University Hospitals of Northamptonshire
NHS Group

Public Sector Equality Duty Annual Equality Information Report 2025/26

April 2025 - March 2026

BRONZE AWARD NHS RAINBOW BADGE

ARMED FORCES COVENANT EMPLOYER RECOGNITION SCHEME GOLD AWARD

I SUPPORT THE SUNFLOWER FOR INDIVIDUALS WITH HIDDEN DISABILITIES

disability confident LEADER

Forward by Andrew Moore

Welcome to our annual Public Sector Equality Duty (PSED) report for 2024-25. It has been a pleasure to chair the University Hospitals of Northamptonshire Group (UHN) (comprising Northampton General Hospital NHS Trust (NGH) and Kettering General Hospital NHS Foundation Trust - KGH) for the year and you will see in this report how we have made progress in strengthening our collaboration, improving in some key operational areas and are implementing improvements to enhance the experience of both our colleagues and our patients.

I did not think it was possible for my admiration for my colleagues to grow any more but this has been another year in which I have seen teams across our hospitals go above and beyond to deliver the best possible care to the people of Northamptonshire in difficult circumstances. It has been a privilege to be a member of the board for organisations which display our values of courage, accountability, compassion, integrity and respect in everything they do.



In 2025 – 26, we must continue to focus on collaboration and the benefits working together to improve UHN as both a place to work and receive care. I would like to thank all of my UHN colleagues for their continued support throughout my tenure. I look forward to watching the organisations go from strength to strength.

Foreword from Andrew Moore, Chair of University Hospitals of Northamptonshire Group

UHN & UHL Group CEO Welcome

I was proud to join the University Hospitals of Northamptonshire NHS Group in late October 2023 as Chief Executive and I have been impressed by what I have seen and heard. We face many challenges including providing services post COVID and the impacts of industrial action, growing demand, inflation and low public faith in the NHS, yet there are many reasons to remain optimistic about our future.

We now have an important opportunity to work with partners, including the University Hospitals of Leicester NHS Trust, where I am also CEO, to deliver two priorities:

- To improve UHN as a place to work
- To improve UHN as a place to receive care.

These two priorities are intrinsically linked and we know that by maintaining a relentless focus on improving the experience of colleagues, we will improve the experience and outcomes of patients.



Our work in the first of these priorities has been shaped by the feedback received from colleagues as part of the annual NHS Staff Survey and well over half of our workforce told us what UHN is like as a place to work. We have a lot more to do to improve culture, equality and working conditions across UHN. We need to build on the Tackling Racism Strategy, which we launched during Race Equality Week in February 2024.

We have also been encouraged by progress with patient care. In cancer, diagnostics and planned care we have performed comparatively well and we are continuing to reduce the maximum waits for planned care. Next year, continuing to strengthen clinical collaboration is a priority. Our fully integrated Head and Neck Service is a prime example of the benefits of an integrated model across UHN.

Foreword from Richard Mitchell, Group Chief Executive Officer of University Hospitals of Northamptonshire & University Hospitals of Leicestershire

Foreword by Laura Churchward

The Equality, Diversity and Inclusion Workforce Annual Report 2025/26 outlines the progress made by University Hospitals of Northamptonshire (UHN) in promoting equality, celebrating diversity and fostering an inclusive workforce between April 2025 and March 2026.

Since launching our Group Equality, Diversity and Inclusion Strategy in 2021, we have made significant strides in creating an environment where colleagues feel safe, respected and empowered. Building on this, the We Belong Strategy provides a clear framework to embed inclusion across all areas of our organisation - from recruitment and development to leadership and everyday practice - shaping both staff experience and patient care.

We know that when colleagues feel a strong sense of belonging, they are more likely to thrive. In turn, this enables them to deliver compassionate, personalised care and improve the experience of patients and their families.

Our focus extends beyond celebrating diversity to removing barriers, addressing inequalities, and ensuring every colleague—regardless of background, role or identity. Staff networks, including REACH, Gender Equality, DAWN, PRIDE and the Armed Forces, play a vital role in driving this work forward.

Over the past year, key achievements have included enhanced guidance on reasonable adjustments; strengthened Inclusive Recruitment Champion training; a programme of educational events covering gender, menopause and young workers' issues; and achieving the Gold Employer Recognition Award.



We remain committed to building a culture where everyone belongs and to ensuring UHN is an outstanding place to work and receive care. I thank all colleagues who continue to champion inclusion across our hospitals.

Foreword from Laura Churchward, Chief Executive Officer of University Hospitals of Northamptonshire Group

Glossary

University Hospitals of Northamptonshire NHS Group

ACAS	Advisory, Conciliation and Arbitration Service
AIS	Accessible Information Standard
BAME	Black, Asian, and Minority Ethnic
CPD	Continuous Professional Development
CQC	Care & Quality Commission
DAWN	Disability, Accessibility, Wellbeing & Inclusion
EDI	Equality, Diversity & Inclusion
EDS	Equality Delivery System
EIA	Equality Impact Assessment
EPG	Ethnicity Pay Gap
ESR	Electronic Staff Record
FTSU	Freedom to Speak Up
GE	Gender Equality
GMC	General Medical Council
GPG	Gender Pay Gap
KGH	Kettering General Hospital
LGBTQ+	Lesbian, Gay, Bisexual, Trans & Queer
NGH	Northampton General Hospital
PSED	Public Sector Equality Duty
REACH	Race, Ethnicity, & Cultural Heritage
UHL	University Hospitals of Leicestershire
UHN	University Hospitals of Northamptonshire
WDES	Workforce Disability Equality Standard
WRES	Workforce Race Equality Standard

University Hospitals of Northamptonshire
NHS Group

Developing compassionate leadership and accountability

Introduction - We Belong

Our **We Belong Strategy** underpins **University Hospitals of Northamptonshire (UHN)** to support inclusive healthcare by delivering **excellent services** to the communities of Northamptonshire. It will help fulfil its strategic aim to **'create a culture of belonging**'.

While we have made progress over the years, there is more work to do to **reap the benefits of inclusion and diversity**: we must create and sustain an **inclusive culture** where all feel they can do their **best work and can thrive**, in line with our values. We want all our colleagues to feel that they can **be themselves at work, valued for the distinct perspective that they bring, and that they have equality and equity of opportunity.**

Our **commitment to Equality, Diversity & Inclusion (EDI)** is grounded in, but not limited to, our **responsibilities under the Equality Act 2010**. The Equality Act 2010 sets out the ways in which everyone is protected by the legislation.





We aim to:

- **Be an employer of choice**, ensuring that we have the **skills and capabilities** we need to meet the challenges we face as an organisation, enabling **our people to thrive and adapt;**
- **Be an inclusive and diverse organisation,** creating a **positive and supportive culture** where people feel able to be themselves at work and **colleague wellbeing is enhanced**;
- **Engage colleagues**, listening and acting on feedback and **co-creating solutions;**
- **Be one team,** breaking down silos, delivering together and t**reating all colleagues fairly.**

Objectives will be delivered through the **corporate and EDI team action plans** and business plans. Progress against these actions will be **monitored by the EDI Steering Group**, which will meet quarterly to ensure progress and to keep **inclusion and diversity at the forefront** of the work of each team.

The Strategy has been endorsed by the **UHN Board.**

Context

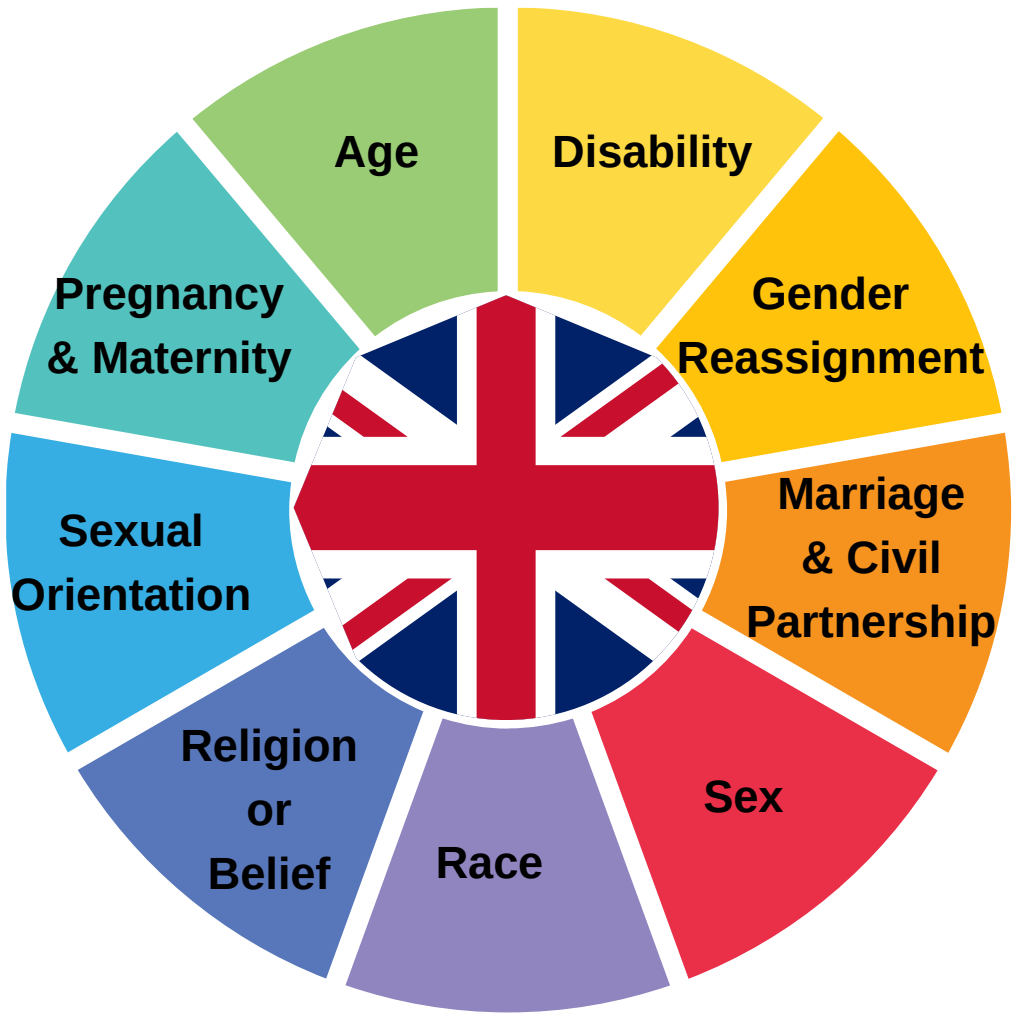
University Hospitals of Northamptonshire (UHN) was established in October 2019. With over 11,000 staff, it oversees two hospitals and community services across **Northampton** and **Kettering** on two sites. **UHN** offers a broad spectrum of services, ranging from local general hospital care to specialised regional and national services.

This **Equality Information Report** provides evidence of how **UHN** is meeting the three aims of the **Public Sector Equality Duty (PSED) of the Equality Act 2010**. The three aims of the general duty are to make sure that public authorities have due regard to the need to:

- Put an **end to unlawful behaviour** that is banned by the **Equality Act 2010**, including **discrimination**, **harassment** and **victimisation**
- **Advance equal opportunities** between people who have a protected characteristic and those who do not
- **Foster good relations** between people who have a protected characteristic and those who do not.

This report details the work done in 2024 to promote **Equality**, **Diversity and Inclusion (EDI)** among the patients, service users and workforce at **UHN**, aligning with the objectives of our **EDI Strategy (2020-25)** and our vision to improve the **health and quality of life** of our diverse population by building an organisation that:

- Creating a **representative and supportive** workforce
- Supporting **accurate data collection** and usage to **measure and reduce inequalities**
- Developing **compassionate leadership** and **accountability**
- Culture change through **mainstreaming diversity and inclusion**
- **Improving patient access** and experience in and of our services



Our Hospitals

University Hospitals of Northamptonshire NHS Group

This report details **our performance** during 2024 and contains examples of practice from across the **UHN Hospitals**, We provide the full range of **outpatients, diagnostics, inpatient and day case elective and emergency care** and also a growing range of **specialist treatments** that distinguishes their services from many district general hospitals It also provides a very small amount of healthcare to **private patients**.

