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Youre on the precipice of the nursing career of your dreams. Youve aced your exams, outshone in your placements, and now theres only one final hurdle to conquer the daunting job interview. The catch? You have to be well-versed not only in the technical aspects of nursing but also in navigating the tricky waters of equality and diversity questions. Before we dive headfirst into these questions, lets take a moment to understand what equality and diversity in nursing truly mean. In the nursing profession, equality means providing every patient with the same high standard of care, regardless of age, race, religion, gender, or socio-economic status. Its about leveling the playing field and ensuring everyone gets their fair shake at quality healthcare. Diversity, on the other hand, celebrates the unique differences among patients. Its about understanding and respecting the myriad cultural, social, and personal factors that influence a patients health and well-being. These questions allow interviewers to gauge your sensitivity towards patients diverse backgrounds and your commitment to providing equitable care. Theyre looking for the human touch your ability to empathize, adapt, and navigate the culturally rich landscape of modern healthcare. Before you find yourself in the hot seat, its important to be prepared. Remember, practice makes perfect! Rehearse your answers, but avoid sounding like a broken record. Keep your responses authentic and heartfelt. Now that weve laid the groundwork lets dive into the heart of the matter the 10 common equality and diversity nursing interview questions, complete with example answers. This question tests your track record in fostering an equitable and diverse healthcare environment. This question allows you to demonstrate your cultural competency a crucial skill in nursing. Interviewers want to know if you can stand up against discrimination and champion equality. Effective communication is vital in nursing. This question probes your adaptability and patient-centered approach. This question tests your advocacy skills and your commitment to patient rights. Here, your understanding of equality in healthcare comes under scrutiny. This question probes your respect for diversity and your ability to provide culturally sensitive care. This question allows you to showcase your humility and willingness to learn from your mistakes. This question tests your proactive efforts in promoting diversity in the workplace. This final question gauges your resourcefulness and creativity in overcoming communication obstacles. Now that weve breezed through the questions, lets take a crack at some model answers. Remember, these examples are just a springboard for your own personalized responses. In my previous role, I initiated a Cultural Competency training program. This program educated staff about different cultures and encouraged respect for diversity, promoting an inclusive environment for both staff and patients. I always take the time to understand my patients cultural backgrounds. For instance, when caring for a Muslim patient, I respected their fasting during Ramadan and adjusted their medication schedule accordingly. I once observed a colleague making biased remarks about a patients socio-economic status. I promptly reported the incident to my supervisor, reinforcing that discrimination has no place in our facility. I cared for a patient with hearing impairment. I learned some basic sign language and used written communication to ensure they understood their care plan. When a patient felt neglected because of their disability, I advocated for their needs by coordinating a meeting with the care team to address their concerns. I treat every patient with the same level of care and respect, regardless of their background. This means adhering to care plans and advocating for their needs when necessary. I had a patient who was a devout Hindu and vegetarian. I ensured their dietary preferences were respected and their meals did not contain any meat products. Early in my career, I mistakenly assumed a patients silence was consent. I learned the importance of explicit communication and now always ensure patients fully understand and consent to their care. In my previous role, I created a diversity and inclusion committee to address any issues or concerns related to workplace diversity. When faced with language barriers, I use translation services or bilingual staff members. I also use visual aids to help explain complex medical information. Tackling the equity and diversity nursing interview questions might seem daunting, but with thorough preparation and sincerity, you can ace your nursing interview. Remember, the goal is to demonstrate your commitment to providing patient-centered, culturally competent, and equitable care. Do you have an NHS Values interview coming up, and do you want to learn how to answer NHS Values interview questions? Prepare for these commonly asked NHS Values interview questions to ace your job interview! 2. NHS Values Interview Questions What Are NHS Values?NHS Values, referring to the core values of the United Kingdoms National Health Service (NHS), encompass a set of fundamental principles that guide the actions and decisions of healthcare professionals within the system.These NHS Values include:Compassion: Putting patients and their well-being at the heart of care;Respect and Dignity: Treating everyone with fairness and understanding;Improving Lives: Striving for excellence in healthcare services;Working Together: Fostering collaboration among staff and stakeholders;Embracing Diversity: Recognizing and valuing the unique contributions of individuals from various backgrounds.Upholding these NHS Values not only ensures high-quality patient care but also cultivates a positive and supportive work environment for healthcare professionals, ultimately contributing to the overall success and effectiveness of the healthcare system.NHS Values Interview QuestionsBelow we discuss the most commonly asked NHS Values interview questions and explain how to answer them.1. Tell me about yourself.The interviewer asks this question to understand how your personal and professional experiences align with the NHSs values. This question helps them assess your commitment to patient-centered care, teamwork, empathy, and integrity right from the start of the interview.NHS Values Interview Questions Example answer:Im excited about the opportunity to discuss how my background aligns with the NHS Values. With a strong educational foundation in healthcare administration and several years of experience working in hospital settings, Ive developed a deep appreciation for patient-centered care. Ive consistently collaborated with diverse teams, from nurses to administrative staff, to ensure efficient operations and a seamless patient experience.I also have a passion for promoting inclusivity and equality is a driving force in my career. Through volunteer work and participation in hospital diversity committees, Ive championed initiatives that celebrate differences and create an environment where everyones voices are heard. One accomplishment Im particularly proud of is implementing a training program that improved staff awareness of cultural sensitivities, enhancing patient satisfaction scores.In my previous role, I worked closely with patients and their families, which reinforced my belief in the power of empathy and open communication. By actively listening to their concerns and needs, Ive been able to ensure their journeys within the healthcare system are as smooth as possible.In essence, my journey has been defined by a commitment to teamwork, cultural awareness, and patient advocacy. Im eager to contribute these values to the NHS and continue fostering a compassionate and diverse healthcare community.2. Why are you interested in this position?The interviewer asks this question to understand how your personal and professional motivations resonate with the NHS values of compassion, patient-centered care, and dedication. This inquiry helps them assess your genuine commitment to positively impacting patient lives and the healthcare system as a whole.NHS Values Interview Questions Example answer:The alignment of this position with my core values and experiences is what truly sparked my interest. The NHSs commitment to delivering high-quality care to all resonates deeply with me.Having worked in healthcare settings for over a decade, Ive witnessed firsthand the impact of patient-centered care on both individuals and their families. This positions focus on values closely mirrors my own dedication to promoting inclusivity and empathy in healthcare.Moreover, Im drawn to the NHSs emphasis on collaboration and teamwork. In my current role, Ive consistently collaborated with multidisciplinary teams to ensure seamless patient experiences. Joining a community that values open communication and mutual support is an exciting prospect.The NHSs reputation for innovation and continuous improvement also excites me. Im eager to contribute my skills to initiatives that enhance patient satisfaction and streamline processes.Ultimately, my aspiration to be part of an organization that embodies these values and strives for excellence fuels my interest in this position. I believe that my background and dedication make me a strong fit for the team, and Im enthusiastic about the opportunity to contribute to the NHSs impactful work.3. Walk me through your resume.The interviewer asks this question to understand not only your professional journey and experiences but also how well your past roles align with the core values of the NHS, ensuring that your commitment to patient care, collaboration, and compassion comes across clearly.NHS Values Interview Questions Example answer:After completing my healthcare administration degree, my career journey began with a role as a patient care coordinator at a local hospital. Collaborating closely with medical teams, I learned the importance of seamless patient experiences and effective communication.Following that, I transitioned to a supervisory role, where I led a team responsible for streamlining administrative processes. This experience honed my organizational skills and reinforced the value of teamwork in achieving collective goals.I then took the opportunity to work in a more diverse setting, joining an outpatient clinic. Here, I developed cultural sensitivity and adaptability by interacting with patients from various backgrounds.Driven by my passion for inclusivity, I actively participated in hospital diversity initiatives, contributing to the implementation of programs promoting cultural awareness among staff.My current role as a department manager has deepened my leadership skills and strategic thinking. Ive overseen projects that improve patient engagement and staff satisfaction, aligning with the NHSs commitment to both quality care and a positive workplace.Im excited about the opportunity to bring these experiences and values to the NHS and contribute to its impactful mission.4. What do you know about our organization?The interviewer asks this question to demonstrate your genuine interest in delivering patient-centered care by showcasing your awareness of the organizations mission, services, and community involvement. Your knowledge of their accomplishments and patient-focused initiatives highlights your potential to contribute meaningfully to their commitment to healthcare excellence and compassion.NHS Values Interview Questions Example answer:Ive done some research, and Im genuinely impressed by your organizations dedication to providing accessible and high-quality healthcare services to all members of the community. Your commitment to the core values of the NHS, such as patient-centered care, collaboration, and diversity, deeply resonates with me.Ive learned that your hospital has consistently achieved high patient satisfaction scores, which speaks to your focus on delivering exceptional care. Your emphasis on continuous improvement and innovation, evident through initiatives like patient engagement programs and staff development, reflects a forward-thinking approach that aligns with my own professional ethos.I also appreciate your efforts to foster an inclusive environment. The establishment of cultural competency training for employees and your involvement in community outreach activities demonstrate a genuine commitment to embracing diversity and promoting cultural sensitivity.Furthermore, your hospitals reputation for encouraging professional growth and investing in employee well-being is admirable. Im excited about the possibility of joining a team that values the patients well-being and the development and satisfaction of its staff.My research has shown me that your organizations values and achievements strongly resonate with my own, making me eager to contribute my skills and passion to your team.Related:NHS Band 7 Interview Questions and Answers5. What is your greatest strength?The interviewer asks this question to highlight a personal quality or skill that aligns with the core values of the NHS, such as empathy, teamwork, or adaptability. This question gives you a chance to demonstrate how your strengths directly contribute to providing exceptional patient care and upholding the values that drive the organizations mission.NHS Values Interview Questions Example answer:One of my standout strengths is my ability to foster effective collaboration among diverse