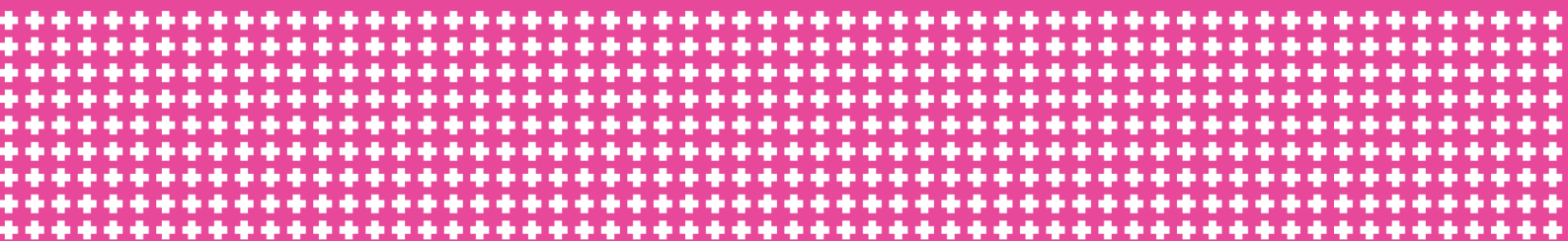




The
Queen's
Nursing
Institute

Race, Equality and Inclusivity Review 2021

Action plan





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Mission Statement

The QNI believes in the best possible nursing for people at home. We work with nurses and decision-makers to make sure that high quality nursing is available at home and in the community for everyone when and when they need it. We embrace a culture of inclusion and are fully committed to promoting and achieving diversity and equity in all of our professional networks and in our interactions as a charity, both internally and externally. Championing diversity is an issue that matters deeply to us and as a team we are dedicated to living these organisational values and challenging prejudice and racism.

Introduction

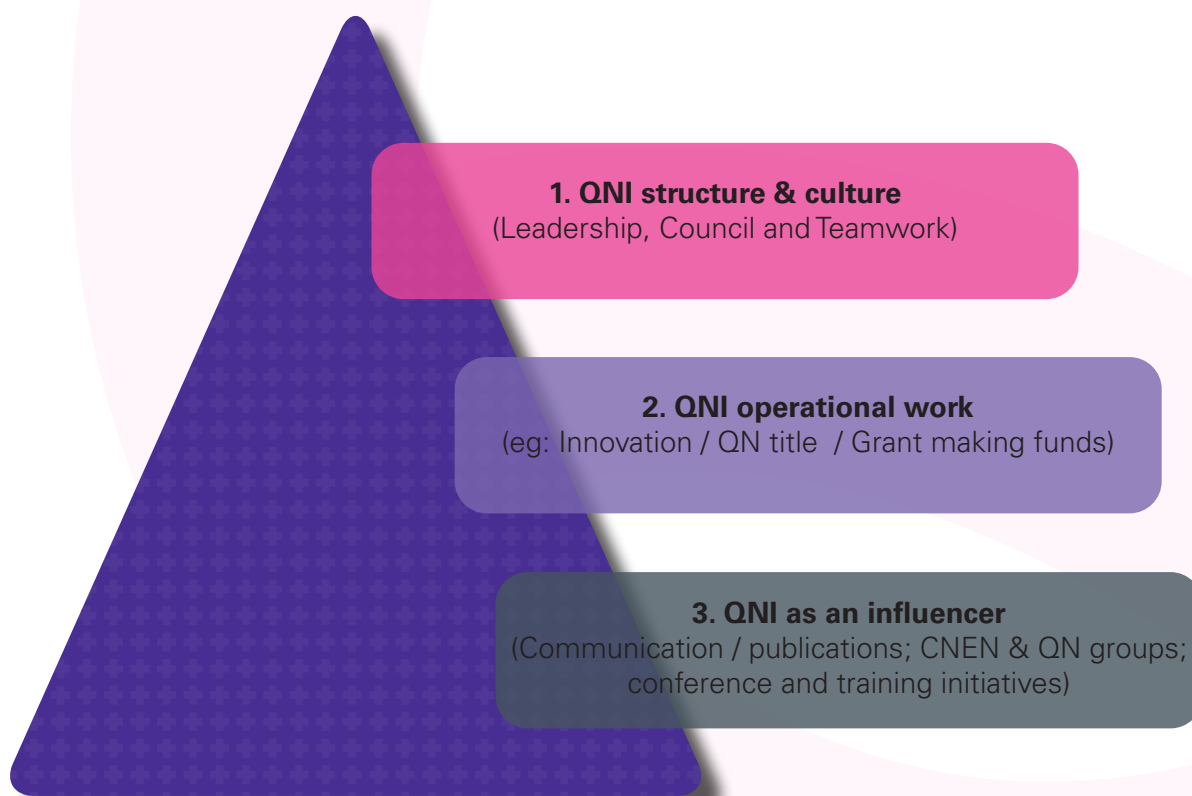
Following the report of the QNI Race, Equality and Inclusivity independent review undertaken by Professor Ami David, QNI Trustee, presented to Council in September 2020, the following action plan has been developed.