We are constantly seeking to expand the portfolio of **hyper-acute specialties** and to provide services in the most **clinically effective** way. Examples are developments in both **urological cancer surgery and laparoscopic colorectal surgery** which are placing the hospital at the forefront of regional provision for these treatments.









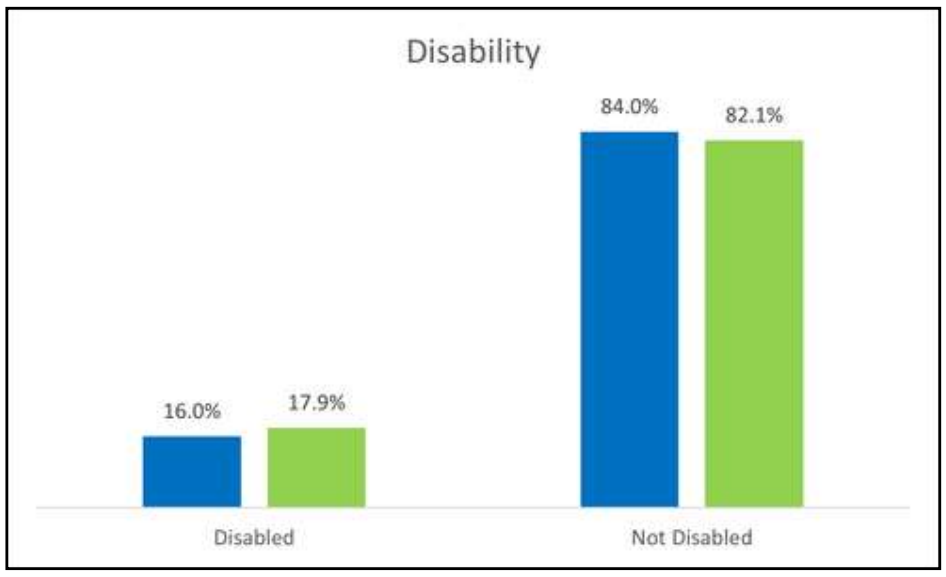


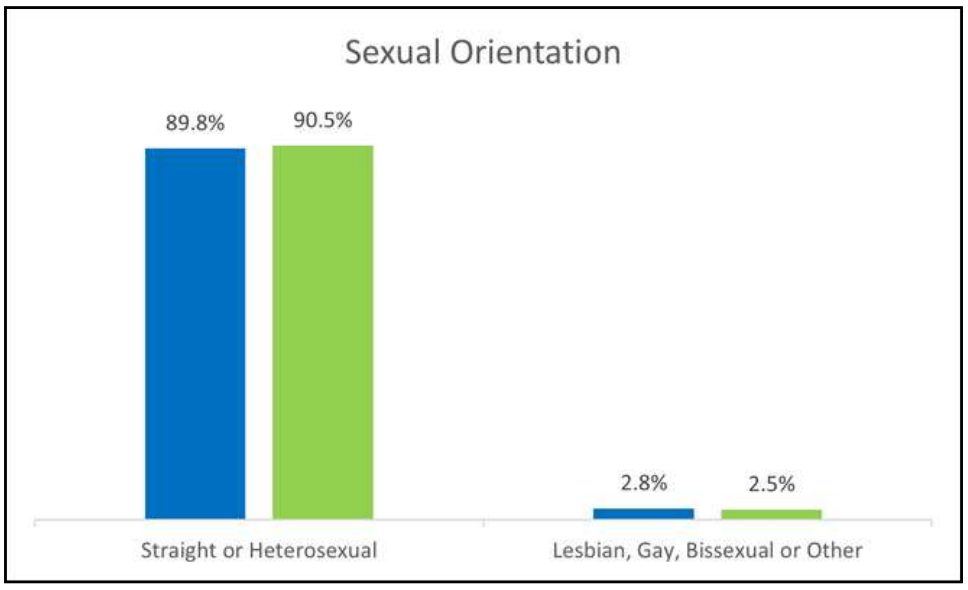


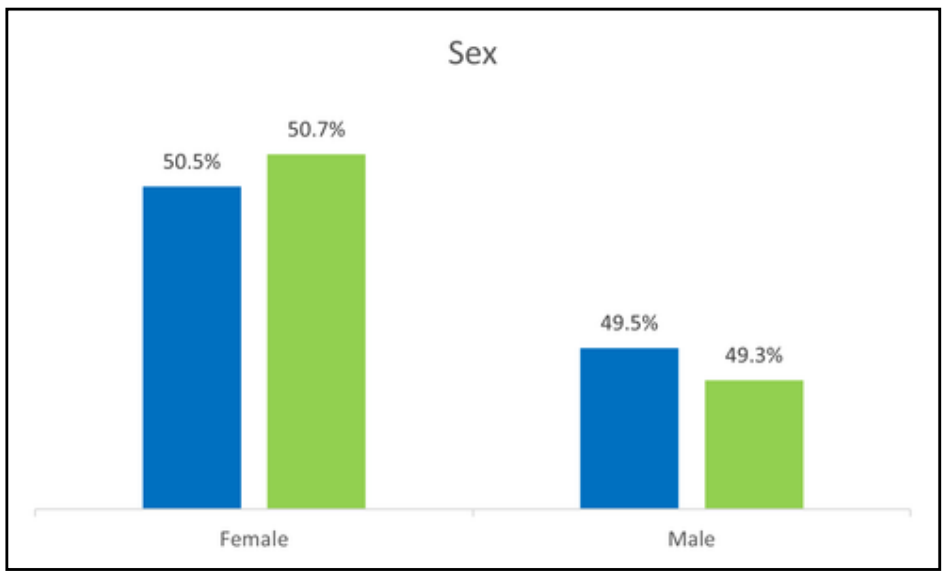
Our Hospitals

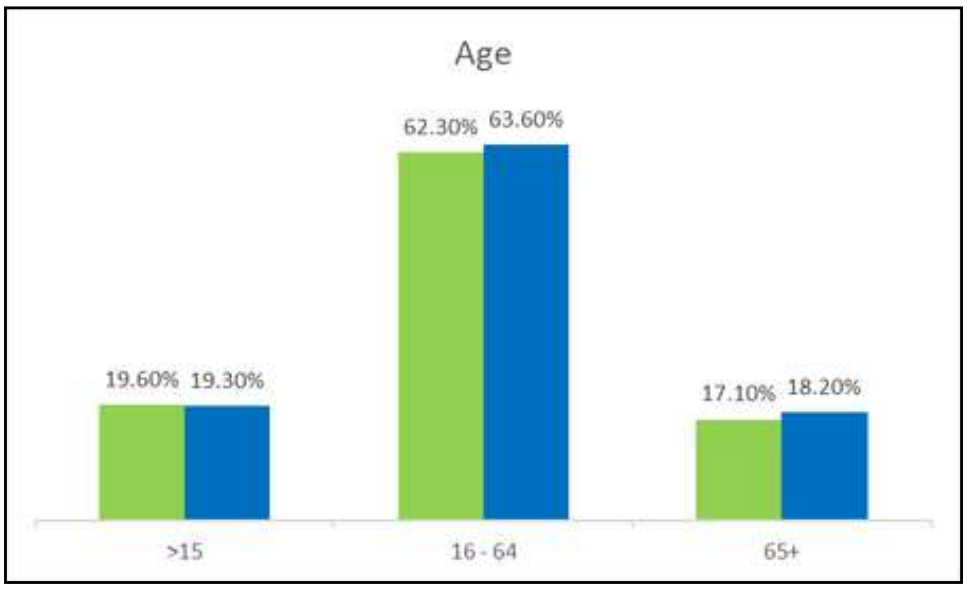
University Hospitals of Northamptonshire NHS Group

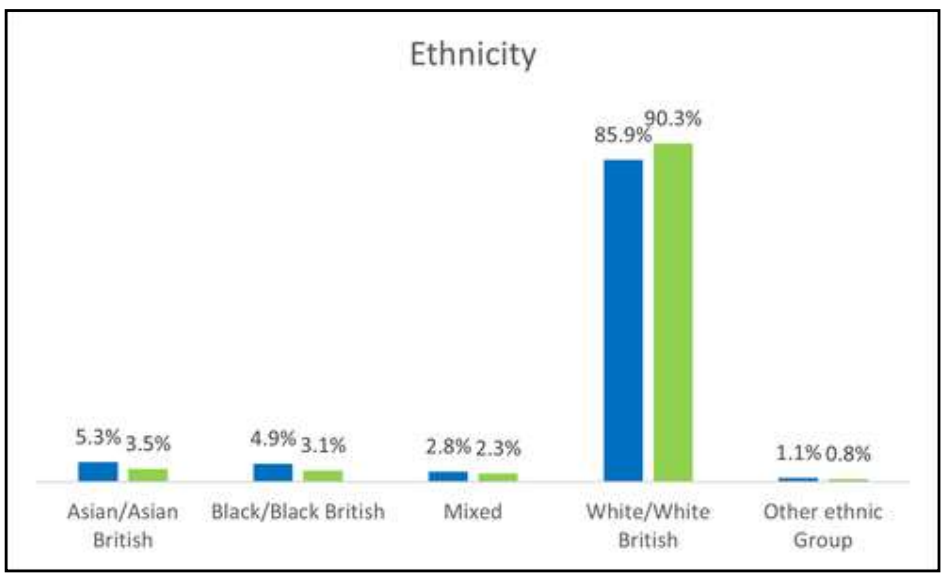
We are the main provider of hospital care to approximately **792,421 people** in **Northampton** and **Kettering** and the single biggest provider of specialised services in **Northamptonshire**. The graphs, collected from the **2021 Census** data, guide UHN in customising care with key population insights, optimising services for better patient outcomes.

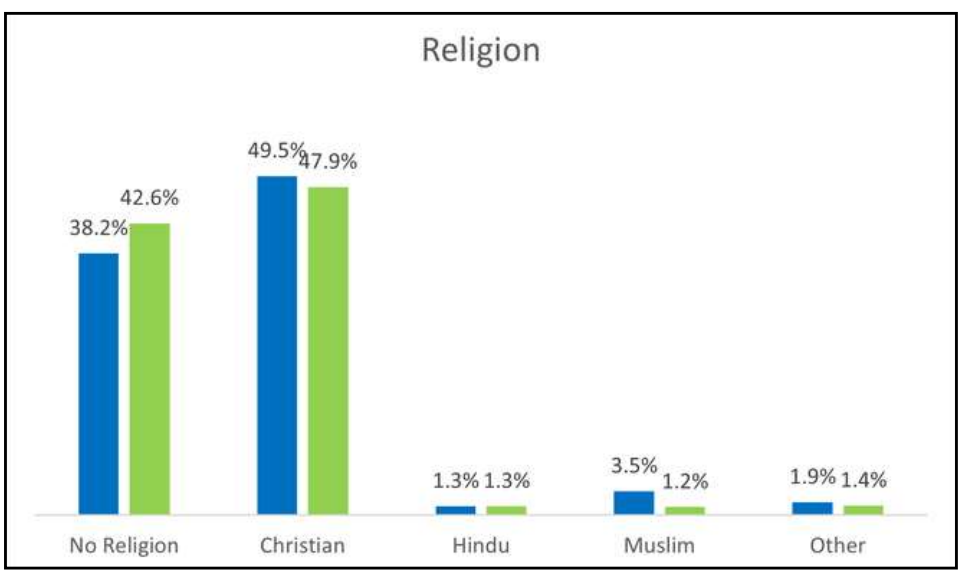












The UHN We Belong Strategy 2025 - 2030

University Hospitals of Northamptonshire NHS Group

Equality, Diversity, and Inclusion (EDI) are key to achieving the Group vision of being dedicated to **outstanding patient care** and **colleague experience** by becoming a **University Hospital Group** and a leader in **clinical excellence**, **inclusivity**, and **collaborative healthcare**. The Group ambition is to be regarded as the best place for patient safety, quality and experience and the best place to work.