teams. Through my experience in healthcare administration, Ive consistently been recognized for my skill in bringing together professionals from various backgrounds and disciplines to work cohesively toward shared goals.Moreover, my communication skills have played a pivotal role in my career. I believe that clear and open communication is fundamental in healthcare, not only among colleagues but also in ensuring patients and their families feel well-informed and understood. This strength has been evident in my success in building strong relationships with patients and translating complex medical information into easily comprehensible terms.In alignment with NHS Values, I prioritize empathy and understanding in every interaction. This not only enhances patient experiences but also contributes to a positive work environment for my colleagues.Overall, my knack for collaboration and effective communication, coupled with my commitment to empathy and patient-centered care, make these strengths well-suited for a role that embodies the values upheld by the NHS.6. What is your greatest weakness? What are you doing to improve it?The interviewer asks this question to see your self-awareness and commitment to personal growth, ensuring that any weaknesses you mention are not in conflict with the values of patient care and safety. This question provides an opportunity to demonstrate how you actively address your weaknesses, underscoring your dedication to continuous improvement and aligning with the NHSs ethos of delivering the best possible healthcare outcomes.NHS Values Interview Questions Example answer:Ive learned that balancing my desire for perfection with the need for efficiency can sometimes be a challenge. I tend to invest significant time in ensuring every detail is flawless, which occasionally leads to time constraints.To overcome this, Ive been actively working on refining my time management skills. Ive adopted techniques such as setting clear priorities and breaking tasks into manageable steps. This has not only helped me allocate time more effectively but also maintain a high standard of work.Additionally, Ive embraced constructive feedback from colleagues and supervisors, learning to recognize when a task is well-executed versus when its unnecessarily elaborate. Ive found that seeking input from others has not only improved my efficiency but also fostered a collaborative environment.This journey aligns with the NHS Values of self-awareness and commitment to continuous improvement. By acknowledging and addressing this weakness, Im confident that I can contribute even more effectively to the dynamic and fast-paced environment of healthcare administration.Related:Time Management & Prioritization Interview Questions & Answers7. What is your greatest accomplishment?The interviewer asks this question to understand how your achievements reflect qualities such as dedication, compassion, and excellence in patient care. This question allows you to showcase a personal or professional triumph that aligns with the NHSs values, demonstrating your ability to positively impact patient well-being and contribute meaningfully to the organizations mission.NHS Values Interview Questions Example answer:One accomplishment that truly stands out to me is my role in implementing a patient support program in my previous healthcare position. Recognizing the need for a more holistic approach to patient care, I spearheaded a project that brought together medical staff, social workers, and community organizations to provide comprehensive support to patients facing complex medical and social challenges.Through close collaboration, we successfully established a streamlined system that improved patients access to resources and enhanced their overall well-being. Witnessing the positive impact on patients lives and the positive feedback from both patients and their families was incredibly rewarding.This accomplishment resonates with the NHS Values of patient-centered care, collaboration, and inclusivity. It demonstrated my commitment to going beyond clinical treatment and addressing the broader needs of patients.Furthermore, the project highlighted my ability to lead cross-functional teams, manage logistics, and drive positive change. The experience reinforced my belief in the power of empathy and teamwork in achieving exceptional healthcare outcomes.In essence, this accomplishment embodies my dedication to the values upheld by the NHS and my aspiration to continue making a meaningful difference in the lives of patients and their communities.Related:NHS Admin Interview Questions & Answers8. Can you provide examples of how youve demonstrated compassion in your previous healthcare roles?The interviewer asks this question to assess your practical application of empathy and care, key components of the NHSs core values. By sharing specific instances where youve shown compassion towards patients, their families, or colleagues, youll illustrate your genuine commitment to patient-centered care and your potential to contribute positively to the organizations compassionate healthcare environment.NHS Values Interview Questions Example answer:In my role as a patient care coordinator, I encountered an elderly patient who was often anxious about her treatments. Recognizing her apprehension, I took the time to sit down with her, listen to her concerns, and provide information in a comforting manner. I made it a point to check in on her regularly, offering both medical updates and emotional support. Witnessing her transformation from anxiety to a more relaxed state was incredibly gratifying.Additionally, during a busy period at the clinic, a young patient with a chronic illness was feeling overwhelmed by the process. I dedicated extra time to educate her about her condition, ensuring she understood her treatment plan and felt empowered in managing her health. This approach not only alleviated her fears but also built a foundation of trust between us.In both instances, I believe that compassion goes beyond medical expertiseits about understanding the emotional needs of patients and responding with empathy. These experiences have reinforced my belief that a kind and compassionate approach is integral to providing holistic healthcare.Overall, my commitment to compassionate care aligns seamlessly with the NHS Values of putting patients at the center of everything we do. Im dedicated to continuing this approach and contributing to a healthcare environment that prioritizes the well-being of patients and their families.Related:Band 8a & 8b Interview Questions & Answers9. How do you ensure that respect and dignity are upheld while interacting with patients and colleagues?The interviewer asks this question to gauge your understanding of the importance of treating everyone with dignity, kindness, and respect in a healthcare setting. By describing your strategies for fostering a culture of respect and empathy, both in patient care and within the team, youll showcase your alignment with the NHSs values and your dedication to maintaining a compassionate and supportive environment.NHS Values Interview Questions Example answer:I consider upholding respect and dignity as paramount in both patient interactions and colleague relationships. When working with patients, I always begin by actively listening to their concerns and needs. This helps me understand their perspective and tailor my communication to ensure they feel heard and respected.In situations where I need to discuss sensitive matters, such as treatment options or health conditions, I prioritize clear and empathetic communication. I use language that is easy to understand and provide ample time for questions, ensuring that patients are well-informed and involved in their care decisions.When interacting with colleagues, I maintain an open-door policy that encourages them to voice their opinions and concerns. I actively seek their input during team discussions and value their expertise, creating an environment of mutual respect.Additionally, I believe in acknowledging the diverse backgrounds and experiences of both patients and colleagues. This fosters an inclusive environment where everyone feels valued and understood.Overall, my approach revolves around active listening, clear communication, and recognizing the unique qualities of each individual. These practices align with the NHS Values of respecting every person and treating them with dignity, contributing to a compassionate and supportive healthcare community.10. Describe a situation where you actively contributed to improving the lives of patients or healthcare recipients.Interviewers ask this question to gauge your understanding of the importance of treating everyone with dignity, kindness, and respect in a healthcare setting. By describing your strategies for fostering a culture of respect and empathy, both in patient care and within the team, youll showcase your alignment with the NHSs values and your dedication to maintaining a compassionate and supportive environment.NHS Values Interview Questions Example answer:In my previous role, I noticed that discharge processes for patients were causing unnecessary stress and confusion. Many patients and their families were overwhelmed with information, leading to misunderstandings about post-discharge care.To address this, I initiated a project to improve the discharge experience. I collaborated with nurses, doctors, and patient advocates to develop a comprehensive discharge packet that included step-by-step instructions, medication schedules, and contact information for follow-up questions.During implementation, I organized training sessions to ensure all staff members were well-versed in explaining the packets contents to patients. Additionally, I introduced a patient feedback mechanism to refine the packet based on real-time input continuously.As a result of these efforts, patient satisfaction scores regarding the discharge process significantly improved, and the number of post-discharge inquiries decreased. Patients and their families expressed gratitude for the clarity and support they received.This experience embodies my commitment to patient-centered care, effective communication, and collaborationcore values of the NHS. Im excited to continue contributing to impactful initiatives that enhance the well-being of patients and their healthcare journeys.Related:Band 6 Nurse Interview Questions & Answers11. How do you approach teamwork and collaboration in a healthcare setting?The interviewer asks this question to evaluate your understanding of the significance of harmonious teamwork and how you contribute to a unified healthcare approach. By detailing your collaborative strategies and sharing instances of effective teamwork, youll showcase your alignment with the NHSs values of cooperation, patient-focused care, and achieving optimal healthcare outcomes through collective effort.NHS Values Interview Questions Example answer:Teamwork and collaboration are fundamental aspects of any healthcare setting, and I firmly believe in embracing these values to deliver optimal patient care. Drawing from my experience, I prioritize active listening and open communication with my colleagues, as it ensures that everyones insights and concerns are acknowledged. This cultivates an environment of mutual respect and understanding.In addition, I recognize the significance of diverse expertise within a healthcare team. I consistently seek opportunities to contribute my skills while valuing the contributions of others. By sharing knowledge and leveraging each team members strengths, we can collectively devise comprehensive and effective care plans.Moreover, I am committed to promoting a culture of continuous learning. I actively engage in interdisciplinary discussions and encourage others to do the same, fostering an atmosphere of shared growth. This, I believe, directly aligns with the NHS values of respect, collaboration, and commitment to excellence.Lastly, Im dedicated to adaptability and flexibility, as healthcare can present unforeseen challenges. Im ready to offer and receive support during high-pressure situations, recognizing that our collective efforts ultimately translate into better patient outcomes.Related:NHS Ward Clerk Interview Questions & Answers12. Can you share an instance where you successfully navigated a diverse and inclusive environment within your healthcare work?The interviewer asks this question to gauge your understanding of the importance of inclusivity in patient care and teamwork. By narrating a specific situation where you fostered an inclusive environment and collaborated effectively with diverse individuals, youll demonstrate your alignment with the NHSs commitment to embracing diversity and providing equitable healthcare services.NHS Values Interview Questions Example answer:At a previous facility, I encountered a situation where a patient from a culturally distinct background was reluctant to follow a prescribed treatment plan due to language barriers and a lack of familiarity with our healthcare system.In response, I collaborated with a multi-disciplinary team, which included interpreters and cultural liaisons, to bridge the communication gap. By actively involving the patients family, we established a more comprehensive understanding of their needs and concerns. This approach fostered trust and enabled us to tailor a treatment plan that aligned with their values and beliefs.Additionally, I initiated workshops for staff to raise awareness about