well as additional aspects of local interest i.e. professional background and research career stage. Scope further actions based on findings	greater diversity and inclusion Theme 3: Improve and invest in the NIHR talent pipeline	Completion rates of survey - aiming for more than 70%		
5	Ensure that all Central London PSRC team members have a voice and are able to provide feedback	Explore and establish mechanisms for Central London PSRC team members to voice and provide feedback including anonymous mechanisms e.g. use of mentimeter (remote workers) or suggestions box (in office areas) Develop and administer annual survey of Central London PSRC staff to gain feedback	Theme 2: Widen access and participation for greater diversity and inclusion Theme 3: Improve and invest in the NIHR talent pipeline	Numbers of different mechanisms Numbers of feedback comments Survey developed Completion rates of survey - aiming for more than 70%	Programme Manager Director EDI lead	Beginning Feb 2024 onwards with a review by October 2024 March 2025 onwards (with annual review)
6	Ensure recruitment processes are inclusive and fair by ensuring diverse recruitment panel composition	Align and build Central London PSRC recruitment processes on HR processes at UCLH & UCL to ensure inclusive decision making and appropriate representation on selection and interview panels. Monitor appointments panels for new posts / PhD studentships for EDI	Theme 2: Widen access and participation for greater diversity and inclusion Theme 4: Evidence-led	Develop and adhere to the recruitment framework Record diversity characteristics of all interview panels	Director Programme manager EDI lead Programme manager	Winter 2023 onwards, with review at each recruitment cycle over the course of the Central London PSRC Winter 2023 onwards, over the course of the

	Objective	Actions	NIHR Research inclusion strategy themes	Metrics	Lead(s)	Timeline
			diversity and inclusion			Central London PSRC with annual summary into EDI report to the Executive board
		Attendance at 'unconscious bias' training for those involved in staff recruitment	Theme 3: Improve and invest in the NIHR talent pipeline	Number of Central London PSRC team involved in recruitment who complete the training	Programme manager	By July 2024
		Use team diversity data to inform the development of an advertising strategy for inclusive recruitment approach for all posts and to address any gaps identified	Theme 4: Evidence-led diversity and inclusion	Advertising strategy agreed and published	Programme manager	October 2024
		Develop new networks and embrace existing ones to support recruitment of staff from diverse groups including professional backgrounds as appropriate to address any gaps identified Develop accessible and inclusive advertisement materials	Theme 5: Collaborate with partners for impact and sustainability	Advertising strategy agreed and published	Programme manager	Winter 2023 onwards, over the course of the Central London PSRC with annual review

	Objective	Actions	NIHR Research inclusion strategy themes	Metrics	Lead(s)	Timeline
Research participant related						
7	In collaboration with PPIE leads, engage theme leads to develop a minimum dataset for all Central London PSRC projects which evaluates diversity of research participants	Workshop to establish agreed dataset for current projects	Theme 4: Evidence-led diversity and inclusion	Dataset published	PPIE lead EDI lead Theme leads	June 2024
		Follow up workshop(s) to iterate minimum dataset for planned and future projects		Dataset published		Summer 2024 onwards with regular review as new projects are initiated over the course of the Central London PSRC
8	Review availability of minimum demographic data of research participants across all projects, linking with the work of the Joint UCLH BRC and Clinical Research Facility EDI strategy	Examine and report on demographic summary of research participants Address any gap areas e.g. where protected characteristics may not be readily collected Where possible compare with wider population demographics to assess representation	Theme 2: Widen access and participation for greater diversity and inclusion Theme 4: Evidence-led diversity and inclusion	Completeness of data against the minimum data set Develop action plan for any gap areas	EDI lead Theme leads in collaboration with BRC EDI leads	Winter 2023 onwards with regular review as new projects are initiated over the course of the Central London PSRC
9	In collaboration with PPIE leads, develop a way to assess how EDI in PPIE has influenced our research governance, conduct and delivery	Focus group of PPIE leads and teams across all Central London PSRC themes and projects	Theme 4: Evidence-led diversity and inclusion	Evaluation findings	EDI lead PPIE leads	3-5 year plan

	Objective	Actions	NIHR Research inclusion strategy themes	Metrics	Lead(s)	Timeline
	framework to ensure diversity of research participants					
General						
10	To continually review and monitor progress of EDI activities	Based on 1-9 above, review existing measures and amend/ set new key performance as appropriate	Themes 1-5	Updated version of the EDI strategy to reflect iteration based on activities and outcomes	Director Programme manager EDI lead	By 1 May every 2 years

GLOSSARY OF ABBREVIATIONS

BRC	Biomedical Research Centre
PSRC	Patient Safety Research Collaboration
EDI	Equality, Diversity and Inclusion
HR	Human resources
NHS	National Health Service
NIHR	National Institute for Health and Care Research
SPACE	Surgical, Perioperative, Acute, and Critical carE
UCL	University College London
UCLH	University College London Hospital

References

- (1) https://www.uclh.nhs.uk/application/files/3916/9401/1856/EDI_Strategy_2023.pdf
- (2) <https://www.ucl.ac.uk/equality-diversity-inclusion/equality-diversity-inclusion-think-differently-do-differently>
- (3) <https://www.uclhospitals.brc.nihr.ac.uk/home/our-brc-next-5-years>
- (4) <https://www.nihr.ac.uk/documents/equality-diversity-and-inclusion-strategy-2022-2027/31295>