1 Duty

We are an anchor institution – we provide opportunities for our local population where people can develop meaningful careers, improving their personal circumstances, providing for their family and supporting the provision of care to their family, friends and community

2 Health & Wellbeing

We are known to look after our colleagues – we have a competitive benefits package, good working conditions and policies that support colleagues at all stages of their working life

3 Culture

We are known to be a place where people want to work and develop their careers – they will have great training, research opportunities and career development opportunities

4 Community

We are small hospitals, providing excellent services to our local communities with ambition to develop our facilities and buildings to provide improved services in the future

Our Governance Structure

University Hospitals of Northamptonshire NHS Group

UHN EDI Governance Structure

UHN Board

Chaired by Our Chairman to achieve EDI Strategy goals, ensures legal compliance and allocates resources effectively.

UHN People Committee

Chaired by a Non - Executive Director, provides assurance, sets the strategic direction of EDI related activities.

UHN EDI Steering Group

Chaired by the Chief Executive Officer, provides assurance, ensures strategy objectives are met

UHN EDI Team

Leads, develops, delivers, reviews and promotes the objectives within the EDI Strategy.

Executive WRES Actions

University Hospitals of Northamptonshire NHS Group

1	Continue the Mentoring Programme and expand participants to other protected groups whilst retaining a significant percentage of REACH staff, Board Members to invite their mentor to Board to expand learning for all Board Members.
2	Commitment to support EDI Steering Group as our new assurance framework for colleagues.
3	Inclusion of a protected group role model staff story at Board meetings so viewers in those groups can relate.
4	Expansion of Executive Sponsorship to include Non-Exec Directors as Sponsors for all Networks and continue to retain the engagement of the Exec Sponsors for the Networks.
5	Commitment to a Board Development Session to continue to focus on Diversity & Inclusion. To include Rethinking Racism Education Programme
6	Take supportive action to increase the diversity of the Board across the Group.

EDS Domain 3 - Inclusive Leadership

University Hospitals of Northamptonshire NHS Group

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

Undeveloped activity – organisations score out of 0 for each outcome	**Those who score under 8, adding all outcome scores in all domains, are rated Undeveloped**
Developing activity – organisations score out of 1 for each outcome	**Those who score between 8 and 21, adding all outcome scores in all domains, are rated Developing**
Achieving activity – organisations score out of 2 for each outcome	**Those who score between 22 and 32, adding all outcome scores in all domains, are rated Achieving**
Excelling activity – organisations score out of 3 for each outcome	**Those who score 33, adding all outcome scores in all domains, are rated Excelling**

Domain 2: Workforce health and well-being overall rating	**Developing**

University Hospitals of Northamptonshire
NHS Group

Creating a representative and supportive workforce

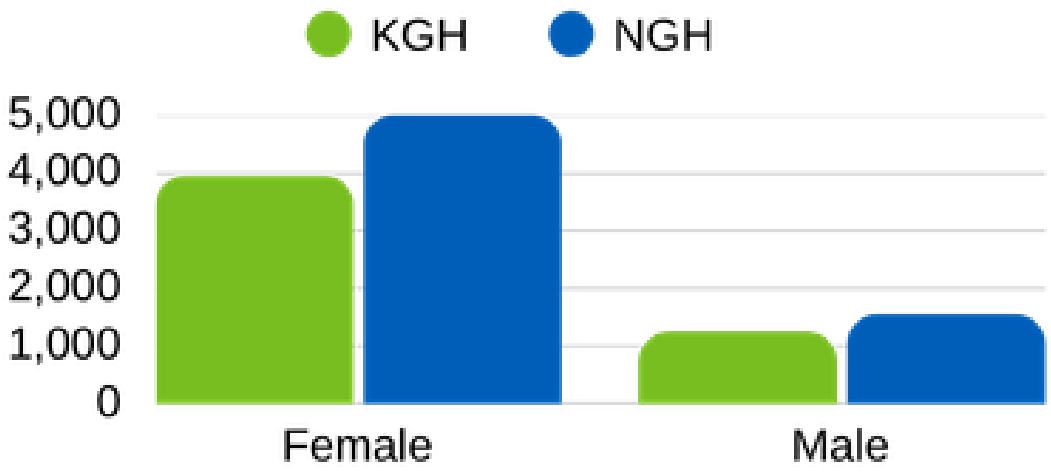
Our Workforce

University Hospitals of Northamptonshire NHS Group

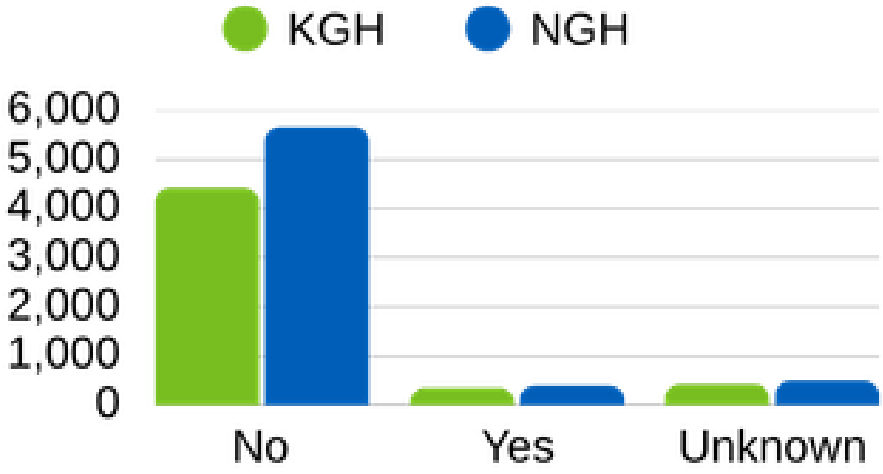
The Trust values **diversity** and is dedicated to an **inclusive**, **accessible** and **fair** workplace. We recognise that a diverse workforce with varied experiences, skills and knowledge enhances the delivery of excellent services. Shown below is the demographic breakdown of our workforce by protected characteristics in 2024.

We train a wide range of **clinical staff**, including **doctors, nurses, therapists, scientists and other professionals**. The training and development department offers a wide range of **clinical and non-clinical training courses**, accessed in a variety of ways through a range of media including e-learning