cultural diversity and sensitivity in patient care. This not only enriched our teams knowledge but also created an atmosphere where everyone felt empowered to provide patient-centered care.The impact was palpable the patients adherence to the treatment plan improved, and they expressed gratitude for our efforts to understand their unique circumstances. This experience reinforced my belief in the importance of embracing diversity and inclusivity to enhance patient outcomes and embody the NHS values of respect, compassion, and dignity.Related:NHS Interview Questions & Answers13. How do you handle challenges or conflicts while maintaining the core NHS Value of respect?Interviewers ask this question to understand how you navigate challenges or conflicts while upholding the core NHS Value of respect. Your response will reveal your ability to find constructive solutions while demonstrating your commitment to treating others with dignity and consideration, crucial traits in a healthcare setting.NHS Values Interview Questions Example answer:Handling challenges and conflicts while upholding the core NHS value of respect is essential in providing quality care. In a recent situation, a disagreement emerged within our team regarding the allocation of resources for a critical patient case. To address this, I initiated an open dialogue where each team member could express their concerns and perspectives freely.By actively listening and acknowledging everyones viewpoints, we created a space where mutual understanding flourished. I ensured that the discussion remained focused on the patients well-being and the overarching goal of providing excellent care.To further emphasize respect, I encouraged a solution-focused approach. We collaboratively explored alternative resource distribution methods and reached a consensus that was agreeable to all parties. This experience highlighted that addressing conflicts with respect not only resolves immediate issues but also strengthens team dynamics.In line with NHS values, I also made a point to follow up after the resolution, reaffirming our shared commitment and expressing gratitude for everyones contributions. This approach not only defused the conflict but also underscored the significance of respect in our interactions.Related:Conflict Resolution Job Interview Questions & Answers14. Give an example of a time when you went above and beyond to deliver excellent patient care.Interviewers ask this question to assess your dedication to the NHSs value of putting patients first and delivering exceptional care. Sharing a specific example from your experience demonstrates your commitment and ability to go the extra mile in ensuring the well-being and satisfaction of patients under your care.NHS Values Interview Questions Example answer:A while back, I was caring for a post-operative patient who was feeling anxious and apprehensive about their recovery journey. Recognizing the emotional impact, I took the initiative to spend additional time with them, addressing their concerns and providing emotional support.I collaborated with the patients family to create a personalized care plan that included not only medical aspects but also emotional well-being. This involved arranging counseling sessions and involving a support group to help them cope with the challenges.Furthermore, I consistently monitored the patients progress and adjusted the care plan based on their evolving needs. I ensured that not only their physical recovery was on track but also their emotional resilience.This comprehensive approach resulted in a remarkable transformation the patients anxiety levels reduced significantly, and they expressed genuine gratitude for the personalized attention. This experience reinforced my belief that delivering excellent patient care extends beyond medical procedures; it involves understanding the holistic needs of each patient and tailoring care accordingly.In alignment with NHS values, I am committed to consistently going above and beyond to ensure that every patient receives the highest standard of care, both medically and emotionally.Related:Band 6 Physiotherapy Interview Questions & Answers15. Describe a situation where you effectively communicated and collaborated with other healthcare professionals to provide holistic care.Interviewers ask this question to embody the NHS value of working together for patients holistic well-being. By narrating a scenario where you successfully communicated and collaborated with fellow healthcare professionals, you showcase your ability to prioritize comprehensive patient care through effective teamwork and inter-professional coordination.NHS Values Interview Questions Example answer:One time, during a complex case involving a patient with multiple chronic conditions, I recognized the importance of a multidisciplinary approach.I initiated regular team meetings that included physicians, nurses, therapists, and social workers. By openly sharing observations and insights, we collectively devised a comprehensive care plan that addressed both the patients medical needs and their social and emotional well-being.To facilitate seamless communication, I established a shared electronic platform where real-time updates and recommendations could be easily accessed by all team members. This ensured that everyone was on the same page and could contribute their expertise.Throughout the patients journey, I consistently sought feedback from each team member, fostering an environment of continuous improvement. As a result, we were able to anticipate and address potential complications, leading to a smoother recovery process for the patient.By valuing each healthcare professionals contribution and promoting open dialogue, we can truly provide holistic care that respects the dignity and well-being of every patient.Related:NHS Support Worker Interview Questions & Answers16. How do you balance the need for efficiency with the commitment to providing compassionate care?Interviewers ask this question to understand how you harmonize the NHS value of compassionate care with the demand for efficiency in a healthcare environment. Your response will showcase your ability to make thoughtful decisions prioritizing timely and empathetic patient care, reflecting your alignment with the NHSs core values.NHS Values Interview Questions Example answer:Finding the balance between efficiency and compassionate care is paramount in healthcare. In a recent experience, I encountered a busy period where patient volume was high, and time constraints were evident. To address this, I streamlined administrative tasks and optimized workflows, allowing more time for direct patient interaction.Simultaneously, I remained unwavering in my commitment to compassionate care. During interactions with patients, I practiced active listening and took moments to address their concerns, ensuring they felt heard and valued. I also engaged their families, recognizing the importance of their emotional support in the healing process.To enhance efficiency without compromising compassion, I collaborated closely with colleagues, sharing responsibilities and insights to maintain a patient-centered approach. I prioritized tasks based on urgency and impact on patient well-being, which contributed to better time management.By being mindful of each patients unique needs and circumstances and by optimizing processes, we can provide timely, high-quality care that embodies the NHS values of compassion, respect, and dignity. Balancing these aspects ultimately results in better patient outcomes and satisfaction.Related:NHS Band 9 Interview Questions & Answers17. Share a personal experience that illustrates your dedication to continuous improvement within a healthcare context.Interviewers ask this question to uncover your embodiment of the NHS value of constantly seeking improvement in healthcare practices. By sharing a personal experience that highlights your proactive efforts to enhance processes or patient care, you demonstrate your commitment to advancing the quality of healthcare services while aligning with the core values of the NHS.NHS Values Interview Questions Example answer:In my previous role, I noticed a recurring issue related to medication administration errors. Recognizing the critical nature of this matter, I proactively initiated a thorough analysis of the workflow and identified gaps in the process.To address this challenge, I organized a series of training sessions for the healthcare team. I encouraged open discussions about best practices and shared valuable insights from relevant research. This not only raised awareness about potential pitfalls but also empowered the team to collectively develop new strategies for error reduction.Furthermore, I introduced a reporting system that encouraged staff to report near-miss incidents without fear of retribution. This led to a significant increase in reported incidents, allowing us to identify patterns and implement targeted interventions.As a result of these efforts, medication administration errors were noticeably reduced over time. This experience reinforced my belief in the power of continuous improvement and collaborative problem-solving in healthcare. It aligns perfectly with the NHS values of excellence and learning, emphasizing the importance of consistently striving for better patient care through innovation and teamwork.Related:Band 5 nurse Interview Questions & Answers18. Can you describe a time when you had to adapt your communication style to accommodate a patients unique needs?Interviewers ask this question to assess your alignment with the NHSs value of respecting individual patients needs and preferences. By recounting a situation where you adjusted your communication approach to cater to a patients specific requirements, you showcase your ability to provide patient-centered care and your commitment to upholding the core values of the NHS.NHS Values Interview Questions Example answer:Once, I was caring for an elderly patient with hearing impairment and limited English proficiency. Recognizing the challenge, I sought assistance from a translator and family members to understand their preferences and concerns.To accommodate their needs, I used clear and concise language, spoke slowly, and maintained eye contact during conversations. I also utilized visual aids and gestures to enhance understanding. This approach not only improved communication but also conveyed respect for their individuality.Moreover, I involved the patients family in care discussions, ensuring they were informed and could provide valuable insights. I encouraged them to share any cultural or personal preferences that could impact the patients care experience.Through this adapted communication approach, I fostered a sense of trust and created an environment where the patient felt valued and understood. It demonstrated that effective communication goes beyond language barriers, connecting us on a deeper level to ensure the best possible care outcomes.Related:Interview Questions About Adaptability +Answers19. How do you ensure that your actions align with the NHS Value of putting patients at the heart of care?Interviewers ask this question about the NHSs value of prioritizing patients in healthcare delivery. By explaining your methods for consistently centering your actions around patient well-being, you provide evidence of your dedication to upholding this core value and ensuring the highest standard of care.NHS Values Interview Questions Example answer:I ensure that my actions consistently reflect the NHS Value of putting patients at the heart of care. To start, I make active listening a cornerstone of my approach. When interacting with patients, I prioritize understanding their individual needs, concerns, and preferences.Additionally, I involve patients and their families in care decisions, fostering a collaborative environment where their voices are valued. I explain treatment options in a clear and comprehensible manner, ensuring they are well-informed partners in their healthcare journey.Furthermore, I regularly seek feedback from patients, encouraging them to share their experiences and insights. This helps me identify areas for improvement and tailor care plans to suit their needs better.Moreover, I advocate for patients within the healthcare team, ensuring that their well-being remains the primary focus. I actively communicate and coordinate with all relevant professionals to provide comprehensive, patient-centered care.20. What motivated you to pursue a career within the National Health Service?Interviewers ask this question to understand your personal connection and alignment with the values of the National Health Service (NHS). By delving into your motivations, you can demonstrate your genuine dedication to the NHSs mission and values, showcasing how you are uniquely positioned to contribute to the organizations important work.NHS Values Interview Questions Example answer:The mission of the National Health Service to provide compassionate care and support to all resonated deeply with me. The core values of integrity, collaboration, and putting patients at the heart of everything align perfectly with my own beliefs. The NHSs commitment to equity in healthcare access is inspiring, as I believe that everyone deserves quality care regardless of their background.Having worked in healthcare administration, Ive witnessed the impact the NHS has on peoples lives firsthand. Joining the NHS Values position would allow me to contribute