

# Dorothy House Equality, Diversity & Inclusivity Strategy

2025-2028



# Foreword

At Dorothy House, inclusion is central to how we lead, how we work together, and how we care for our community.

This refreshed Equality, Diversity and Inclusion Strategy supports our “It’s Personal” Organisational Strategy by creating the conditions for dignity, fairness and belonging — across our One Workforce and for the people we serve.

It recognises that we can only deliver truly personalised, compassionate care when every role is valued, and every person is seen. That means removing barriers to access, deepening cultural understanding, and building a workplace where everyone can thrive.

This strategy is part of how we honour our purpose: empowering, collaborating and delivering so that no one faces death alone. It’s not just a document — it’s a shared commitment to do better, together.



A stylized, handwritten signature in black ink.

**Wayne de Leeuw**  
*Chief Executive*





# Our approach to Equality, Diversity, Inclusion and Human Rights

At Dorothy House, inclusion is central to how we lead, how we work together, and how we care for our community.

This commitment is grounded in our values: *We Care, We Connect, We Create* shaping how we lead, how we work together, and how we deliver care.

## Human Rights

We uphold the rights and freedoms of every individual, including dignity, autonomy and respect for personal beliefs.

- Our Community: Everyone has the right to compassionate, person-centred care, free from discrimination and aligned with their values and wishes.
- Our Workforce: We foster a culture of respect, voice, and inclusion where individual rights are protected, honoured, and inform how we lead and work.

## Equality

We treat everyone with dignity, fairness and consistency.

- Our Community: We work to ensure all who need care can access it equally, regardless of background, identity, or circumstance.
- Our Workforce: We uphold fairness in how people are recruited, supported, recognised and developed across every team and role.

## Equity

We recognise that not everyone starts from the same place, so we tailor support to ensure fair access, opportunity and outcomes for all.

- Our Community: We commit to ensuring that all those in our community, regardless of situation or location, can access high quality care.
- Our Workforce: We offer the support, flexibility, and development required/needed to ensure everyone has a chance to thrive whether paid or unpaid.

## Diversity

We value difference in identity, background, experience and thinking as a source of strength.

- Our Community: We honour and adapt to the diverse cultures, beliefs and needs of the people and families we care for.
- Our Workforce: We welcome and learn from difference, creating teams that reflect our wider community.

## Inclusion

Inclusion means belonging by creating an environment where everyone feels safe, valued and able to contribute.

- Our Community: We create welcoming, non-judgemental spaces where people feel heard, respected and understood.
- Our Workforce: We cultivate inclusive teams where everyone regardless of role, identity, or background is seen, involved and appreciated.

## Fairness

We act with integrity and hold ourselves to consistent standards without bias, favouritism or assumption.

- Our Community: We ensure fairness in how we deliver care, make decisions, and respond to needs.
- Our Workforce: We build trust through transparency and consistency — in expectations, feedback, and opportunities across our One Workforce.

# Equality, Diversity & Inclusivity Strategy Overview



Our approach to equality, diversity and inclusion is guided by our organisational purpose: To empower, collaborate and deliver so that no one faces death alone.

We embed this commitment across two strategic pillars:

- Our Community: by addressing inequality and ensuring everyone can access compassionate, personalised care
- Our Workforce: by creating a united, inclusive culture where every role is valued and supported

Whether we are empowering our teams, working in partnership, or delivering care, we do so through the lens of inclusion, fairness and respect.

## Our Community

### Personalised Care & Support

We recognise the individuality of every person and strive to deliver care that honours identity, belief, background and lived experience.

1

### Addressing Inequalities

We take active steps to reach and include groups who face barriers to accessing end of life care including those who are minoritised, excluded or underserved.

2

## Our Workforce

### One Workforce

We value every role paid and unpaid, and create inclusive structures, recognition, and development opportunities that bring people together across all services.

3

### Consistent & compassionate leadership

We support leaders at every level to lead with empathy, accountability and inclusion guided by our Leadership Framework and The Deal.

4

“

Inclusion is central to how we deliver care because everyone deserves support that reflects who they are, what matters to them, and the community they belong to. This strategy strengthens our commitment to ensuring no one faces death alone, and that every person can experience compassionate, personalised care and a peaceful death.”