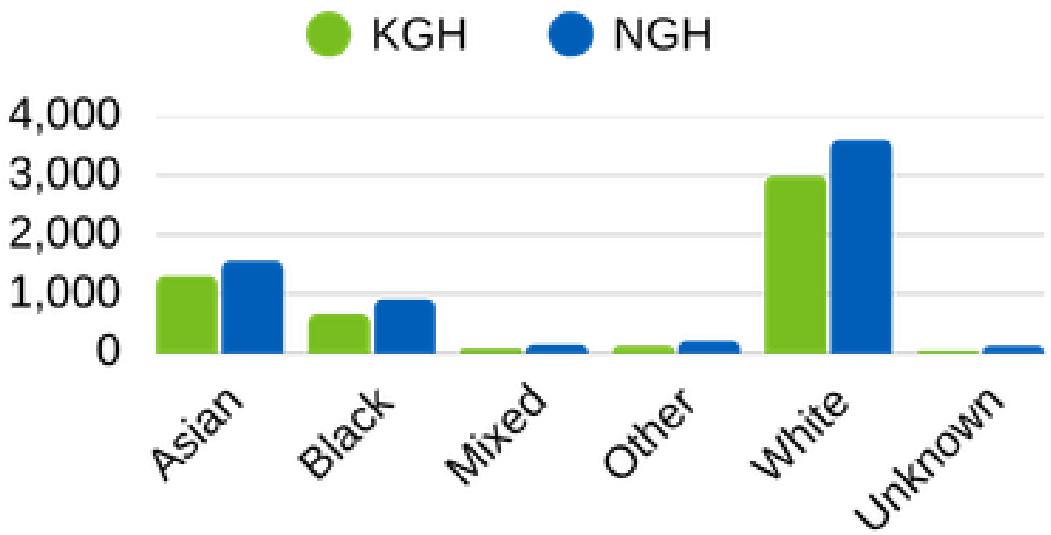
UHN Workforce Sex



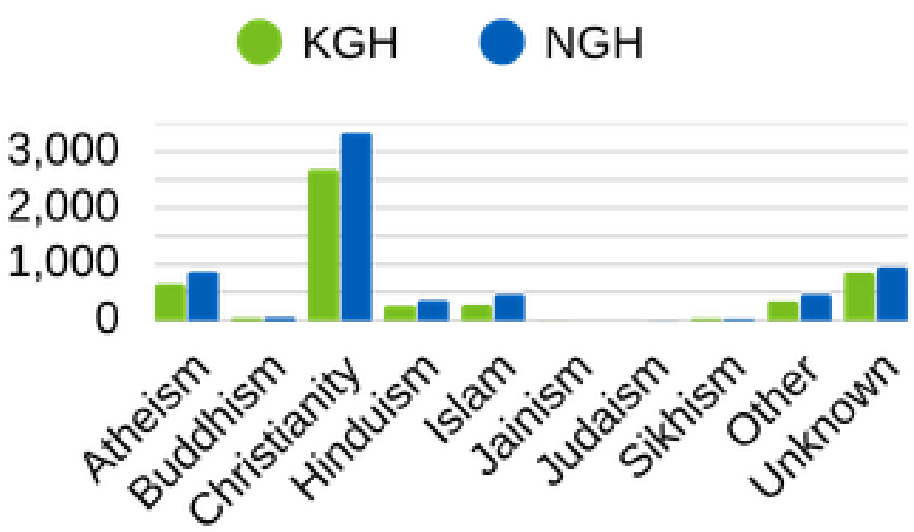
UHN Workforce Disability



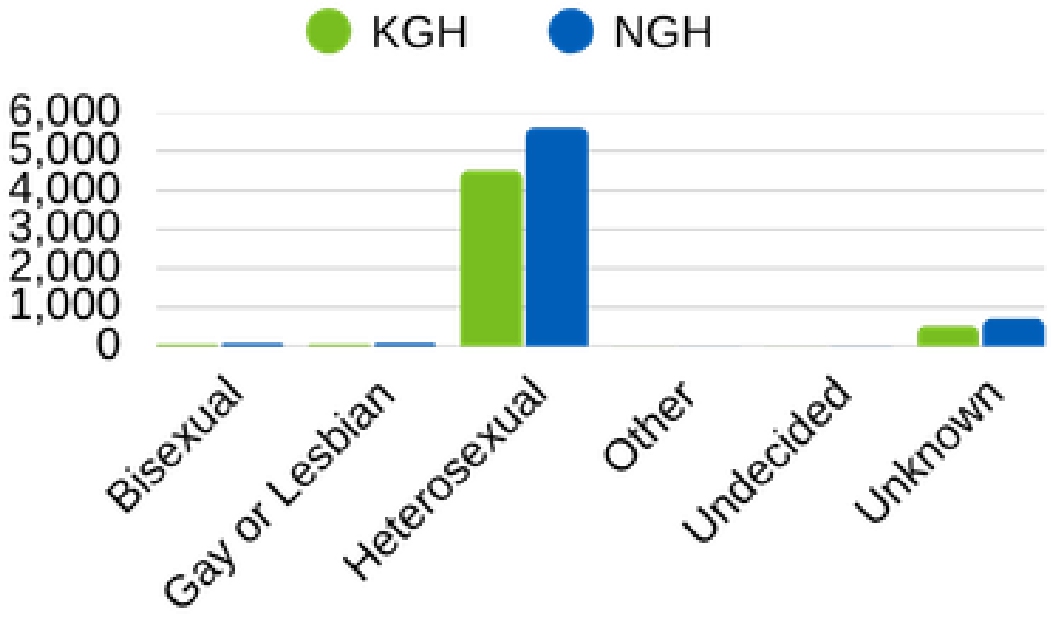
UHN Workforce Ethnicity



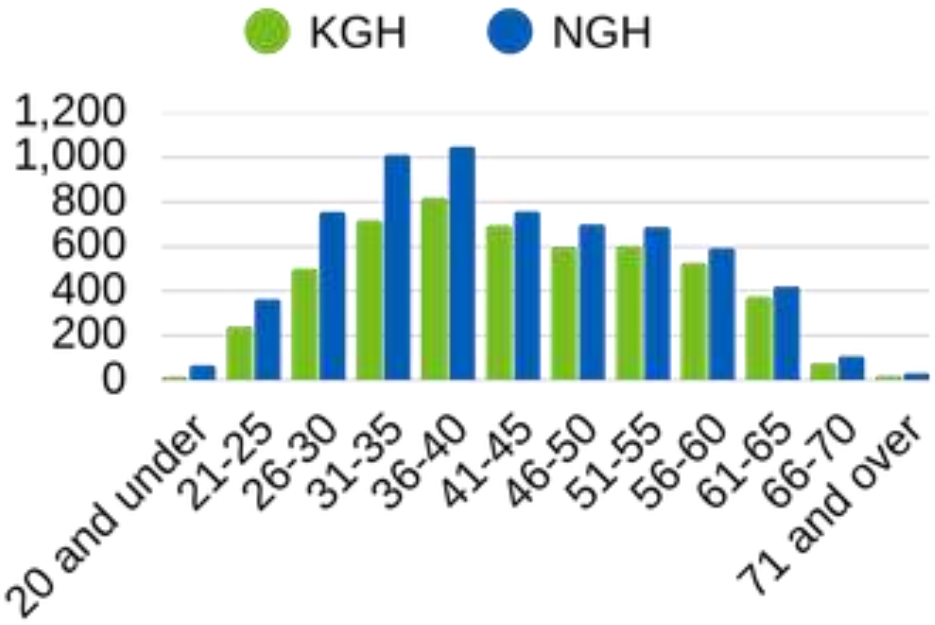
UHN Workforce Religion



UHN Workforce Sexual Orientation



UHN Workforce Age



National Staff Survey - 2025

University Hospitals of Northamptonshire NHS Group

Results For 2025 Survey People Promise Themes '**We are Compassionate and Inclusive** we scored:

- 7.04 out of 10 for NGH (decrease of 0.14%)
- 6.97 out of 10 for KGH (improvement of 0.03%)

We are below the national average of 7.28.

For the sub score **'Diversity & Equality** we scored:

- 8.13 for NGH (decrease of 0.12%)
- 8.08 for KGH (decrease of 0.02%)

We are below the national average of 8.37

For the sub score '**Inclusion**' we scored

- 6.57 for NGH (decrease of 0.14%)
- 6.50 for KGH (decrease of 0.02%)

We scored below the national average of 6.80

Underpinning this theme there are 4 questions from the Staff Survey that contribute to the overall '**theme**' result, in relation to **Diversity** and **Equality**:

The survey has highlighted some areas of concern and we will be working with our **colleagues**, **trade unions** and **Inclusion Networks** to understand the specific issues behind the results so that we can work together to create an inclusive environment where all colleagues are respected and valued

Question 15 – Does your organisation act fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?

There has been a deterioration of

- 49.98% for NGH (decrease of 2.54%)
- 47.49% for KGH (decrease of 0.24%)

We are below the national average of 53.05%

Question 16b –In the last 12 months have you personally experienced discrimination at work from managers/team leaders or other colleagues?

There has been a changes of

- 11.26% for NGH (increase of 0.79%)
- 11.01% for KGH (improvement of 0.57%)

We are below the national average of 8.69%

Question 16a – In the last 12 months have you personally experienced discrimination at work from patients/service users, their relatives or other members of the public?

There has been a deterioration of

- 11.20% for NGH (increase of 0.6%)
- 12.55% for KGH (increase of 1.18%)

We are above the national average of 8.58%

Question 21 – I think my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc.).

There has been a deterioration of

- 64.45% for NGH (decrease of 3.2%)
- 61.96% for KGH (decrease of 0.92%)

We are below the national average of 68.91%

Staff Survey Results - 2025

University Hospitals of Northamptonshire NHS Group

Dedicated to excellence

NHS Staff Survey
Kettering General Hospital

NHS Kettering General Hospital NHS Foundation Trust

Summary of the results of the 2025 National Staff Survey, which is carried out every year to give us an understanding of how staff are feeling and their experiences of working at KGH.

Response Rate 51 %

Staff Engagement Score 6.44 / 10

65% of staff said that the care of patients / service users is our organisations top priority — No Change

47% of staff said they would recommend the organisation as a place to work — 1% decrease

49% of staff said that they would be happy with the standard of care if a friend or relative needed treatment — 3% increase

We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team
6.97	5.58	6.36	5.92	5.48	6.16	6.52
0.03 increase	0.02 decrease	0.03 increase	0.08 decrease	0.07 increase	0.16 increase	0.05 increase

* Scores out of 10

High scores in 2025

- **89%** of staff said **I am trusted to do my job** — No change
- **85%** of staff said **I feel that my role makes a difference to patients / service users** — No Change
- **85%** of staff said **I always know what my responsibilities are** — 1% deterioration
- **84%** of staff said **in the last 12 months I have had an appraisal** — 1% improvement

Low scores in 2025

- **23%** of staff said **I never/rarely have unrealistic time pressures** — 1% deterioration
- **28%** of staff said **there are enough staff at this organisation for me to do my job properly** — 2% deterioration
- **31%** of staff said **my appraisal helped me to improve how I do my job** — 3% improvement
- **35%** of staff said **I am satisfied with the extent to which the organisation values my work** — 2% deterioration

Dedicated to excellence

NHS Staff Survey
Northampton General Hospital

NHS Northampton General Hospital NHS Trust

Summary of the results of the 2025 National Staff Survey, which is carried out every year to give us an understanding of how staff are feeling and their experiences of working at NGH.

Response Rate 49 %

Staff Engagement Score 6.55 / 10

66% of staff said that the care of patients / service users is our organisations top priority — 6% decrease

51% of staff said they would recommend the organisation as a place to work — 7% decrease

52% of staff said that they would be happy with the standard of care if a friend or relative needed treatment — 6% decrease

We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team
7.04	5.66	6.42	5.97	5.55	6.24	6.59
0.14 decrease	0.18 decrease	0.14 decrease	0.16 decrease	0.07 decrease	0 .06 decrease	0 .09 decrease

* Scores out of 10

High scores in 2025

- **90%** of staff **in the last 12 months I have had an appraisal / development review** — 3% improvement
- **89%** of staff said **I am trusted to do my job** — 1% deterioration
- **87%** of staff said **I feel that my role makes a difference to patients / service users** — 1% deterioration
- **84%** of staff said **I always know what my responsibilities are** — 2% deterioration

Low scores in 2025

- **23%** of staff said **I never/rarely have unrealistic time pressures** — 1% deterioration
- **28%** of staff said **my appraisal helped me to improve how I do my job** — 1% deterioration
- **29%** of staff said **there are enough staff at this organisation for me to do my job properly** — 6% deterioration
- **38%** of staff said **I am satisfied with the extent to which the organisation values my work** — 5% deterioration

WRES Indicators - KGH 2025

University Hospitals of Northamptonshire NHS Group

1

41.73% Percentage of BAME Staff

2

Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BAME applicants

0.98

3

Relative likelihood of BAME staff entering the formal disciplinary process compared to white staff

2.20

4

Relative likelihood of white staff accessing non-mandatory training and professional development compared to BAME staff

0.98

5

Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months

34%

6

24% Percentage of BAME staff experiencing harassment, bullying or abuse from staff in last 12 months

7

Percentage of BAME staff believing that trust provides equal opportunities for career progression or promotion

47%

8

Percentage of BAME staff personally experiencing discrimination at work from a manager/team leader or other colleagues

16%

9

BAME Board Membership

-32%

Total Workforce population based off ethnicity

White: 2,981

BAME: 2,169

Not Stated: 48

Total Workforce: 5,198

Leadership | Workforce | Culture | Patient Care

WRES Indicators - NGH 2025

University Hospitals of Northamptonshire NHS Group

1

43.16% Percentage of BAME Staff

2

Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BAME applicants

0.93

3

Relative likelihood of BAME staff entering the formal disciplinary process compared to white staff

1.14

4

Relative likelihood of white staff accessing non-mandatory training and professional development compared to BAME staff

0.98

5

Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months

32%

6

25% Percentage of BAME staff experiencing harassment, bullying or abuse from staff in last 12 months

7

Percentage of BAME staff believing that trust provides equal opportunities for career progression or promotion

50%

8

Percentage of BAME staff personally experiencing discrimination at work from a manager/team leader or other colleagues

16%

9

BAME Board Membership

-33%

Total Workforce population based off ethnicity

White: 3,588

BAME: 2,828

Not Stated: 137

Total Workforce: 6,553

Leadership | Workforce | Culture | Patient Care

WRES Action Plan

University Hospitals of Northamptonshire NHS Group

1. Strengthen inclusive leadership and cultural competence by requiring targeted leaders to complete Rethinking Racism and participate in experiential development, including reciprocal mentoring:

   - Our aim for 2026/2027 is to see a 80% completion rate for all Bands 8A - VSM of the Rethinking Racism Programme

   - Mandating the Rethinking Racsim Programme for all Band 7 - VSM roles

1. Reduce disciplinary disproportionality through fair and restorative processes by introducing race-equity oversight, Cultural Ambassador input and early informal resolution:

   - We are committed to creating an Inclusive Ambassador Programme where colleagues are trained to support our People Team in formal processes in ensuring equity and belonging are maintained

1. Grow diverse talent and career progression pathways through sponsorship, reciprocal mentoring and targeted development for REACH colleagues, with a focus on senior roles.

1. Strengthen the organisational response to racism, harassment and discrimination by improving reporting, support, learning and leadership accountability for incidents involving colleagues and patients or members of the public.

1. Amplify ethnically diverse colleague voice through co-production by giving REACH colleagues and the network by planning for the future in which our networks are able to develop their members, and develop furture network leaders.

1. Increase accountability for race equality outcomes through routine reporting, named leadership ownership and escalation where inequalities do not improve.