directly to upholding these principles. The opportunity to work alongside dedicated professionals who share the same passion for making a difference is truly motivating. Im truly excited about the chance to play a role in shaping policies that ensure fairness and inclusivity in healthcare.21. How familiar are you with the NHSs core values, and how have you integrated them into your professional practice?Interviewers ask this question to gauge your awareness of and commitment to the NHSs fundamental values. By discussing your familiarity with these values and providing concrete examples of how youve applied them in your professional endeavors, you demonstrate your alignment with the NHSs principles and your potential to uphold these values in your role.NHS Values Interview Questions Example answer:Im well-acquainted with the NHSs core values, which are deeply embedded in my professional approach. Embracing the value of compassion, Ive always prioritized patient well-being, ensuring their comfort and addressing their concerns with empathy. Collaboration is another value Ive integrated by actively engaging with multidisciplinary teams to ensure comprehensive care.Respect is fundamental, and Ive upheld it by valuing diverse perspectives and treating everyone with dignity, from patients to colleagues. The value of improvement is evident in my commitment to continuous learning and staying updated with best practices to enhance the care I provide.In terms of integrity, I consistently uphold ethical standards and communicate transparently. Innovation is present in my willingness to explore creative solutions for better patient outcomes.Lastly, courage is vital in healthcare. Ive made tough decisions for patients benefit, even in challenging situations. These values are not mere concepts; theyre woven into my professional fabric, ensuring I provide patient-centered, ethical, and collaborative care. 22. Can you explain how the NHS Values align with your personal values and career goals?Interviewers ask this question to gain insights into the congruence between your individual values and aspirations and the core values of the NHS. By articulating how the NHS values resonate with your own principles and how they contribute to your professional objectives, you demonstrate a strong alignment and a genuine commitment to contributing meaningfully within the NHS framework.NHS Values Interview Questions Example answer:The NHSs focus on compassion resonates deeply with my belief in treating every individual with empathy and kindness. This shared value ensures that patients receive not just medical care but holistic support.The emphasis on collaboration in the NHS perfectly aligns with my approach of working closely with colleagues, acknowledging that a team-based effort leads to the best outcomes. Respect is paramount in both the NHS and my values, as I believe in creating an inclusive environment where everyones dignity is upheld.Regarding my career goals, the NHSs commitment to improvement harmonizes with my aspiration to continuously learn and evolve within my profession. Integrity is non-negotiable for me, as I always aim to uphold the highest ethical standards in my work.Furthermore, the NHSs dedication to innovation resonates with my goal to seek inventive ways to enhance patient care. Lastly, courage is integral to both the NHS and my career journey, as Ive faced challenges head-on to ensure the best for my patients.Related:Job Interview Questions About Career Goals + Answers23. What do you see as the most significant challenges in upholding NHS Values in the current healthcare landscape?Interviewers ask this question to assess your critical thinking and understanding of the complex healthcare environment. By addressing the challenges you perceive in maintaining NHS values amidst current healthcare trends and systems, you showcase your ability to navigate intricate situations while upholding the core principles that underpin the National Health Service.NHS Values Interview Questions Example answer:In the present healthcare landscape, one notable challenge in upholding NHS Values is the increasing demand for services, potentially straining resources and affecting timely care delivery. This necessitates innovative approaches to maintain patient-centeredness while managing capacity effectively.Additionally, ensuring diversity and inclusion align with NHS Values can be challenging due to varying cultural backgrounds and perspectives among patients and staff. Balancing cultural sensitivity while providing equitable care requires continuous education and training.Lastly, maintaining integrity amid complex ethical dilemmas, such as the allocation of limited resources, can be tough. Adhering to transparent decision-making processes and involving stakeholders can help navigate these challenges.24. How do you stay up-to-date with changes and developments in the NHS and the healthcare industry as a whole?Interviewers ask this question to gauge your commitment to ongoing learning and staying informed about the evolving landscape of healthcare and the NHS. By explaining your strategies for staying up-to-date with industry changes, you demonstrate your dedication to providing the highest quality care aligned with the NHS Values and your own professional growth.NHS Values Interview Questions Example answer:Staying current with changes in the NHS and the healthcare industry in general is pivotal. I actively engage with reputable medical journals and online platforms, enabling me to absorb the latest research findings and industry trends. Regular participation in webinars and conferences also keeps me updated on diverse perspectives and innovations.Moreover, networking with colleagues across different healthcare settings and roles provides valuable insights into how these changes are practically implemented. Collaborative learning forums, such as discussion groups and online communities, facilitate dynamic exchanges on evolving healthcare practices.Furthermore, the NHSs own resources, like official publications and guidelines, are invaluable sources for staying informed about internal developments. Continuous professional development courses help me bridge knowledge gaps and adapt to evolving NHS policies.Lastly, I maintain an open line of communication with mentors and senior professionals who offer guidance based on their experiences. This multifaceted approach ensures Im well-equipped to align my practices with the dynamic landscape of the NHS and the broader healthcare industry.25. Can you provide examples of how youve contributed to a positive and inclusive work environment in your previous roles?Interviewers ask this question to foster a harmonious and inclusive workplace in alignment with NHS values. By sharing instances from your past experiences where youve actively promoted positivity, collaboration, and inclusivity, you showcase your potential to contribute to a supportive environment that enhances patient care and staff well-being within the NHS.NHS Values Interview Questions Example answer:In my previous roles, Ive actively fostered inclusivity and positivity. For instance, I organized cross-functional workshops that encouraged diverse perspectives, enriching our problem-solving processes. This inclusivity not only boosted teamwork but also generated innovative solutions.Furthermore, I initiated a mentorship program that paired experienced team members with newcomers, ensuring a smooth integration process. This approach cultivated a sense of belonging and accelerated knowledge transfer.I also championed open communication by creating anonymous feedback channels, allowing everyone to express their opinions without fear. This led to more transparent discussions and improvements in our work dynamics.Lastly, I actively participated in diversity training sessions and advocated for equitable policies. This translated into more comprehensive patient care by understanding different needs.Related:Values Based Interview Questions & Answers26. How do you handle situations where there might be a conflict between a patients wishes and medical recommendations?Interviewers ask this question to evaluate your ability to navigate ethical dilemmas while upholding the NHS Value of patient-centered care. Your response will demonstrate your skill in balancing patient autonomy with medical expertise, showcasing your commitment to making informed and compassionate decisions in the best interest of the patients well-being.NHS Values Interview Questions Example answer:In my opinion, balancing a patients wishes with medical recommendations requires delicate handling. I begin by actively listening to understand their perspective fully. Then, I offer a detailed explanation of the medical rationale, ensuring they comprehend the implications.In cases of persistent conflict, I involve the patients family and a multidisciplinary team to explore alternative options that align with both their preferences and medical necessity. Collaborative decision-making often leads to a well-rounded solution.Respecting autonomy is crucial, and I prioritize informed consent. If their decision doesnt pose severe harm, I respect their choice while continuing to provide support and education.Throughout this process, I uphold compassion by acknowledging their emotions and demonstrating empathy. Integrity guides me to be transparent about potential risks and benefits.Related:Honesty & Integrity Job Interview Questions & Answers27. Describe a time when you collaborated with colleagues from different healthcare disciplines to achieve a common goal.Interviewers ask this question to assess your capacity to embody the value of working together across disciplines for comprehensive patient care. Sharing a specific experience where you effectively collaborated with diverse healthcare professionals demonstrates your teamwork skills and your commitment to delivering holistic care that aligns with the core values of the NHS.NHS Values Interview Questions Example answer:In my previous role at XYZ Hospital, I encountered a situation where collaboration across healthcare disciplines was essential. We were working on improving patient discharge processes to enhance overall efficiency and patient satisfaction. I collaborated closely with nurses, physicians, social workers, and administrative staff. I initiated regular interdisciplinary meetings to discuss challenges and ideas openly. This approach fostered a culture of open communication and mutual respect for each disciplines expertise. Together, we streamlined the discharge workflow, standardized documentation, and implemented a comprehensive patient education plan. I took the lead in coordinating training sessions to ensure everyone understood their roles in the new process. The collaborative effort resulted in a 20% reduction in discharge delays and an increase in patient satisfaction scores. This experience solidified my belief in the power of interdisciplinary collaboration and reaffirmed my commitment to working together for the best patient outcomes.28. How do you envision incorporating technology and innovation while staying true to the NHS Values?Interviewers ask this question to assess your capacity to embody the value of working together across disciplines for comprehensive patient care. Sharing a specific experience where you effectively collaborated with diverse healthcare professionals demonstrates your teamwork skills and your commitment to delivering holistic care that aligns with the core values of the NHS.NHS Values Interview Questions Example answer:I see technology and innovation as powerful tools to uphold and enhance NHS Values. By integrating cutting-edge solutions, we can improve patient care and experience while staying true to these core principles. For instance, I envision leveraging telemedicine to increase accessibility to healthcare services, ensuring working together for patients by breaking down geographical barriers. Embracing electronic health records can promote respect and dignity by enabling seamless sharing of patient information among care teams while maintaining patient privacy. Improvement can be achieved through data analytics, enabling evidence-based decision-making for better patient outcomes. Additionally, AI-powered chatbots can offer round-the-clock support, aligning with the value of commitment to quality of care. However, its essential to balance innovation with empathy. Patient-centered design thinking should guide technology implementation to ensure the compassion and improvement aspects of NHS Values remain at the forefront. This synergy between technology and values is pivotal in shaping the future of healthcare.29. Can you share an experience where you provided patient-centered care in a high-pressure or urgent situation?Interviewers ask this question to evaluate your ability to uphold the NHS value of patient-centered care even under intense pressure. Describing a specific instance where you successfully prioritized a patients individual needs amidst urgency showcases your dedication to delivering compassionate and responsive care aligned with the core values of the NHS.NHS Values Interview Questions Example answer:During a busy night shift in the ICU, a patient experienced a sudden decline in their condition. Amidst the urgency, my commitment to patient-centered care remained unwavering. I immediately engaged the medical team and ensured that the patients wishes and preferences were at the forefront of our decision-making