The Action Plan focuses and responds to each of the recommendations which were accepted in full by Council at the September 2020 meeting.

The recommendations are structured around the three strategic themes detailed in the report:

1. QNI structure and culture
2. QNI operational work
3. QNI as an influencer

Graph 1. Strategic Themes Identified





Recommendations

1. QNI Structure and Culture

A. Build on the success of team leadership at the QNI and explore ways in which Council can interface better with employees (e.g: informal meetings of Trustees and staff before Council meetings and over lunch; planned presentations by staff to Council in the pre-Council discussion hour; Council sponsorship for key targets; participating in reverse mentoring schemes; shadowing key staff).

Plan

The staff will be invited to join the first hour of Council before the March and June meetings in 2021, to present on their skills and portfolios of work.

March 2021

Practice Development and QNs
Grants and Nurses' Support

June 2021

Leadership, Standards and Networks
Communications and Finance

B. Introducing diversity to selection panels for all Council and staff recruitment

Plan

The QNI will ensure selection panels reflect diversity. With a small team, this may include inviting an external panel member to participate in the selection, wherever appropriate. This includes for example selection panels for recruitment and selection to the QNI team, QNI Council, QNI leadership and QNI innovation programmes and the QN title.

C. Ensuring race awareness, lived experience and unconscious bias training is undertaken jointly between Council and staff

Plan

In 2021, the QNI will arrange for two opportunities for facilitated workshops on race awareness, lived experience and unconscious bias to be offered jointly to staff and trustees, providing an additional opportunity for staff and trustees to get to know each other and share views and experiences.

D. Being transparent particularly with key stakeholders in health care on our stance on race equality and in a quest to engage with more ethnically diverse nurses into the QNI and its programmes.

Plan

The QNI will publish the QNI Race, Equality and Inclusivity Action Plan on the QNI website in January 2021, with a clear statement about our stance on race and inequality, demonstrating to all stakeholders a commitment to improve.

The QNI will consult with Black, Asian and Minority Ethnic (BAME) Queen's Nurses to understand what actions by the QNI will increase the applications and successful applications of BAME nurses for the QN title. The first meeting will be held in January 2021.

The QNI will continue to offer BAME nurses the opportunity to access (online) workshops in the spring of 2021, to encourage applications.

2. QNI Operational Work

A. Ensure all QNI policies have an equality impact assessment

Plan

The QNI will apply an equality impact assessment to all new policies and for existing policies, this will be completed throughout 2021 and any changes brought to Council.

B. Consider using the skills of Fellows / Senior QNs to follow up unsuccessful candidates and offer mentorship where necessary.