WDES Indicators - NGH 2025

University Hospitals of Northamptonshire NHS Group

6% Percentage of staff with disabilities

2 Relative likelihood of non-disabled applicants being appointed from shortlisting across all posts compared to applicants with disabilities **2.22**

3 Relative likelihood of staff with disabilities entering the formal capability process compared to non-disabled staff **0.00**

Percentage of staff with disabilities experiencing harassment, bullying or abuse from:

4aiii **Staff:** 28%

4aii **Manager/Team Lead:** 14%

4ai **Patients & Relatives:** 31%

4b **55%** Percentage of staff with disabilities who reported harrassment, bullying and abuse

46% Percentage of staff with disabilities believing the trust provides equal opportunities for career progression **5**

6 **28%** Percentage of staff with disabilities saying they felt pressure from their manager to come to work when unwell

29% Percentage of staff with disabilities satisfied with the extent to which the organisation values their work **7**

8 Percentage of staff with a long term condition saying their employer has made adequate adjustments **77%**

9 Staff with disabilities engagement score **6.05**

10 Board with disabilities Membership difference **-1%**

Total Workforce population based off disability

Disabled: 403
Non-Disabled: 5,652
Unknown: 498
Total Workforce: 6,553

Leadership | Workforce | Culture | Patient Care

WDES Indicators - KGH 2025

University Hospitals of Northamptonshire NHS Group

1

7% Percentage of staff with disabilities

2

Relative likelihood of non-disabled applicants being appointed from shortlisting across all posts compared to applicants with disabilities **1.00**

3

Relative likelihood of staff with disabilities entering the formal capability process compared to non-disabled staff **0.00**

Percentage of staff with disabilities experiencing harassment, bullying or abuse from:

4aii / **4ai** / **4a**

Staff: 31%

Manager/Team Lead: 15%

Patients & Relatives: 25%

4b

50% Percentage of staff with disabilities who reported harrassment, bullying and abuse

42% Percentage of staff with disabilities believing the trust provides equal opportunities for career progression

5

6

28% Percentage of staff with disabilities saying they felt pressure from their manager to come to work when unwell

23% Percentage of staff with disabilities satisfied with the extent to which the organisation values their work

7

8

Percentage of staff with a long term condition saying their employer has made adequate adjustments **78%**

9

Staff with disabilities engagement score **5.87**

10

Board with disabilities Membership difference **-2%**

Total Workforce population based off disability

Disabled: 354
Non-Disabled: 4,414
Unknown: 430
Total Workforce: 5,198

WDES Action Plan

University Hospitals of Northamptonshire NHS Group

1. Continue to work with colleagues with disabilities and the Disability, Accessibility, Wellbeing and Neuroinclusion Network (DAWN) to better understand the reasons why colleagues may not have declared a disability on ESR, with a view to closing the gap between ESR and National Staff Survey declaration rates.

1. Continue to work to reduce the number of colleagues with disabilities experiencing harassment, bullying and abuse from patients/public and staff. Working with disabled colleagues and DAWN Network members, we will:

- Continue to discuss experiences of harassment, bullying or abuse with colleagues with disabilities, ensuring that there is a safe person/space for any discussions
- Launch a communications campaign focused on reducing harassment, bullying and abuse
- In conjunction with unions, freedom to speak up guardians, and staff networks, review and improve support for staff who experience bullying, harassment or abuse. This will include access to specialist support for staff
- Working with system colleagues and DAWN members, review NHS England's Civility and Respect toolkit and adopt identified practices set out

1. The Trust will continue to strengthen governance arrangements, develop the Disability, Accessibility, Wellbeing and Neuroinclusion (DAWN) Network, and maintain and review the following support pathways:
   a. The Health Passports and Disability Leave,
   b. The UHN Neuroinclusion Toolkit, and
   c. The centrally overseen route for colleagues to access reasonable adjustments

1. Work with the Trust Board and DAWN Network Board Sponsors to produce a Board Charter alongside the DAWN Network.

Pay Gap Reporting - Ethnicity, Disability, & Gender

University Hospitals of Northamptonshire NHS Group

As per the **Pay Gap Information Regulations 2017**, we compiled and analysed our data and submitted it to the Government, as part of the requirements under the Regulations. Although we are not legally required to produce a written report, it was agreed this should be done to give context to the data and this will be published on our website

The majority of colleagues at the Trust are on the national **Agenda for Change Terms and Conditions of Service**. The basic pay structure for these colleagues is across **8 pay bands** and colleagues are assigned to one of these pay bands on the basis of job weight, as measured by the **NHS Job Evaluation Scheme**. Within each band there are a number of incremental pay progression points as agreed by the **NHS National Staff Council**.

Medical and Dental colleagues have different sets of **Terms and Conditions of Service**, depending on seniority. These too are set across a number of pay scales, for basic pay, which have varying numbers of thresholds within them.

There are separate arrangements for **Very Senior Managers**, such as **Chief Executives, Directors** and other **senior managers** who are not on an Agenda for Change Terms and Conditions of Service.



Gender Pay Gap - 2025

When comparing the median hourly pay:

· At **Kettering General Hospital** our female colleagues earn **87p for every £1** that male colleagues earn. This is unchanged from the previous year.

· At **Northampton General Hospital** our female colleagues earn **89p for every £1** that male colleagues earn. This is an improvement from the previous year where it was 89p for every £1.



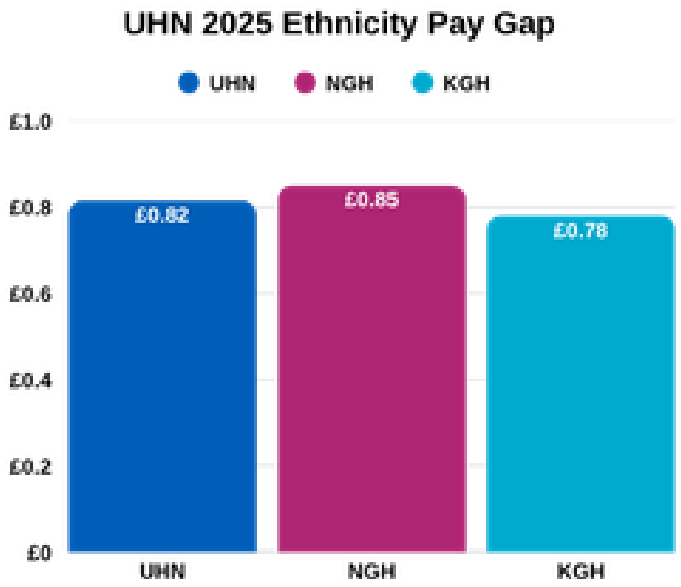


Ethnicity Pay Gap - 2025

When comparing the median hourly pay:

- At **Kettering General Hospital** our White colleagues earn **78p for every £1** that BME colleagues earn. This has declined from 89p from last year.

- At **Northampton General Hospital** our White colleagues earn **85p for every £1** that BME colleagues earn. This is has declined from 92p from last year.



Taking the average of the two, the overall Ethnicity Pay Gap across University Hospitals of Northamptonshire Group is White colleagues earn 81.5p for every £1 that BME colleagues earn.

Disability Pay Gap - 2025

- At **Kettering General Hospital** our Disabled colleagues earn **91p for every £1** that Non-Disabled colleagues earn.

- At **Northampton General Hospital** our Disabled colleagues earn **92p for every £1** that Non-Disabled colleagues earn.

Taking the average of the two, the overall Disability Pay Gap across University Hospitals of Northamptonshire Group is Disabled Colleagues earn 91p (rounded up) for every £1 that Non-Disabled colleagues earn.



Violence and Aggression Reduction Group

University Hospitals of Northamptonshire NHS Group

Our **Violence and Aggression Reduction Group** aims to ensure that all colleagues at UHN are **treated with respect** when delivering care. The group ensures that instances of any violence and aggression met by colleagues from patients or visitors is addressed, and the **correct safeguards** are put in place to ensure no further incidents occur. Working together with our **security teams and local police services**, VARG ensure that **UHN remains a safe place** for colleagues to work in.

This year, our Safeguarding teams have created **new policies and processes** to ensure that the right frameworks are in place to suppot colleagues.

UHN Violence Prevention and Reduction Strategy

Violent Patient Marker Panel SOP

UHN VARG Terms of Reference

VARG Training



Civility & Sexual Safety

University Hospitals of Northamptonshire NHS Group

Civility

At UHN we pledge to create a culture of civility, kindness and respect for everyone at our hospitals, recognising that every action we take affects both patient outcomes and staff wellbeing. We will not accept incivility or rudeness, in any form, and together we will shape a positive, supportive workplace from board to ward. As part of this agenda, UHN have developed a robust and comprehensive training programme to support colleagues in understanding the impact of incivility in the workplace; and building confidence in calling this out compassionately.

Strengthening Our Culture Plan:

Our vision at UHN is to create a culture where every colleague feels safe, respected, valued, and empowered to deliver safe and effective care. This work is delivered across 6 key workstreams, each with a clear goal, and led by senior leaders across UHN. Our activity is shaped by what our colleagues tell us they want, need and expect from us as an employer. This is supported by our newly developed Culture Dashboard, ensuring we can measure progress, and review activity for maximum impact. All programmes of work under this plan report into the People Committee, providing governance and assurance to our senior leaders.





People Plan Engagement

These events invited the organisation to provide feedback and comment on what was important to them across the organisation.

April Improvement Weeks

Rapid engagement events were delivered to capture colleagues' experiences of culture and behaviours in response to staff survey feedback. Activity included departmental visits, and drop-in sessions, enabling structured feedback and richer conversations.

People Committee engagement session

This session tested and refined the Strengthening Our Culture Plan, using staff survey insights to sense-check priorities, identify gaps, and agree measures and governance for delivery.

EDS Domain 2

University Hospitals of Northamptonshire NHS Group

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

Undeveloped activity – organisations score out of 0 for each outcome	**Those who score under 8, adding all outcome scores in all domains, are rated Undeveloped**
Developing activity – organisations score out of 1 for each outcome	**Those who score between 8 and 21, adding all outcome scores in all domains, are rated Developing**
Achieving activity – organisations score out of 2 for each outcome	**Those who score between 22 and 32, adding all outcome scores in all domains, are rated Achieving**
Excelling activity – organisations score out of 3 for each outcome	**Those who score 33, adding all outcome scores in all domains, are rated Excelling**

Domain 2: Workforce health and well-being overall rating	**Developing**

Health & Wellbeing Action Plan

University Hospitals of Northamptonshire NHS Group

2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions

1) UHN Single Point of Access (SPOA) for health and wellbeing services referral form to be re-designed to collect EDI data and OH EDI data to be merged to have an strategic oversite of referral diversity.

2) Develop comprehensive health and wellbeing staff survey including health -related questions such as long term conditions, mental health, health prevention and lifestyle questions to determine gaps in service support offers and inform health and wellbeing strategy of key service priorities and objectives for the next 2-3 years.

3) Commission a meal planning service available for all staff to access to support healthy food choices and easy of preparation. In conjunction, also support the introduction of the NHS 12 week weight management programme at UHN incorporating a physical activity and nutrition programme to promote healthy changes to improving lifestyle and reducing obesity.

4) Re-establish the UHN mental health awareness training for colleagues and line managers.

5) Continuation of the H&EB services Long Term Conditions Self-Management Programme, Living Well with Pain programme and Healthy Prevention Programme.

2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source

1) Previous actions remain in place and have been achieved.

2) Develop and ratify a UHN Management of Unprofessional Behaviour at Work Standard Operating Procedure (SOP), with training and support for managers and HRBP guidance.

3) Support the implementation of the UHN Sexual Safety Policy and reporting tool providing clinical support and management for cases referred through this mechanism.

Health & Wellbeing Action Plan

University Hospitals of Northamptonshire NHS Group

2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source

1) All actions from 2022 remain in place.

2) Development of SOP for triaging staff exposed to V&A at work: PNA Service proactively contacts all staff that have been impacted by V&A at work through the VARG reporting system these staff are triaged and screened for referral to the H&WB and TRiM Incident Support Service.

3) VARG newsletter has regular content from the H&B TRiM service to promote and engage staff in accessing support following V&A at work.

4) The Staff psychological wellbeing service and TRiM service has been set up at KGH from Sept 2024 offering more equity in access to emotional and debriefing support after V&A and to manage stress and bullying at work - also supporting HR and managers to address unprofessional behaviour at work through the new SOP

5) HSE Stress at Work assessment and action plan template has been redeveloped and embedded in the H&WB at Work Policy - training and support for managers and colleagues to implement is underway. This will enable early referrals to H&WB services to intervene and record the diversity of workplace stressors impacting on staff psychological and physical wellbeing.

2D: Staff recommend the organisation as a place to work and receive treatment

1) H&WB Services are fully embedded in the UHN Divisional restructure change programme offering support and consultation about the impact of staff wellbeing on organisational care and systems.