process. Despite the time constraints, I took a moment to communicate with the patients family, updating them on the situation and involving them in the care plan. I actively sought out the patients medical history and personal preferences to tailor our interventions. While coordinating interventions, I constantly checked in with the patient, addressing their comfort and addressing any concerns they had. Despite the high-pressure environment, my focus remained on providing compassionate, individualized care that respected the patients values and wishes. This experience reinforced the importance of effective communication, collaboration, and patient advocacy in delivering patient-centered care during critical moments.30. What steps do you take to ensure your patient interactions are culturally sensitive and considerate?Interviewers ask this question to understand how you embody the NHS value of respecting diversity and providing culturally sensitive care. Sharing your approach to ensuring that your patient interactions are respectful, inclusive, and attuned to various cultural backgrounds demonstrates your commitment to fostering a welcoming environment and delivering care that aligns with the core values of the NHS.NHS Values Interview Questions Example answer:Cultural sensitivity is a cornerstone of effective healthcare, and I prioritize it in every patient interaction. To ensure cultural consideration, I begin by educating myself about the diverse backgrounds of the patients I serve. This involves studying cultural norms, traditions, and beliefs, especially those related to health and illness. During interactions, I actively listen and ask open-ended questions to understand the patients values and preferences. I use respectful language and make an effort to address them in ways they are comfortable with, such as using titles or honorifics. I avoid assumptions and stereotypes, allowing the patient to share their unique experiences. If language barriers exist, I collaborate with interpreters to ensure clear communication. Moreover, I involve family members as the patient permits, recognizing their role in decision-making in many cultures. My goal is to provide patient-centered care that respects and accommodates individual cultural needs, promoting positive patient outcomes and reinforcing NHS Values.31. How do you manage your workload to ensure that you can consistently provide compassionate and respectful care?Interviewers ask this question to assess your approach to balancing the NHS values of compassion and respect with the demands of your workload. Describing your strategies for effectively managing tasks while maintaining a high standard of care can demonstrate your ability to uphold these core values and contribute to the NHSs commitment to patient well-being.NHS Values Interview Questions Example answer:To do this, I prioritize tasks based on urgency and patient needs, adhering to compassion by ensuring no patient feels rushed during interactions.Utilizing time management techniques, I allocate sufficient time for patient discussions, fostering respectful communication. Regularly reviewing schedules allows flexibility to accommodate unexpected patient needs, aligning with the NHS Values.Collaboration is key, as I work closely with colleagues to delegate tasks and share responsibilities, which prevents burnout and supports a compassionate approach. By maintaining open lines of communication with patients and families, I can manage expectations, fostering a respectful environment.Furthermore, continuous self-assessment helps me identify areas for improvement, ensuring I refine my workload management practices. Embracing technological tools also enhances efficiency, allowing me to dedicate more quality time to patients.32. Describe a time when you played a role in advocating for patients rights or advocating for systemic improvements within healthcare.Interviewers ask this question to assess your alignment with the NHSs value of patient advocacy and your proactive involvement in enhancing healthcare systems. Sharing an example of how youve championed patients rights or driven positive changes showcases your dedication to advancing patient-centered care and contributing to the betterment of healthcare practices, reflecting your commitment to the core values of the NHS.NHS Values Interview Questions Example answer:During my tenure as a nurse in a busy hospital, I encountered a situation where advocating for patients rights and systemic improvements became crucial. I noticed that patients with limited English proficiency faced challenges in understanding their treatment plans and expressing their concerns. Recognizing the need for change, I proposed implementing a multilingual patient education program. I collaborated with the hospitals administration and language services team to develop educational materials in multiple languages, ensuring that patients were fully informed about their care. I also trained the nursing staff on culturally sensitive communication, enabling them to address patients needs effectively. This initiative not only empowered patients to participate in their care decisions but also enhanced their overall experience. It was fulfilling to see the positive impact firsthand. Through advocating for patients rights and spearheading a systemic improvement, I was able to contribute to the hospitals commitment to patient-centered care and the enhancement of NHS Values.33. How do you handle situations where ethical considerations may conflict with established protocols or guidelines?Interviewers ask this question to evaluate your ability to navigate complex ethical dilemmas while upholding the NHS value of providing safe and effective care. Detailing your approach to reconciling conflicting ethical considerations with established procedures demonstrates your commitment to patient well-being and your capacity to make sound decisions that align with the core values of the NHS.NHS Values Interview Questions Example answer:In my opinion, addressing ethical considerations that conflict with established protocols is a delicate balancing act that requires thoughtful consideration. In such situations, my approach is grounded in open communication and seeking guidance from the appropriate channels. First, I would thoroughly assess the ethical dilemma, considering all the perspectives and potential consequences. If the conflict is significant, I would consult with colleagues, supervisors, and ethical committees to ensure a well-rounded understanding. If immediate action is required, I would prioritize patient safety and well-being while also respecting their autonomy. I would communicate transparently with the patient, explaining the situation and the reasons behind any necessary deviations from protocols. When possible, I would propose alternatives that align with both ethical principles and patient safety. My goal is to find a solution that upholds the highest ethical standards while considering the practical constraints of the situation.34. Can you provide examples of how you have embraced feedback and used it to enhance your professional practice?Interviewers ask this question to understand your openness to improvement and your alignment with the NHSs value of continuous learning. Sharing instances where youve actively incorporated feedback to refine your skills and practices demonstrates your commitment to delivering high-quality care that is responsive to the evolving needs of patients and the organization.NHS Values Interview Questions Example answer:In my opinion,embracing feedback is pivotal to continuous growth, and I actively seek opportunities to refine my professional practice. For example, in my previous position, I received feedback from a colleague regarding my communication during interprofessional team meetings. Recognizing the value of constructive

input, I reflected on my communication style and identified areas for improvement. To address this, I enrolled in a communication skills workshop to enhance my ability to convey complex medical information clearly. This instance of feedback not only led to immediate improvements but also positively impacted my teamwork and patient care. By actively seeking and implementing feedback, I consistently strive to provide better care, demonstrating my commitment to professional growth.35. How do you anticipate contributing to maintaining and promoting the NHSs reputation for excellence and patient-centered care?Interviewers ask this question to evaluate your proactive commitment to upholding the NHSs reputation for exceptional care. By explaining how you plan to actively contribute to maintaining patient-centered excellence, you can demonstrate your alignment with the NHSs values and your dedication to providing the highest standard of care to patients.NHS Values Interview Questions Example answer:I am committed to upholding and enhancing the NHSs reputation for excellence and patient-centered care through my unwavering dedication to the core NHS Values. Firstly, I believe in Respect and Dignity for all patients, regardless of background or condition, ensuring their autonomy and individuality are upheld. I am a firm advocate of Commitment to Quality of Care, always seeking opportunities to learn and improve my skills to provide the best possible care to patients. By embodying Compassion in my interactions, I ensure patients feel valued, understood, and supported during their healthcare journey. Moreover, my commitment to Improvement drives me to continuously seek innovative solutions that enhance patient outcomes and streamline processes. Lastly, by Working Together for Patients, I recognize the value of interdisciplinary collaboration and open communication, essential for comprehensive patient care. Through these values, I am eager to contribute to the NHSs reputation as a beacon of excellence and patient-centeredness. In the pursuit of equality, diversity and inclusion, language is powerful and can help to shift attitudes and behaviours. This plan acknowledges that some definitions and terminology in legislation do not always reflect the identities or lived experience of individuals. Achieving equality of health outcomes requires identification of barriers and biases, and targeted action to overcome specific inequalities, discrimination and marginalisation experienced by certain groups and individuals. This includes, but is not limited to, those with protected characteristics under the Equality Act 2010[1]. The aim of this plan is to improve equality, diversity and inclusion, and to enhance the sense of belonging for NHS staff to improve their experience. Therefore, while we refer to the protected characteristics as defined in the Equality Act 2010, the actions set out here are intended to positively impact groups and individuals beyond these terms and definitions. We have developed the high impact actions in this plan to be intersectional. This recognises that people have complex and multiple identities, and that multiple forms of inequality or disadvantage sometimes combine to create obstacles that cannot be addressed through the lens of a single characteristic in isolation[2]. When referring to ethnicity, we use the term Black and minority ethnic (BME) to be consistent with NHS Workforce Race Equality Standard terminology.We use the term disability as it is defined in the Equality Act 2010 recognising that the Acts intention is both positive and protective for disabled people. However, we recognise that disability is a dynamic term, within which terms such as neurodivergence and neurodiversity are emerging and changing, including the relationship between neurodivergence and definitions of disability.We use the acronym LGBT+ is used in this document, where the plus includes all those identities and sexual orientations not specifically referenced. To promote the use of inclusive language, this document uses the terms trans and non-binary, gender identity and sexual orientation. The NHS must welcome all, with a culture of belonging and trust.We must understand, encourage and celebratediversity in all its formsNHS People Plan 2020 Amanda Pritchard, Chief Executive, NHS EnglandIt is our privilege to introduce the NHSs first equality, diversity and inclusion (EDI) improvement plan. The NHS workforce is more diverse today than at any point in its 75-year history, and that brings benefits for patients and taxpayers alike.Our NHS is built on the values of everyone counts, dignity and respect, compassion, improving lives, working together for patients, and commitment to quality. These values underpin how healthcare is provided, but must also extend to our NHS workforce. Staff are at the heart of everything the NHS does, and always will be. To support the recovery of services following the COVID-19 pandemic, we need to increase capacity by growing our workforce and find new ways of working to enhance productivity. To build for the future, we must inspire new staff to join and encourage existing staff to stay. Ensuring our staff work in an environment where they feel they belong, can safely raise concerns, ask questions and admit mistakes is essential for staff morale which, in turn, leads to improved patient care and outcomes[3]. This can only be done by treating people equitably and without discrimination. An inclusive culture improves retention, supporting us to grow our workforce, deliver the improvements to services set out in our Long Term Plan, and reduce the costs of filling staffing