Plan

The QNI will offer 1:1 follow up with a member of the QNI nursing team to all unsuccessful BAME applicants for the QNI title in 2021.

C. Continue to air race and inclusivity issues at the various fora and engage senior policy makers and Trust executives to raise awareness of the QNI's stance on inclusivity.

Plan

Share with senior policy makers and executives the QNI Race, Equality and Inclusivity Action Plan. Include the Action Plan when sharing the new QNI strategy 2021-25 with key stakeholders.

Ensure that the topic is shared regularly in the QNI Team Meetings, with examples of where members of the team have had opportunities to share our position and the responses of the key stakeholders.

D. Make explicit in funding applications how the QNI is working towards race equality and inclusion.

Plan

Include a link to QNI Race, Equality and Inclusivity Action Plan with all grant applications.

E. Follow up through KPIs if appropriate regular reports to the QNI Council on race, equality and inclusivity action plan progress.

Plan

Include an update on the QNI Race, Equality and Inclusivity Action Plan on the Chief Executive's report to Council each quarter.

3. QNI as an Influencer

A. Continue dialogue and dedicated meetings with QNI led groups on improving race equality

Plan

The QNI will share the QNI Race, Equality and Inclusivity Action Plan with all the networks: Queen's Nurse networks, Homeless Health Nurse network, Care Home Nurse network, the Academic Association of GPN Educators and the Community Nurse Executive Network (CNEN).

Professor Ami David MBE, QNI Fellow and QNI Trustee, who led the review, to be invited to present at meetings of the networks. Ami presented in September 2020 to CNEN, and at the QNI annual conference in October 2020.

B. Ensure all QNI publications and website reflect the commitment to race equality and inclusivity

Plan

The QNI Communications Team will continue to commission (after the pandemic) each year photographs of nurses at work who represent BAME nurses and the diversity of roles in the community. These will then be used to refresh the stock of photographs used within QNI publications.

C. Improve the profile of the QNI as an inclusive organisation

Plan

Ensure that the QNI shares the QNI Race, Equality and Inclusivity Action Plan and the outcomes and impact of the plan and that every member of the team is familiar with the actions being taken.

D. Conduct an annual 'barometer' survey to capture race equality and inclusivity in the QNI

Plan

Undertake the Race, Equality and Inclusivity survey again in September 2021 and report the findings to Council in December 2021. Revise the action plan for 2022 accordingly.



1. QNI Structure and Culture

Plan	Date	Outcome	Measure
<p>1 The staff will be invited to join the first hour of Council before the March and June meetings in 2021, to present on their skills and portfolios of work. There is lots of overlap and of course policy work pervades all.</p>	<p>March 2021</p> <p>June 2021</p>	<p>Improved knowledge of trustees and staff and understanding each other's roles</p>	<p>QNI survey in September 2021</p>
<p>2 The QNI will ensure selection panels reflect diversity. With a small team, this may include inviting an external panel member to participate in the selection, wherever appropriate. This includes for example selection panels for recruitment and selection to the QNI team, QNI Council, QNI leadership and QNI innovation programmes and the QN title.</p>	<p>Throughout 2021</p>	<p>Better selection experience and outcomes</p>	<p>QNI survey in September 2021</p>
<p>3 When face to face meetings resume in the Autumn of 2021, the QNI will arrange for two opportunities for facilitated workshops on race awareness, lived experience and unconscious bias to be offered jointly to staff and trustees, providing an additional opportunity for staff and trustees to get to know each other and share views and experiences.</p>	<p>Autumn 2021</p>	<p>Improved awareness and understanding</p>	<p>Evaluation of the workshop experiences</p>
<p>4 The QNI will publish the QNI Race, Equality and Inclusivity Action Plan on the QNI website in January 2021, with a clear statement about our stance on race and inequality, demonstrating to all stakeholders a commitment to improve.</p>	<p>January 2021</p>	<p>Improved awareness of stakeholders of QNI position</p>	<p>Feedback from stakeholders throughout 2021</p>
<p>The QNI will consult with Black, Asian and Minority Ethnic (BAME) Queen's Nurses to understand what actions by the QNI will increase the applications and successful applications of BAME nurses for the QN title. The first meeting will be held in January 2021.</p>	<p>January 2021</p>	<p>Actions to be put in place to support more applications from BAME nurses</p>	<p>Increase in QN title applications from BAME nurses 20% of applicants for the QN title in 2021 are BAME nurses and 10% of QN titles awarded should be to nurses from BAME background.</p>
<p>The QNI will continue to offer BAME nurses the opportunity to access (online) workshops in the spring of 2021, to encourage applications.</p>	<p>April 2021</p>	<p>Increase in successful applications</p>	