2) H&WB Staff survey completed in 2025 offering insights into the workplace support that staff receive and acquiring insights into supportive practice and further developments required for staff health and wellbeing. This will provide the foundation to the H&WB strategy 2025-2028 to raise engagement and impact on staff wellbeing and health.

University Hospitals of Northamptonshire
NHS Group

Culture change through mainstreaming diversity and inclusion

UHN Staff Network Integration

Our Staff networks are **our guides, critical friends and a key mechanism for driving meaningful change** and making a difference to **our colleagues and our community**. They are change makers who **create opportunities for our people to grow** personally and professionally by providing a safe space and a **critical forum for colleagues to come together**, share ideas, raise awareness of challenges and provide support.

UHN has remained dedicated to **supporting our Staff Networks for over 6 years now**. We understand that each Network is designed to **support colleagues from marginalised communities**. These Networks have long been viewed as **places of safety as well as forums for colleagues to learn,** access support, seek community, and raise concerns about each Trust.

As KGH & NGH have moved closer into UHN, our networks have taken the **decision to combine into Group Networks**, ensuring that colleagues at both Trusts have access to the same support. This change has seen our Network logos change to reflect this **new way of collaboration.**

UHN Gender Equality NETWORK

UHN REACH NETWORK
Race, Ethnicity & Cultural Heritage

UHN DAWN NETWORK
Disability & Wellbeing

UHN Armed Forces NETWORK
ARMED FORCES COVENANT
EMPLOYER RECOGNITION SCHEME
GOLD AWARD
VETERAN AWARE

UHN PRIDE NETWORK
LGBTQ+

Colleague Voice - REACH

University Hospitals of Northamptonshire NHS Group

Our **REACH Network** believes that true belonging means being seen, heard, and valued for who we are. Through the We Belong strategy, we are committed to **creating an environment where colleagues from Black, Asian, and Minority Ethnic backgrounds can thrive**. This means driving **representation at every level, removing barriers to opportunity, celebrating cultural identity, amplifying diverse voices, and fostering allyship across our organisation**. Belonging is not just a vision—it's a shared responsibility and a lived reality we are building together.

Belonging is fundamental to the culture we are **striving to build, a culture where everyone is respected,** has equitable access to opportunities and feels empowered to contribute to our shared goals. The REACH network is committed to **working with the Board, leaders and staff at all levels** to ensure that the principles of the We Belong Strategy are translated into measurable actions. Together we can create an organisation **where difference is recognised as a strength and where everyone knows they truly belong.**



Samu Sibanda
Workforce Matron



Ravika Ramaloo
Pastoral Support Lead



Hildah Matiashe
Diabetes Specialist Midwife



Jane Sanjeevi
Freedom to Speak up Guardian

UHN REACH NETWORK
Race, Ethnicity & Cultural Heritage

Colleague Voice - PRIDE

The Pride Network exists to **support LGBTQ+ colleagues** to foster a safe, and inclusive environment for both LGBTQ+ colleagues and patients across UHN. Our core purpose is to **champion equity, visibility, and belonging, ensuring that all individuals feel respected and empowered in their workplace and care settings.**

We are committed to amplifying the **lived experiences of LGBTQ+ colleagues and patients** and recognising the unique challenges they face. By elevating these voices, we aim to **confront and dismantle barriers rooted in prejudice and discrimination**, while promoting a culture of understanding and allyship.

Our impact is already evident through meaningful contributions to **navigating changes in legislation and by advocating for inclusivity in organisational policies**. We have also facilitated **staff training** through Q Space, equipping teams with the **knowledge and sensitivity needed to support LGBTQ+ colleagues and service users**. Through these efforts, we strive to create a workplace where diversity is celebrated, inclusion is embedded, and every LGBTQ+ individual feels safe, heard, and valued.



Dr. Craig Knighton
Consultant Clinical Oncologist



Abigail Hedges
Senior Clinic Nurse



John Leivers
Communications Officer

Colleague Voice - Gender Equality

University Hospitals of Northamptonshire NHS Group

As co-chairs of the Gender Equality Network, we take **pride in contributing to the inclusion strategy** and being part of the positive changes.

We work on impactful projects like **The Maternity Booklet and The Sexual Safety Policy.** Our meetings cover crucial topics such as **Menopause/Andropause, Mentoring, Career Progression, and Learning Opportunities.**

We also raise awareness by celebrating Women's History Month in March and Movember (Men's Health Awareness) in November."



Sally Tomalin
Pharmacy Administrator



Professor Ganesh Baliah
Director of Allied Health Professions

UHN Gender Equality NETWORK

Colleague Voice - DAWN

We're proud to co-chair a network that **champions disability inclusion and amplifies the voices of colleagues with lived experience.** Over the past year, our network has been a driving force behind meaningful change across the Trust. We've hosted fireside chats, formal and informal network meetings, and worked closely with the EDI Team to shape inclusive network charters and present ideas to the Board.

Our efforts have focused on **improving accessibility and equity**, including work around **reasonable adjustments and advancing neuroinclusive practices through toolkits and awareness programmes.**

Our network continues to be a safe space for **connection, courage, and change**—where lived experiences are heard, and where every voice helps shape a more inclusive future for all.



Christine Hardy
Digital Transformation and Innovation Project Coordinator



Jennifer McCaffery
Outpatients Service Coordinator

UHN DAWN NETWORK
Disability & Wellbeing

Colleague Voice - Veterans

The Network demonstrates its value for all members of the **Armed Forces Community** including **veterans, reservists, serving personnel, cadet volunteers and their families.** It ensures inclusivity, belonging and respect for those with Armed Forces connections.

In 2025, we are incredibly proud that UHN **achieved the Employer Recognition Scheme Gold award, the highest accolade for being a forces- friendly employer**. We are also a **Veterans Covenant Healthcare Alliance accredited organisation** and are committed to providing accessible services and improved outcomes for patients and families from Armed Forces communities.

In the next 12 months we will be working towards creation of a UHN Armed Forces Strategy and this will be in alignment with the values and ambition of the UHN We Belong Strategy.



Caroline Ashby
Senior Business Manager

Amanda Butler
Health Equality and Inclusion Officer

Stephen Harrod
Outpatients Service Coordinator

Our Toolkits & Strategies

University Hospitals of Northamptonshire NHS Group

The following **Toolkits** have been designed to help support our **managers and colleagues** understand **cultural differences**, tackle their own **biases** and support **inclusive conversations** amongst diverse teams. These toolkits help make learning more **accessible** and within the control of the individual who needs them.

UHN LGBTQ+ Toolkit

UHN Microaggression Toolkit

UHN Tackling Racism Toolkit

UHN Passover Guidance

UHN Extended Annual Leave Guidance

UHN Ramadan Guidance

UHN Neuroinclusion Toolkit

UHN Use of Languages Toolkit

Honouring and Respcting my Name

Our **We Belong** and **Health & Wellbeing** strategies set out clear, ambitious goals for the next five years, backed by measurable outcomes. Together, they **define the culture** we want to build and the **standards we expect** for every colleague. These strategies guide how we shape an **inclusive, healthy and high-performing workforce**. They also ensure we stay accountable for creating a place where everyone can thrive.

UHN We Belong Strategy 2025 - 2030

UHN Health & Wellbeing Stratgey 2025 - 2030

Our Policies

University Hospitals of Northamptonshire NHS Group

The following **policies** have been reviewed and published as part of our steps to becoming **UHN**. These **policies** form the backbone of our **formal processes** ensuring that colleagues are **compliant** with any relevant **legislation** and ensuring that the Trust meets its own **duty of care** for those we employ.

- **UHN Injury Allowance SOP**
- **UHN e-Rostering**
- **UHN Additional Annual Leave Purchasing Scheme**
- UHN Pension Alternative Award Contribution
- **UHN Supporting Staff Through Menopause**
- **UHN Resolution**
- **UHN Salary Under/Over Payments**
- **UHN Volunteer**
- **UHN Temporary Staffing**
- **UHN Appraisal**
- **UHN Mandatory Learning**
- **UHN Job Evaluation**
- **UHN Leave in Relation to Starting a Family**
- **UHN Diversity & Inclusion**



UHN Workforce Events

Our EDI Team have been hard at work this year ensuring that **UHN Inclusion Services** are being communicated effectively to all our colleagues. The EDI team have planned the following events that have reached out to colleagues both **virtually and in person** to ensure that everyone felt included in our EDI conversations

Our Workforce Support Events:

- **UHN Ward Walks**: Supporting Clinical Colleagues by meeting them on the Wards
- **UHN Welcome Day**: Welcoming our new starters to UHN
- **UHN Recruitment Days**: Advocating for new applicants to apply for work at UHN
- **UHN Training Days**: Providing training to our UHN teams
- **UHN Fireside Chats**: Virtual sessions for colleagues hear about staff experiences
- **UHN Policy and Strategy Launches**: showcasing the EDI offer within new processes









UHN Cultural Menus

University Hospitals of Northamptonshire NHS Group

Our **Catering team** has worked hard this past year to ensure that our **meals and canteen services for colleagues and patients reflects the diverse communities we serve**. This year, diverse menus were created to celebrate the cultural heritage of our communities. Hungry colleagues and patients were provided a diverse set of dishes and each dish in competition of being the tastiest at UHN.











Stories of Inclusion

Our EDI Team have been hard at work this year ensuring that **UHN Inclusion Services** are being communicated effectively to all our colleagues. The EDI team have planned the following events that have reached out to colleagues both **virtually and in person** to ensure that everyone felt included in our EDI conversations

This year for Black History Month, UHN asked colleagues from Black/Afro-Caribbean backgrounds to share their experiences of life in the UK and at UHN. Colleagues shared their stories on the hardships and support they found when working at UHN. These stories have helped shine a light on the lived experiences of our workforce, and empowered colleagues to step forward to tell their own stories.

The colleagues who shared their story publicly are as follows:

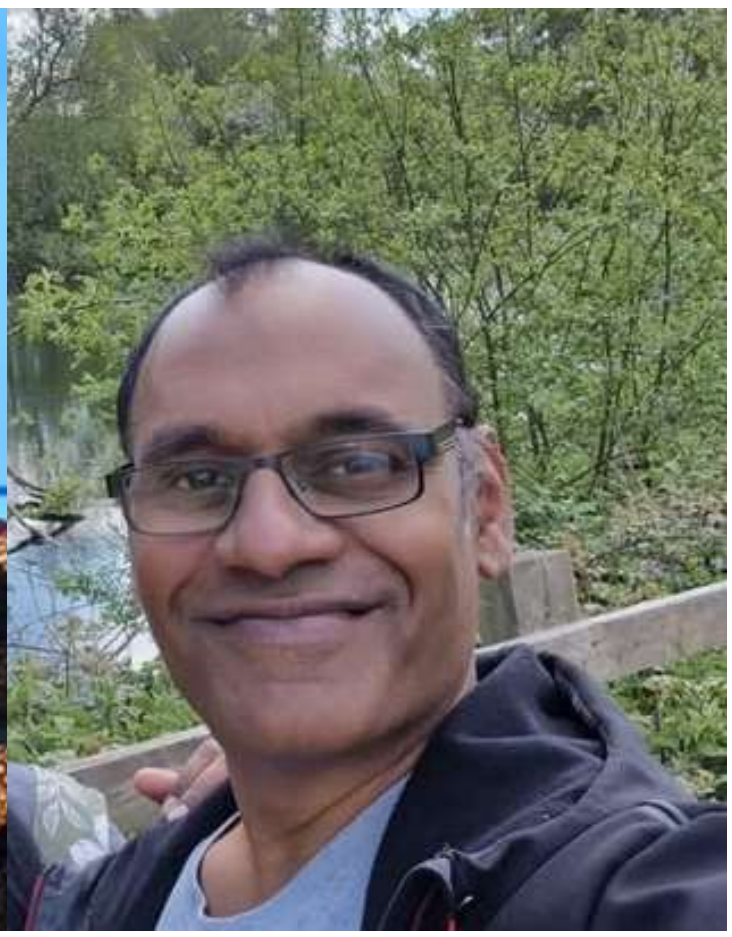
- **Chuks Nwajei, Healthcare Support Worker**
- **Wineshen Ramaloo (Win), Staff Nurse**
- **Imaobong Umanah - Registered Nurse**



Chuks Nwajei
Healthcare Support Worker



Imaobong Umanah
Registered Nurse



Wineshen Ramaloo
Staff Nurse

Sunflower Badges

University Hospitals of Northamptonshire NHS Group

Sunflower Badges are available to clinical colleagues across UHN as part of the **Hidden Disabilities Campaign** and as an alternative to the **Sunflower Lanyard**.