gaps. Delivering that kind of working environment in an organisation of any size takes deliberate focus, listening and action. The NHS People Plan sets out the priorities for supporting the 1.3 million people who work in the NHS in England[4], with specific actions for improving their sense of belonging in the NHS. This plan builds on the People Promise and the People Plan, using the latest data and evidence to identify six high impact actions organisations across the NHS can take to considerably improve equality, diversity and inclusion. It is also right that NHS England holds itself to account to the same standards as the NHS as a whole, and we will be implementing this plan in our organisation. We would like to acknowledge the contributions, expertise and lived experience shared with us by staff, staff networks, managers and system leaders in the development of this plan, which have provided us with invaluable insights on improving the experience of staff across the NHS. Dr Navina Evans Chief Workforce, Education and Training Officer, NHS EnglandWe would also like to acknowledge the inputs from our strategic partners, including the Health and Care Women Leaders Network, the Race and Health Observatory, NHS Employers, NHS Providers, NHS Confederation, and many more.On behalf of the whole NHS leadership team, we want to thank you for working with compassion, putting our patients and people at the helm and rising to the challenges we face.We hope this plan provides the framework for making the NHS the best place to work whoever you are, where all staff feel they belong, can thrive, and ultimately deliver the best possible service for our patients. This improvement plan sets out targeted 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. It has been co-produced through engagement with staff networks and senior leaders. The plan: Sets out why equality, diversity and inclusion is a key foundation for creating a caring, efficient, productive and safe NHS Explains the actions required to make the changes that NHS staff and patients expect and deserve, and who is accountable and responsible for their delivery Describes how NHS England will support implementation Provides a framework for integrated care boards to produce their own local plans. The findings and recommendations of the Messenger Review Leadership for a collaborative and inclusive future (July 2022) reaffirmed the need for this plans actions, which forms part of our response to recommendation two of the review. Future iterations of this plan will address how we tackle EDI challenges within social care, and will be developed in collaboration with integrated care boards (ICBs) and other key stakeholders including the Department of Health and Social Care (DHSC). The NHS Long Term Workforce Plan will define the size, shape, mix and number of staff needed to deliver high quality patient care, now and into the future. This EDI improvement plan supports the Long term workforce plan by improving the culture of our workplaces and the experiences of our workforce, to boost staff retention and attract diverse new talent to the NHS.The plan also supports the achievement of strategic EDI outcomes, which are to: Address discrimination, enabling staff to use the full range of their skills and experience to deliver the best possible patient careSupport the levelling up agenda by improving EDI within the NHS workforce, enhancing the NHSs reputation as a model employer and an anchor institution, and thereby continuing to attract diverse talents to our workforceMake opportunities for progression equitable, facilitating social mobility in the communities we serve. These actions should be implemented in partnership with trade unions / staffside colleagues and forums, and in collaboration with staff networks. In line with our operating framework, NHS England will provide guidance to assist trusts and ICBs in adopting an improvement approach to the implementation of this plan, supported by a repository of good practice and a dashboard to enable the measurement of progress. We will also implement this plan internally to ensure consistency with the NHS as a whole. Where diversity across the whole workforce is underpinned by inclusion, staff engagement, retention, innovation and productivity improve. Inclusive environments create psychological safety and release the benefits of diversity for individuals and teams, and in turn efficient, productive and safe patient care. Staff survey and workforce data reflecting the lived experience of NHS staff demonstrates that we have more to do before we can say inclusive workplace environments are the norm across the NHS.[5] For example, women make up 77% of the NHS workforce but are under-represented at senior level.[6]. Just over 24% of the workforce are from black and minority ethnic (BME) backgrounds but face discrimination across many aspects of their working lives The 2022 Workforce Race Equality Standard (WRES) data showed that 27.6% of Black and minority ethnic (BME) staff experienced bullying, harassment or abuse from other staff in the preceding year; The NHS Staff Survey along with the Workforce Disability Equality Standard (WDES) shows that disabled staff in the NHS are under-represented when compared to the general population. The NHS staff survey data shows that 25% of disabled staff have experienced bullying from their colleagues, compared to 16.6% of non-disabled staff. Similarly, 23.5% of our LGBT+ colleagues face bullying and harassment at work compared to 17.9% of heterosexual staff. Organisational efficiency correlates with staff and patient experience:: Staff who are bullied are less likely and less willing to raise concerns and admit mistakes[7]. Increased leadership diversity correlates with better financial performance.[8] In hospital settings, managing staff with respect and compassion correlates with improved patient satisfaction, infection control, Care Quality Commission (CQC) ratings and financial performance.[9] High work pressure, staff perceptions of unequal treatment, and discrimination against staff all correlate adversely with patient satisfaction.[10] A workforce that is compassionate and inclusive for all has higher levels of engagement, motivation and wellbeing, which results in better care and reduced staff turnover.[11] Fair treatment of every individual in the workforce helps reduce movement of substantive staff into bank and agency roles to avoid discrimination at work. A diverse workforce that is representative of the communities it serves is critical to addressing the population health inequalities in those communities.[12] Organisations with more diverse leadership teams are likely to outperform their less diverse peers.[13] Psychologically safe work environments, where people feel they are treated with dignity and respect, achieve more effective, safer patient care.[14] Simply put, a diverse workforce in an inclusive environment will likely improve staff engagement, lower turnover and enhance innovation. Elective recovery is a top priority for the NHS[15]. Key to our success is boosting capacity, by filling vacancies, reducing turnover and improving morale[16]. To achieve this stability and to lay the foundations from which to grow the workforce of the future, the NHS must improve staff experience across all protected characteristics if we are to sustainably reduce staff turnover, increase recruitment, reduce absenteeism and create more inclusive and productive teams. This plan prioritises the following six high impact actions to address the widely-known intersectional impacts of discrimination and bias. Chief executives, chairs and board members must have specific and measurable EDI objectives to which theywill be individually and collectively accountable. Leaders set the tone and culture of their NHS organisation. Leaders who demonstrate compassion and inclusion, and focus on improvements, are key to creating cultures that value and sustain a diverse workforce. Staff will in turn feel more empowered to deliver great care and patient experience.[17] As highlighted in the Messenger Review, principles of EDI should be embedded as the personal responsibility of every leader and every member of staff. It is in this context that all chief executives, chairs and board members should have distinct objectives on improving inclusion in their organization and have a personal commitment to mainstream EDI as the responsibility of all, such that the provision of an inclusive and fair culture should become a key metric by which leadership at all levels is judged. Every board and executive team member must have EDI objectives that are specific, measurable, achievable, relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process (by March 2024). Board members should demonstrate how organisational data and lived experience have been used to improve culture (by March 2025). NHS boards must review relevant data to establish EDI areas of concern and prioritise actions. Progress will be tracked and monitored via the Board Assurance Framework (by March 2024).Annual chair and chief executive appraisals on EDI objectives.Board Assurance Framework Further information and case studies can be found in the EDI repository. Embed fair and inclusive recruitmentprocesses and talent management strategies thattarget under-representation and lack of diversity. We know diverse boards make better collective decisions for the communities they serve.[18] There has been progress in improving diversity of senior management teams; the total number of BME staff at very senior manager level has increased by 69.7% since 2018 from 201 to 341 [19] and the percentage of board members declaring a disability has increased from 2% in 2019 to 4.6% in 2022. However, in relation to the three protected characteristics for which reliable data exists (race, disability and gender); senior teams across the NHS are less representative of their organisations workforce. For example, WRES data (31 March 2022) shows that BME people make up 24.2% of the NHS workforce [19] but only 13.2% of board members; 85% of people with a disability do not believe that their trust provides equal opportunities for promotion [20]and women represent 77% of the NHS workforce but only 37% of very senior managers.[21] Talent management strategies must recognise the importance of equitable recruitment and career progression for all staff. If they do not, the NHS risks losing talent because everyone does not see themselves as having the same opportunity, leading to a direct impact on patient care. The national Inclusive recruitment and promotion practices framework[22] highlights the principles for an evidence-driven approach.It supports boards in achieving the aspirations of the Long Term Workforce Plan by addressing workforce vacancies. Create and implement a talent management plan to improve the diversity of executive and senior leadership teams (by June 2024) and evidence progress of implementation (by June 2025) Implement a plan to widen recruitment opportunities within local communities, aligned to the NHS Long Term Workforce Plan. This should include the creation of career pathways into the NHS such as apprenticeship programmes and graduate management training schemes (by October 2024). Impact should be measured in terms of social mobility across the integrated care system (ICS) footprint.Relative likelihood of staff being appointed from shortlisting across all postsWRES and WDESAccess to career progression, training anddevelopment opportunitiesNHS Staff SurveyYear-on-year improvement in race and disability representation leading to parityover the life of the planWRES and WDESYear-on- year improvement in representation of senior leadership (Band 8C and above)over the life of the planWRES and WDESHEE National Education and Training Survey (NETS) Score metric on quality of trainingNETSDiversity in shortlisted candidatesTo be developed in year two Further information and case studies can be found in the EDI repository. Develop and implement animprovement plan to eliminatepay gaps. As an inclusive employer, the NHS should take steps to address gender, ethnicity and disability pay gaps. The gender pay gap in the UK has been declining slowly over time; over the last decade it has fallen by approximately a quarter among full time employees.[23] The pay gap is relatively small for the 88% of NHS staff employed on Agenda for Change (AfC) terms and conditions. However, it is 47% for the 12% of NHS staff who are not, essentially doctors and senior leaders. The independent review Mend the gap (2020) describes the actions that the NHS should take to address the gender pay gaps in medicine, such as promoting flexible working for all. Many of its recommendations can also be applied to non-medical senior leaders. For example, for every 80 pence earned by Black female doctors their White counterparts earn 1.[24] In younger age groups, the pay gap favours female doctors, reflecting the large numbers of women joining the NHS, but this reverses between the ages of 30 and 34 and then widens with age.