2. QNI Operational Work

Plan	Date	Outcome	Measure
1 The QNI will apply an equality impact assessment to all new policies and for existing policies, this will be completed throughout 2021 and any changes brought to Council.	By the end of 2021	All QNI policies have had an Equality Impact Assessment applied	Report to Council by CEx December 2021
2 The QNI will offer 1:1 follow up with a member of the QNI nursing team to all unsuccessful BAME applicants for the QNI title in 2021.	In the autumn of 2021	50% uptake in feedback. Improved number of BAME applications for the QNI title in 2022	Report to Council Dec 2021 on uptake of feedback
3 Share with senior policy makers and executives the QNI Race, Equality and Inclusivity Action Plan. Include the Action Plan when sharing the new QNI strategy 2021-25 with key stakeholders.	Throughout 2021	Improved dialogue with stakeholders on QNI position	Reported to Council in CEx report each quarter
Ensure that the topic is shared regularly in the QNI Team Meetings, with examples of where members of the team have had opportunities to share our position and the responses of the key stakeholders	Throughout 2021	Improved dialogue with the team on all issues related to Race, Equality and Diversity	Staff survey September 2021
4 Include a link to QNI Race, Equality and Inclusivity Action Plan with all grant applications.	As applications are submitted throughout 2021	Grant funders are aware of the QNI position	Feedback and comment from grant funders
5 Include an update on the QNI Race, Equality and Inclusivity Action Plan on the Chief Executive's report to Council each quarter.	March, June, September, December 2021	Regular dialogue with Council on learning and improvements to be made	Revisions to action plan agreed & successes reported



3. QNI as Influencer

Plan	Date	Outcome	Measure
<p>1 The QNI will share the QNI Race, Equality and Inclusivity Action Plan with all the networks: Queen's Nurse networks, Homeless Health Nurse network, Care Home Nurse network, the Academic Association of GPN Educators and the Community Nurse Executive Network (CNEN).</p> <p>Professor Ami David MBE, QNI Fellow and QNI Trustee, who led the review, to be invited to present at meetings of the networks.</p>	Throughout January – June 2021 as meetings are held and newsletters published.	Improved understanding of our position by members in our networks	Feedback from members to network managers
2 The QNI Communications Team will continue to commission (after the pandemic) each year photographs of nurses at work who represent BAME nurses and the diversity of roles in the community. These will then be used to refresh the stock of photographs used within QNI publications.	Summer and autumn of 2021	New photos to be used for publications in the second half of 2021	Visibly diverse representations in all QNI publications and website materials
3 Ensure that the QNI shares the QNI Race, Equality and Inclusivity Action Plan and the outcomes and impact of the plan and that every member of the team is familiar with the actions being taken.	To be featured on both staff 'away days' in 2021	Staff understand the plan, participates where appropriate in the actions being taken and understands the intended outcomes	Staff survey demonstrates improvements from 2020 review
4 Undertake the Race, Equality and Inclusivity survey again in September 2021 and report the findings to Council in December 2021. Revise the action plan for 2022 accordingly.	September 2021	All staff and trustees participate in the review	A summary report and revised plan for 2022 presented to Council in December 2021



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