Hidden disabilities don't have physical signs and can include;

- **Learning difficulties**
- **Mental health**
- **Mobility**
- **Speech, Visual or hearing**
- **Impairments**
- **Asthma**
- **COPD, and other lung conditions**
- **and chronic illnesses**

Living with these conditions can make daily life more **demanding** for many people. They affect each person in different ways and can be **painful, exhausting and isolating**. Wearing the **Hidden Disabilities Sunflower** discreetly indicates to people around the wearer that they need **additional support, help or a little more time**.

You might have seen people wearing the **sunflower lanyard** around the Trust (as pictured), however due to **Infection, Prevention and Control** measures Clinical colleagues cannot wear these lanyards. UHN is proud to have purchased **Sunflower Badges for our Disabled Colleagues** to replace their lanyards to ensure they feel supported at all times when working in our clinical areas.



UHN Wear Your Pride Day

University Hospitals of Northamptonshire NHS Group

Every year since 2023, UHN has celebrated **Pride month** by asking our colleagues to **“Wear Your Pride”** to work. Colleagues wear any colour of the rainbow flag to show their visual support for our **LGBTQ+** community. This year we collaborated with our **Northamptonshire Health Charity** to provide hampers to the winning teams at **KGH & NGH**. Our winners this year were our **Communications Team, Cellular Pathology and Clifford Ward**







Funded thanks to donations to...
Northamptonshire Health Charity

UHN Pride Month

Each year, UHN has the privilege of attending **Northampton Pride** to engage with our local **LGBTQ+** community.

This year our **PRIDE** Network members help plan and coordinate further UHN participation by organising our colleagues in the **Northampton Pride March**, distributing Pride memorabilia, and engaging with our **service users**.

UHN values the feedback our **LGBTQ+** community provides us each year on ways we can improve access to our services. This year our colleagues, and service leads have taken on board this feedback to ensure **mental health** and **gender marker** processes are easier and prioritised at UHN.













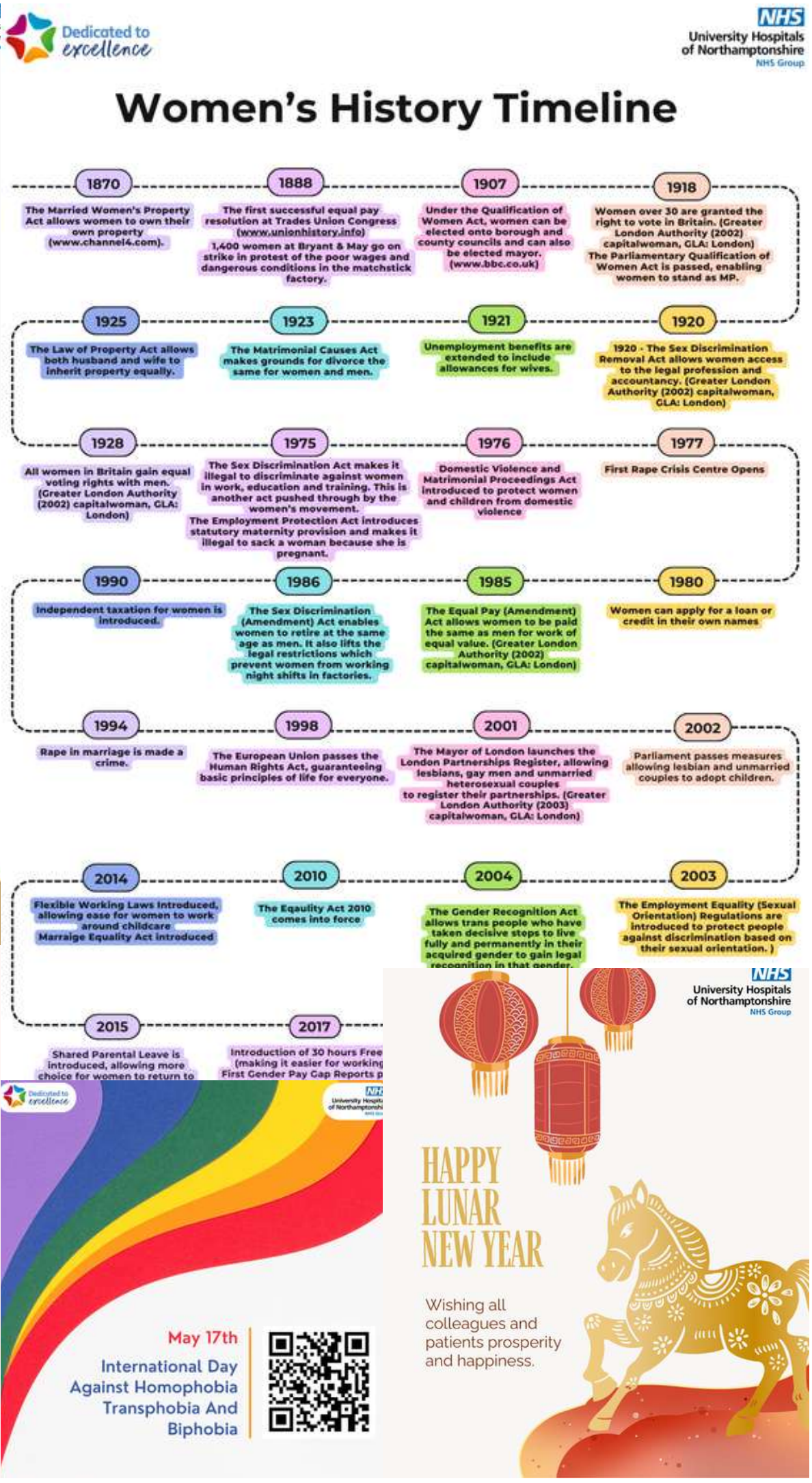
Funded thanks to donations to...
Northamptonshire Health Charity

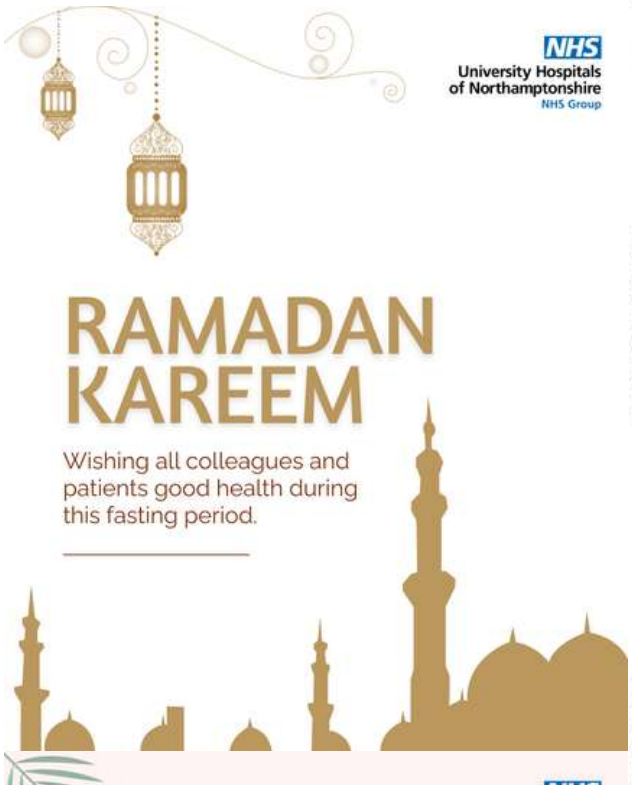
UHN Cultural Events

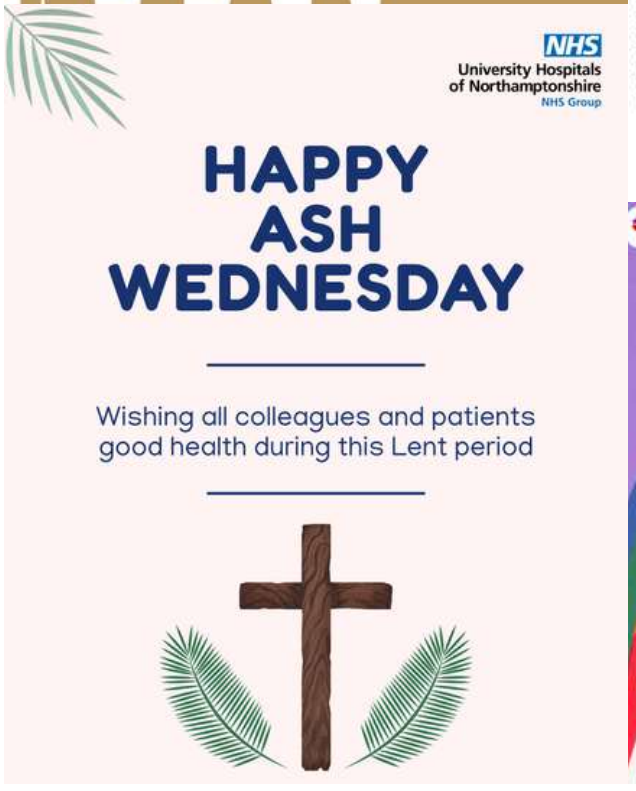
University Hospitals of Northamptonshire NHS Group

At UHN we have taken pride in designing and **celebrating** a host of **cultural events** relevant to the **communities** we serve. Our aim is to ensure that UHN visually supports our communities as well as sharing in **cultural celebrations** for all colleagues.









University Hospitals of Northamptonshire
NHS Group

Improving patient access and experience in and of our services

UHN Memory Trees

UHN recognises the importance of **creating inclusive and compassionate spaces** that support reflection, remembrance and wellbeing for our staff and local community.

There was a recognised need to provide **a space for remembrance on our hospital sites**, especially to support teams following the **loss of a colleague who has died in service at UHN.**

In 2025/26, UHN commissioned **two Memory Trees**—one for each hospital site—funded by Northamptonshire Health Charity. These installations provide a dedicated space to **remember colleagues who have died, alongside members of our wider community, with individually engraved leaves acting as lasting tributes.**

The Memory Tree at Kettering General Hospital has been installed within the Atrium, with a second tree planned for Northampton General Hospital. **For colleagues who die in service, a commemorative leaf is offered to their next of kin or colleagues**, providing an opportunity to be recognised and remembered with dignity.

This initiative reflects our commitment to **supporting staff through bereavements,** promoting a culture of care and inclusion, and ensuring that remembrance is accessible and equitable.



Improving Pastoral Support

University Hospitals of Northamptonshire NHS Group

The chaplaincy provides **pastoral**, spiritual and **religious care** to patients, visitors and staff of **all religions and beliefs, including those with non-religious beliefs**. Key projects that our Chaplains have completed this year to improve pastoral care across UHN are as follows.