[25] Data on organisational ethnicity and disability pay gaps will become available in the coming years. NHS organisations are to complete the following actions: Implement the Mend the Gap review recommendations for medical staff and develop a plan to apply those recommendations to senior non-medical workforce (by March 2024). Analyse datato understand pay gaps by protected characteristic and put in place an improvement plan. This will be tracked and monitored by NHS boards. Reflecting the maturity of current data sets, plans should be in place for sex and race by 2024, disability by 2025 and other protected characteristics by 2026. Implement an effective flexible working policy including advertising flexible working options on organisations recruitment campaigns. (March 2024)Year-on-year reductionsin the gender, race and disability pay gapsPay gap reporting Further information and case studies can be found in the EDI repository. Develop and implement animprovement plan to address health inequalities withinthe workforce. In England, 1 in 19 working age adults is employed by the NHS[26], making NHS organisations one of the largest employers within local communities. This creates an opportunity to positively impact population health by addressing health inequalities in the workforce [27]. A proactive approach to reducing health inequalities in the workplace[28] can make a significant contribution to the levelling up agenda[29] within local communities, supporting targets set by CORE20PLUS5[30]. NHS organisations should start by delivering action in two specific areas. Firstly, reducing bullying, increasing civility, and having a robust approach to all abuse and harassment. This will address some common causes of ill health, absenteeism and turnover within the workforce which disproportionately impact on those with some protected characteristics, and will improve inclusive team working, staff health and wellbeing. Secondly, as anchor institutions in local communities, NHS organisations can make a positive impact by offering routes into employment, good work[31] and career development. Line managers and supervisors should have regular effective wellbeing conversations with their teams, using resources such as the national NHS health and wellbeing framework. (by October 2023). Work in partnership with community organisations, facilitated by ICBs working with NHS organisations and arms length bodies, such as the NHS Race and Health Observatory. For example, local educational and voluntary sector partners can support social mobility and improve employment opportunities across healthcare (by April 2025).Organisation action on staff health and wellbeing.NHS Staff SurveyHEE National Education & Training Survey (NETS) Separate Indicator Score metric on quality of trainingNETS During 2024/25, NHS England will work with ICBs and other key stakeholders to establish a mechanism for measuring improvements in workforce health inequalities Further information and case studies can be found in the EDI repository. Implement a comprehensive induction, onboarding and development programme for internationally-recruited staff. Since its inception in 1948, the NHS has benefitted from the expertise, compassion and commitment of internationally recruited healthcare professionals. A warm welcome and comprehensive induction and pastoral support package will make them feel valued from the start and help retain this staff group. Before they join, ensure international recruits receive clear communication, guidance and support around their conditions ofemployment ; including clear guidance on latest Home Office immigration policy, conditions for accompanying family members, financial commitment and future career options (by March 2024). Create comprehensive onboarding programmes for international recruits, drawing on best practice. The effectiveness of the welcome, pastoral support and induction can be measured rom, for example, turnover, staff survey results and cohort feedback (by March 2024). Line managers and teams who welcome international recruits must maintain their own culturalawareness to create inclusive team cultures that embed psychologicalsafety (by March 2024). Give international recruits access to the same development opportunities as the wider workforce. Line managers must proactivelysupport their teams, particularly international staff, to access training and developmentopportunities. They should ensure that personal development plans focus on fulfilling potential and opportunities for careerprogression (by March 2024).Sense of belonging for internationally recruited staffNHS Staff SurveyReduction in instances of bullying and harassmentfrom team/line manager experienced by (internationally recruited staff). NHS Staff Survey Further information and case studies can be found in the EDI repository. Create an environment that eliminates the conditions in which bullying, discrimination, harassmentand physical violenceat work occur. Bullying and harassment at work results in increased sickness absence and employee turnover, diminished productivity, sickness presenteeism, governance and employee relations costs. Workplace bullying therefore adversely impacts patient safety. In the 2022 NHS Staff Survey 18.7% of NHS staff reported they had experienced bullying by colleagues, 11.1% by line managers and 27.8% by patients or their relatives. These statistics are consistently higher for people with some protected characteristics, and particularly those with a disability or and in the LGBT+ community.[32] Staff who are bullied in the workplace are less likely to speak up and to admit mistakes, and therefore are less likely to contribute to effective team working. Bullying affects bystanders and witnesses too, [33] eroding psychological safety within the workplace culture.[34] Relying on local policies to prevent bullying or discrimination is not enough. A proactive, preventative approach that seeks early informal intervention wherever possible is more likely to be effective, with escalation only where that fails. Review data by protected characteristic on bullying, harassment, discrimination and violence. Reduction targets must be set (by March 2024) and plans implemented to improve staff experience year-on-year. Review disciplinary and employee relations processes. This may involve obtaining insights on themes and trends from trust solicitors. There should be assurances that all staff who enter into formal processes are treated with compassion, equity and fairness, irrespective of any protected characteristics. Where the data shows inconsistency in approach, immediate steps must be taken to improve this (by March 2024). Ensure safe and effective policies and processes are in place to support staff affected by domestic abuse and sexual violence (DASV). Support should be available for those who need it, and staff should know how to access it. (By June 2024) Create an environment where staff feel able to speak up and raise concerns, with steady year-on-year improvements. Boards should review this by protected characteristic and take steps to ensure parity for all staff (by March 2024). Provide comprehensive psychological support for all individuals who report that they have been a victim of bullying, harassment, discrimination or violence (by March 2024). Have mechanisms to ensure staff who raise concerns are protected by their organisation. Year-on-year reduction in incidents of bullying and harassmentfrom linemanagers or teams. NHS Staff SurveyNational Education and Training Survey (NETS) bullying and harassment score metric (NHS professional groups)NETS survey data Year-on-year reduction in incidents of discrimination from line managers or teams. NHS Staff Survey Further information and case studies can be found in the EDI repository. As Englands largest employer, the NHS must lead the way in establishing equitable and inclusive workplace environments. The key change management principle guiding this work is that EDI is everyones business our leaders set the tone and culture, but we all have a role to play. Progressing the EDI agenda requires not only a change in systems and processes, but also cultures and behaviours. NHS leaders, specifically chairs and chief executives, must lead by example and demonstrate that they are committed to creating an EDI environment for their workforce. Board members should collectively and individually decide what support and development they require to confidently lead this complex and challenging agenda. We expect NHS employing organisations to implement the six high impact actions. They should be confident in explaining to their workforce especially leaders, HR professionals and line managers the rationale for this work and what is expected of individuals and teams. Using the repository of good practice, organisations should identify suitable interventions for local implementation, based on local context and conditions. NHS England will support this by collating and disseminating best practice. Accountability is important for setting clear expectations, coupled with a focus on learning and improvement. NHS England, ICB and provider accountabilities and responsibilities for delivery of the NHS EDI improvement plan follow the principles set out in the NHS Operating Framework and are outlined in the table below. NHS England will provide regulatory accountability and oversight through existing mechanisms, such as the NHS Oversight Framework, and the CQC through the well-led domain of the single assessment framework, which is being refreshed to include a review and assessment of EDI in organisations. Measurement of progress is critical to guide targeted action. Progress should be measured at organisation and system level to inform delivery, and will be monitored by NHS England to inform the support we provide. ProvidersICSs/ICBsRegionalNationalDelivery of high impact actions andinterventions by protected characteristic at trustlevel. Measure progressagainst success metrics consistently within the organisation.Engagement with staffand system partners toensure that actions areembedded within theorganisation. Effective systemworking and delivery toICS strategies andplans Compliance with provider licence, Care Quality Commissions standards and professional regulator standards. Effective systemleadership overseeingNHS delivery ofEDI improvement plan,ensuring progress towardachievement ofhigh impact actions and Long-TermPlan priorities. Ensuring delivery of ICB statutory functions of arranging health services for its populations and compliance with statutory duties. Measure progressagainst success metrics consistently andcoordinate a system view. Compliance with Care Quality Commissions assessment frameworks. Primary interactionbetween national andsystems Translate nationalpolicy to fit localcircumstances,ensuring local healthand workforceinequalities areaddressed Agree local strategicpriorities withindividual ICSs andprovide oversight and support. Measure progressagainst success metrics consistently andcoordinate a regionalview. Set expectations for equality and inclusion through the NHS EDI improvement plan With regions, facilitatesupportiveinterventions toimplement the high impact actions, improve EDI performanceand outcomes Measure progressagainst success metrics consistently andcoordinate a nationalview. We will work alongside systems and organisations to support the delivery of the NHS EDI improvement plan. We will create a repository of good practice on the FutureNHS platform to share examples of what is working in the NHS and in other public and private sector organisations. This will help prevent duplication of effort and promote learning. The repository will be continually updated and include: case studies from organisations practical toolkits and resources the latest research and evidence. A national dashboard of key EDI metrics is being developed and will be available in the coming weeks by region, within ICBs and within similarly benchmarked trusts. This will enable local organisations and NHS England to monitor progress, identify challenges and assist peer-to-peer learning alongside the EDI repository. It will incorporate relevant education and training metrics, created by Health Education England. There is currently a range of EDI information datasets and we intend the dashboard to provide one source of information that both organisations and regulators, such as the CQC, can use to track the impact and outcomes of the NHS EDI improvement plan.In developing the dashboard, we are conscious that there are limitations on the availability of datasets for certain protected characteristics, such as for transgender colleagues. . Furthermore, the declaration rates on the Electronic Staff Record (ESR) for certain characteristics are not a true reflection because the available options, for example, do not reflect that Judaism is a religion and Jewish an ethnic identity. We will continue to work with DHSC and other external stakeholders to harmonise and expand the quality and extent of datasets as we engage with DHSCs Unified Information Standard on Protected Characteristics (UISPC) programme.We are committed to updating the dashboard with new and refreshed datasets as they become available. Reliable, consistent and timely data is crucial to effective progress. There are significant differences in the range and quality of data held for the protected characteristics. This is reflected in the sections for each protected characteristic. In 2023/24, NHS England will seek to improve the range and quality of data, working with DHSC and other partners. So, for example, with the addition of a question to the NHS Staff Survey, data is now available on whether staff are internationally trained. In addition, NHS England will seek to develop a new mandated workforce standard on gender identity (gender/sex) and sexual orientation. Sustained improvement is central to this NHS EDI improvement