**Penny Agent**  
*Care Services Chief  
Operating Officer*



# Our Community

## 1 Personalised Care & Support

Delivering care that honours identity, belief, and lived experience shaped by what matters most to each person.

### To achieve this we will:

- ✓ Embed inclusive, personalised care planning that recognises cultural, spiritual, and individual difference at end of life.
- ✓ Champion the use of Personal Health Budgets and tools that enable people to shape their own care and support.
- ✓ Equip our workforce with the insight, confidence and tools to co-create care that is responsive to the needs, values, and preferences of the people we serve.
- ✓ Strengthen shared decision-making practices, ensuring people feel listened to and in control.
- ✓ Involve carers and those important to the person, recognising their voice as essential to personalised support.

## 2 Addressing Inequalities

Expanding access to palliative and end of life care by removing barriers, tailoring services, and building trust with underserved communities.

### To achieve this we will:

- ✓ Use **population health and community insight** to identify who isn't accessing palliative care — and redesign services to meet unmet need.
- ✓ Strengthen partnerships with **community, faith and voluntary groups** to reach people earlier and connect them with personalised support.
- ✓ Expand access for those most excluded from palliative care — including **people experiencing homelessness, traveller communities**, and others facing multiple disadvantages.
- ✓ Map and connect with local assets, **social prescribers and system partners** to build seamless referral pathways.
- ✓ Amplify underrepresented voices so that **those at risk of exclusion shape how we design and deliver care**.



“

Inclusion starts with how we lead, how we listen, and how we value every role across our organisation. This strategy translates our One Workforce commitment into everyday practice enabling the delivery of more care by creating a culture where everyone feels respected, supported, and able to thrive. When we lead with equity and purpose, we build the foundation for truly compassionate care.”



**Liza Pinching**  
*Director of People  
+ Services*



# Our Workforce

## 3 One Workforce

Delivering care that honours identity, belief, and lived experience shaped by what matters most to each person.

### To achieve this we will:

- ✓ Launch a **One Workforce campaign** and refresh our ED&I approach to reflect shared direction.
- ✓ Align the **Volunteer Pledge** and The Deal to embed mutual expectations and inclusive culture.
- ✓ Deliver a **unified One Workforce Induction**, embedding values, leadership expectations, and inclusive practices from day one.
- ✓ Introduce **“Know Your Hospice”** and **“Walk in My Shoes”** experiences to build connection and shared understanding.
- ✓ Strengthen **cross-functional collaboration and equitable recognition** across all roles.
- ✓ Improve ED&I **data capture and insight** via workforce systems to shape targeted and responsive interventions.

## 4 Consistent & compassionate leadership

Expanding access to palliative and end of life care by removing barriers, tailoring services, and building trust with underserved communities.

### To achieve this we will:

- ✓ Develop managers to lead **diverse, intergenerational, and hybrid teams** — aligning leadership expectations across paid and unpaid workforce within our overall management and leadership development offer.
- ✓ Deliver a refreshed People Manager Induction that promotes One Workforce and highlights the value of difference across all teams.
- ✓ Review and report on pay data annually, using this insight to inform how we maintain fair pay, progression and leadership.
- ✓ Embed training on inclusive leadership, with a focus on supporting neurodivergent colleagues and ensure annual ED&I training is up to date and meaningful.
- ✓ Promote civility and psychologically safe behaviours by embedding inclusive leadership practice through our Leadership Framework.
- ✓ Launch the refreshed Freedom to Speak Up Guardians, championing everyday voice across the organisation.



## Phone

Switchboard: 01225 722 988  
Clinical 24hr Advice Line: 0345 0130 555

## Online

[dorothyhouse.org.uk](http://dorothyhouse.org.uk)

## Post

Winsley, Bradford on Avon, Wiltshire, BA15 2LE

---

Dorothy House is a registered charity in England and Wales (275745).  
Registered in England and Wales as a company limited by guarantee  
(1360961). Registered office: Winsley, Bradford on Avon, Wiltshire BA15 2LE