- **Easter and Passover** displays outside the Multi-Faith Chapel and Easter Sunday Service and KGH radio broadcast – April 2025.
- Display for **VE 80 Day and VE 80 Day Memorial Service** held at the front of the hospital – May 2025.
- Display to support **Dying Matters Week** in the Chapel- May 2025.
- Display for **Armed Forces Week**, promoting Veterans network and support- June 2025.
- **Staff Memorial Service** in the Pocket Park following loss of long-standing member of staff – June 2025.
- **Baby Loss Memorial Service** held at Oakley Vale Community Centre in Corby – June 2025.
- **Staff Memorial Service** for longstanding staff member on SDCU at KGH - August 2025.
- KGH Chaplains attended the **New Doctors Welcome one day Event** – August 2025
- NGH Chaplains attended the **UHN AGM event** to promote Spiritual and Pastoral Care – August 2025
- Regular attendance at the **KGH Winter Resilience Events** in September speaking to staff about how to remain resilient and how Chaplaincy can support staff impacted by the pressures they face at work – Autumn 2025
- **Baby Loss Memorial Services** for the community in both Kettering and Northampton Churches – October 2025. There was also additional Baby Loss Memorial Service in Northampton just before Christmas. All these services were in partnership with the SANDS (the Baby Loss Charity).
- Displays promoting the **Hindu festival of Diwali** outside KGH and NGH Chapels – October 2025.
- **Annual Act of Remembrance Services** at KGH and NGH (including radio broadcasts) – November 2025.
- Support for KGH ED Staff following the sudden death of a much-loved colleague – December 2025





Gender Inclusion Working Group

University Hospitals of Northamptonshire NHS Group

Following the **Supreme Court's decision on the definition of sex within the Equality Act**, organisations across the UK are expected to adapt their processes and policies to ensure that spaces and facilities remain inclusive for cisgender and transgender individuals.

While organisations waited guidance from the **Equality and Human Rights Commission (EHRC)**, UHN took a more proactive approach to ensure that our **colleagues and patients remained safe and included** in any changes this ruling created. Led by our Workforce EDI Officer and our Patient EDI Officer, a **working group was established that brought together clinical, governance, people, estates and executive leads into a single entity.**

The Gender Inclusion Working Group aims were as follows:

- **Implementing a centralised information governance model.**
- **Establishing a psychologically safe environment that supports open, sensitive questioning.**
- **Designing changes through an inclusive lens that reflects the needs of both trans and cisgender communities**
- **Maintaining continuous visibility of emerging issues and responding individually as they arise.**

Through this working group, UHN was able to **provide clarity to colleagues and patients concerning access to gender specific facilities,** begun review of its policies that were impacted by the ruling ie UHN Supporting Trans, Intersex and Non-Binary Colleagues Policy, and **engaging with colleagues on how to create an inclusive workplace** that meets the needs of both cisgender and transgender colleagues.

Our Gender Inclusion Working Group has ensured that in the absence of offcial guidance from the EHRC that our **communication and decsion-making has remained in line with our values of compassion, respect and integrity.**

Improving Patient Care

University Hospitals of Northamptonshire NHS Group

The Patient Experience and Engagement Team held the following events during 2025-26

Neonatal and Transitional Care:

The UHN Patient Experience & Engagement team facilitated two Neonatal and Transitional Care Listening Events. These events were a follow up to events held at KGH and NGH last year building on the continuous improvement programme led by the UHN Neonatal Clinical Psychologist, the clinical and nursing leads for the units. There was some excellent positive feedback gathered at both events for the support and care received by the clinical teams. Themes that will form the improvement action plans include:

- **Information and support to help parents understand medical feeding plans**
- **Greater support and inclusion for fathers.**
- **Out of hours access to Gosset was problematic.**
- **Improved discussions with parents prior to discharge.**

Assistance Dogs Training Event:

In May 2025, the Head of Patient Experience and Engagement facilitated a visit to Danetre hospital by the Infinity Dogs CIC organisation and East Midlands Ambulance Service as part of the Assistance Dogs Training Event incorporating clinical areas and ambulances. This provides the opportunity for young assistance dogs and their owners to experience bringing their dogs into a hospital environment and also a journey in an ambulance.

The feedback from members of the Infinity Dogs CIC organisation members is overwhelming positive with enormous thanks for this opportunity and how much it has helped the dog owners, and their dogs grow in confidence to use our services. This joint partnership has also assisted with the shaping the new UHN Assistance Dogs Policy



Improving Patient Care

The Patient Experience and Engagement Team held the following events during 2025-26

Multiple Sclerosis:

The NGH Patient Experience & Engagement team in collaboration with the Quality Improvement Team, the NGH Multiple Sclerosis team and the Multiple Sclerosis Society facilitated a Multiple Sclerosis listening event for patients with this condition who use the services of NGH. The event was attended by both patients and carers giving a great insight into their experiences and pathway journeys through the NGH Emergency Department, inpatient wards, outpatient services and community support for patients. Generally, the feedback was very positive with just the need for improvements to discharge planning for both patients and carers needed.

Children & Young People:

NGH conducted a Children's & Young People (CYP) 15 Steps Assessment with the assistance of five current and former CYP patients who visited Paediatric ED, the two children's wards, Paediatric Assessment Unit and the Activity Centre.

The outcome from this assessment visit has informed an improvement action plan with the key areas being noted below:

- **Greater focus on an environment and activities more suitable for teenage patients.**
- **Improved signage around the Trust that is CYP focused**
- **Improvement in the Activity Centre Garden.**
- **Improved Wi-Fi and television availability in designated areas.**



Improving Patient Care

The Patient Experience and Engagement Team held the following events during 2025-26

UHN Operating Theatre Conference:

In October the Head of Patient Experience and Engagement was instrumental in arranging and supporting an Autistic patient to present their lived experiences of using both NGH and KGH theatres. The session also facilitated further learning for the whole multidisciplinary learning to raise awareness of Autism for future patients. The feedback from the conference attendees was overwhelmingly positive with a greater consideration gained for patients living with Autism.

Haemoglobinopathy Quality Improvement Programme

The UHN Equality and Inclusion Officer has supported the Haemoglobinopathy Quality Improvement Programme throughout 2025-26. The improvement programme has focused on the following areas of improvement;

- Development and launch of Sickle Well Community Asset Group in partnership with Northamptonshire Carers and Cole
- Collaboration with East Midlands Thalassemia and Sickle Cell Network (EMSTYN) for support in advice and guidance to the patients attending Community Asset Group
- Review of data alongside ICB Population Health colleagues to identify and promote the community services to primary care and patients across Northamptonshire
- Developing evaluation tools for patient experience towards quality improvement cycles of the Community Asset Group and neighbourhood working
- Presentation accepted to the ‘Core20Plus Ambassador Programme 2025-26 on the sickle cell community asset group development approach at UHN to improve awareness



Enter & View Visits

University Hospitals of Northamptonshire NHS Group

West Northamptonshire Healthwatch 'Enter & View' Visits:

During October 2025 NGH received two Enter & View visits by West Northamptonshire Healthwatch covering the Paediatric Departments and the Adult Emergency Departments. For the first of the two visits the Healthwatch team visited the Children's Accident and Emergency (Paediatric ED) Unit, Paddington Ward, Disney Ward, Play Activity Centre, Paediatric Assessment Unit (PAU) and Children's Outpatient Department.

The findings from the first visit were:

Positives:

- Welcoming and Child-friendly Spaces
- Good Safety and Accessibility Measures in place
- Positive Engagement and Communication with patients and families

The recommendations for improvement were:

- Increase the communications and awareness of the hospital passport system.
- Introduce sensory spaces on all wards, especially Disney and Paddington.
- Redevelop the outdoor space into an inclusive, accessible play environment with greenery, sensory paths and wheelchair-friendly equipment.

For the second visit the Healthwatch team visited A&E Streaming Hub and Minor Injuries, Springfield Minor Treatment Centre, FIT Stop, Ambulance Pathways, Same Day Emergency Care (SDEC), Main Emergency Department, and the Clinical Observation Area (COA).
The findings from the second visit were:

Positives:

- Passionate and dedicated staff
- Safe and secure wards, with dementia-friendly blue seating
- We were informed about upcoming renovations to help the flow of patients and quality of care

The recommendations for improvement were:

- Better communication with patients about what to expect and wait times
- Improving the environment where patients are waiting, with additional notices, display boards and decoration.
- Improvements to provide more privacy to patients

Outcomes from the listening events helped with the creation of action plans and strategy development for the areas involved. Positive feedback was received from the participants for holding the forums, enabling patients and carers the opportunity to have their experiences heard personally, in the knowledge that NGH genuinely recognised their contributions.

Patient Stories

The Patient Experience and Engagement team are regularly asked for patient stories to be shared and discussed at various meetings and committees; they are also used for training sessions or to celebrate events such as the Daisy Awards. The team work closely with the Trust's Digital Communications Office to produce these video and digital patient stories.

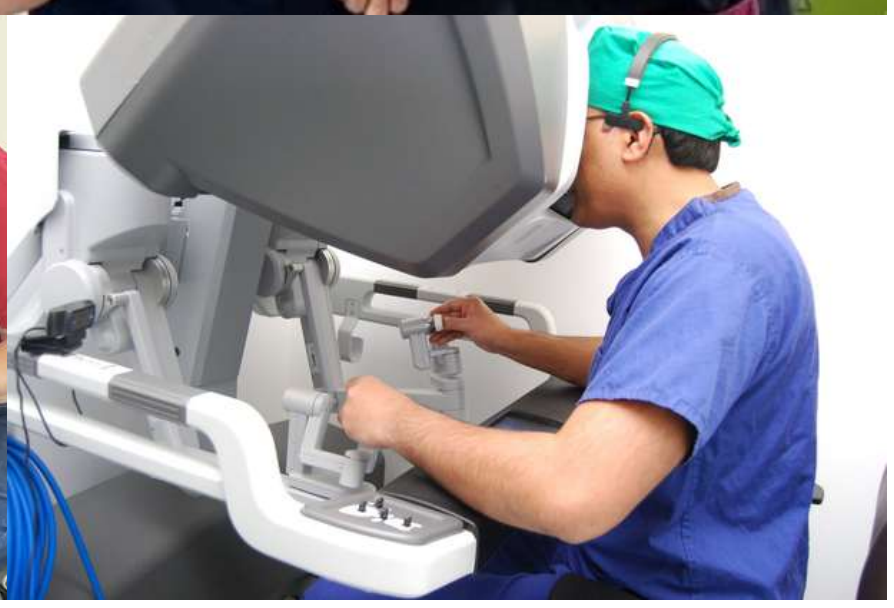
Throughout the year, patient stories have provided essential insight into how our care is experienced day to day, complementing clinical outcomes, safety metrics and operational performance. Positive stories highlight what we should protect and replicate: compassionate interactions, clear communication, responsive teams and well-coordinated pathways. They also strengthen staff pride and reinforce a culture of person-centred care. Negative stories are equally valuable, helping us identify where harm, distress or avoidable delays may occur, and where processes do not work as intended (for example around listening and involvement, medicines information, discharge planning, accessibility and continuity between services).

Taken together, patient stories, captured through feedback, compliments, complaints and engagement activity support transparent governance, guide quality improvement priorities and help us track whether changes made are improving experience and equity. Used responsibly, with confidentiality maintained and themes triangulated with other evidence, these accounts turn lived experience into learning and action.









University Hospitals of Northamptonshire NHS Group

Accountability

We take responsibility for our decisions, our actions and our behaviours. We do what we say we will do, when we say we will do it. We acknowledge our mistakes and we learn.

Respect

We value each other, embrace diversity and make sure everyone feels included. We take the time to listen to, appreciate and understand the thoughts, beliefs and feelings of others

Integrity

We are consistently open, honest and trustworthy. We can be relied upon, we stand by our values and we always strive to do the right thing.

Compassion

We care about our patients and each other. We consistently show kindness and empathy and take the time to imagine ourselves in other people's shoes.

Courage

We dare to take on difficult challenges and try out new things. We find the strength to speak up when it matters and we see potential failure as an opportunity to learn and improve.