plan. Trusts and ICBs will want to adopt implementation approaches that include learning. NHS England will evaluate progress, particularly on the high impact actions, in years 2 and 5 of the plan, to understand the plans impact in transforming culture to engender a sense of belonging in the NHS across the workforce, and what does and does not work to inform changes to our approach. The interventions in the table below address the negative experiences of staff with individual protected characteristics, as defined in the Equality Act 2010. They supplement the intersectional high impact actions and suggest how organisations can go further in specific areas. To inform implementation and prioritisation of their actions, organisations should use robust datasets for each protected characteristic. It is important to note that no person is only one protected characteristic, and so organisations should consider the impact of intersectionality, when implementing these interventions. The 9 protected characteristics as defined in the Equality Act 2010 are: Age Disability Race Religion or belief Sex Pregnancy and maternity Sexual orientation Gender reassignment Marriage and civil partnership Engagement with staff networks informed the decision to combine some protected characteristics who face similar challenges in the workforce. To this end, gender reassignment and sexual orientation are covered together. Similarly, pregnancy and maternity are incorporated into the sex protected characteristic. The following section does not include specific interventions on the protected characteristic of marriage and civil partnership because the available evidence does not currently suggest that there is a need for a national focus on this protected characteristic from a workforce perspective, however this will be kept under review. As the largest employer in the country, all NHS organisations should create an age inclusive culture which addresses the needs of staff from pre-employment to postretirement. Discrimination against both younger and older workers has been identified in the application and selection processes[35]. The NHS has an ageing workforce across all professions with over 41% of NHS staff now aged 45 years and over[36]. We must proactively seek to retain the skills, experience and knowledge of NHS staff close to retirement. Successive reports of the Workforce Disability Equality Standard (WDES) and NHS Staff Survey show that more must be done to achieve parity of experience and outcomes for staff with a disability, in areas such as bullying and harassment and formal capability processes. The 2022 WRES data report for NHS trusts provides evidence that race discrimination continues to impact every aspect of the working lives of BME staff. This discrimination has an impact on the long term physical[17] and mental health[18] of our workforce contributing to structural health inequalities[19]. Religious identity is an often overlooked area in the NHS.[37] Approximately two-thirds of our 1.3 million people working in the NHS declare a religion or belief. NHS Staff Survey data shows that staff from all faiths experience discrimination based on their religion or belief, and this is highest against Muslim and Jewish colleagues.[38] Recent data highlights increasing levels of antisemitism in wider society, as well as discrimination against Sikhs and other faiths, and this is likely to be reflected amongNHS staff.[39] 77% of the NHS workforce are women, so addressing sex discrimination must be a key focus for organisations. The discrimination is multifaceted bias in recruitment and career progression and contributing to the gender pay gap, under-representation within senior leadership teams, sexual harassment and inflexible working practices and may deter potential recruits or force talented women to leave the NHS.[40] Elimination of the gender pay gap would bring social economic benefits as would likely lower poverty rates among women and reduce the gender gap in old age pensions. Governments Womens Health Strategy for England reports a strong correlation between the lack of support for, and understanding of, how womens health affects their experience in the workplace including progression, retention and productivity levels. There is a growing evidence that the protected characteristic of pregnancy and maternity is associated with poor employment outcomes and health inequalities, and health-related outcomes may be poorer as a result of pregnancy and maternity. Additionally, in a survey of over 6,000 women and employers, over three-quarters of mothers reported negative or possibly discriminatory practices during pregnancy, maternity and/or on their return to work.[41] Women also experience specific inequalities in relation to the menopause. It is important to acknowledge that trans, non-binary and intersex staff may also experience inequalities in relation to pregnancy and menopause and may require specific support during these times. The CQCs Maternity Survey reported that trans respondents experienced inequalities, including in to how they were communicated with during labour and birth, their length of hospital stay after giving birth and the information and care they received after leaving hospital.[42][43] The recommended interventions to address this inequity are similar for colleagues of one or both protected characteristics and have been reflected as such in this document. LGBT+ staff are more likely to face discrimination from their colleagues and patients,[44] andthis can have a detrimental impact on their health.[45] The plus within the term LGBT+ acts to include those identities and sexual orientations not specifically referenced. However, we recognise that this group is diverse and their lived experience is varied. A significant barrier in understanding the experiences of LGBT+ staff is the absence of complete and accurate data. The DHSC Unified Information Standard for Protected Characteristics (UISPC) programme is considering the current data limitation within the ESR with respect to LGBT+ staff declarations. NHS England is working with DHSC and other key stakeholders to expand the workforce data currently available on ESR to make it accurate and representative. InterventionsCorresponding high impact actionsLine managers should have meaningful conversations with their teams, to align personal aspirations with job roles andrequirements. This should include the option of phasing retirement and exploring alternative work patterns. 2Organisations should encourage flexible working as part of local attraction, recruitment, retention and return plans. The plan should embed the NHS Pension Scheme and highlight its value across the career journey, with special focus on flexible retirement for staff in late stage careers. 2 NHS organisations should work in partnership with local educational institutions and voluntary sector partners to support social mobility by improving recruitment from local communities, and by considering alternative entry routes to the NHS, such as apprenticeships and volunteering. 2, 4 InterventionsCorresponding high impact actionsDemonstrate year-on-year improvement in disability declaration rates so that ESR data is accurate about people with a disability, as measured by the WDES.allPromote the visibility of leaders with a disability through effective campaigns alongside providing leadership and career development opportunities tailored to disabled staff, such as the Calibre Leadership programme[46] or Disability Rights UK[47] development programmes. Progress can be measured by tracking the number of disabled staff in leadership roles.2Implement recommendations from the inclusive recruitment and promotion practices programme, and ensure each stage of the recruitment pathway is accessible, does not discriminate and encourages people with disabilities to apply for roles in the NHS. This can be tracked via the WDES, using Trac data.2Commissioners and providers of talent management and career development programmes must ensure that these are fully accessible and inclusive. Progress can be measured by tracking the number of Disabled people in leadership roles.2NHS organisations should take steps to address the disproportionate levels of bullying and harassment experienced by disabled staff. Progress can be measured from NHS Staff Survey results.6NHS organisations should ensure that their reasonable adjustments policy is effectively and efficiently implemented and achieves year-on-year improvement in NHS Staff Survey metrics relating to reasonable adjustments at work.2,4 InterventionsCorresponding high impact actionsBoards should be able to demonstrate their understanding of and progress towards race equality, an essential criterion in job descriptions for board members and all very senior manager (VSM) grades. Appraisals of senior executives will include a focus on EDI, as recommended by the Messenger Review.Board will use the EDI dashboard to establish internal data driven accountability and scrutinise progress at an organisational, divisional, departmental, occupation, and site level to address under-representation and pay gaps.To tackle race discrimination effectively boards must give due consideration to national policies and recommendations from other arms length bodiessuch as the Equality and Human Rights Commission inquiry[48] andGeneral Medical Council[49]. In addition, boards must proactively raise awareness of their commitment with patients and public.Boards should ensure concerns raised about race discrimination are dealt with in a proactive, preventative, thorough and timely manner, including encouraging diversity in Freedom to Speak Up Guardians[50]. InterventionsCorresponding high impact actionsESR and qualitative data should be tracked to highlight the experience of people with different faiths or no faith through all stages of the employment journey. For example, NHS organisations can track turnover data by religion to identify and address trends.allNHS organisations should review their policies and processes to ensure they are supportive of religious expression in the workplace. This includes access to facilities for prayer, understanding of cultural differences, including religious clothing, and flexibility around religious observances such as the Sabbath and Ramadan.allBoards should ensure concerns raised about religious discrimination are dealt with in a proactive, preventative, thorough and timely manner, including by encouraging diversity in Freedom to Speak Up guardians[50].6 InterventionsCorresponding high impact actionsNHS organisations to focus on closing the gender pay gap and improving the experiences of the lowest paid people, extending the Mend the gap review recommendations for medical workforce to the wider workforce.2,3NHS organisations should ensure that their flexible working policy is easily accessible and suitable for all their staff; supporting their worklife balance, management of caring responsibilities, health and wellbeing, and enabling continued professional development.2NHS organisations are encouraged to adapt NHS Englands policy on menopause awareness as applicable to their local workforce. They should also adopt and implement the Supporting our NHS people through menopause: guidance for line managers and colleagues. This will ensure they fully support colleagues experiencing menopause, maximising their wellbeing and allowing them to work for as long as they wish to contribute.all InterventionsCorresponding high impact actionsWhere colleagues feel comfortable, actively encourage LGBT+ staff to self-declare their sexual orientation on ESR and TRAC, emphasising how this can improve the experiences of LGBT+ staff. We recognise that national changes to ESR must be made before trans and non-binary staff are able to do so.allReview organisational data for LGBT+ staff across multiple sources such as ESR, TRAC, NHS Staff Survey and local qualitative and quantitative data from LGBT+ staff networks and communities. This will inform the key areas of concern that need to be addressed.allOrganisations to ensure that diversity training on gender reassignment and sexual orientation is included within mandatory training.1Executive teams within the organisations should actively talk about the benefits of allyship as well as champion, and sponsor LGBT+ staff networks. They should also build the concept of allyship into existing and new development programmes.1Organisations to ensure that LGBT+ staff are closely involved in the development and delivery of its LGBT+ training and educational interventions and its health & wellbeing programmes so that these are fully inclusive.all Our organisations must be more inclusive and our leadership more diverse. We have an obligation to improve the experience of staff so that they feel like they belong. This plan articulates meaningful action to transform the lived experience of our staff and realise the benefits that we know come from greater equality, diversity and inclusion. There is a wealth of evidence that shows having a diverse workforce and making sure everyone feels part of a team delivers the best care for patients. It is the job of NHS leaders to ensure we deliver, taking an active role in ending all forms of discrimination, role-modelling inclusive behaviours and creating an environment in which our workforce feel safe and empowered. But everybody has a role to play supporting, encouraging and promoting inclusion. 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