

DEVELOPING INCLUSIVE PRACTICE FOR BME AND FEMALE STAFF



WELCOMING



ENGAGING



COLLABORATIVE



ACCOUNTABLE



RESPECTFUL



EQUITABLE

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Background



Barts Health

NHS Trust

- Barts Health NHS Trust created on 1 April 2012, brings together three legacy Trusts to become a group of five hospitals as one of the largest Trust's in the country.
- The Trust provides both acute and community based healthcare services across four core London Boroughs, serving approximately 2.6 million patients from east London and beyond each year.
- Has a workforce of approximately 16,000, a CEO-led Equality & Inclusion Board and established staff diversity networks
- With a 95% ethnicity disclosure rate, 50% of workforce state they are from BME background and 49% disclose as being white/white other (Mar 2017).
- An analysis of the ethnicity profile shows an *above Trust baseline average* of BME staff on bands 5 and 6 and a *lower than Trust baseline average* on bands 7 upwards, with numbers decreasing the higher you go up the bands.
- A successful application for funds was made to NHS England in 2015
- A multi disciplinary steering group was set up to progress the work
- Placed under *special measures* in 2015
- Recently inspected by CQC





and moving from ...

HSJ

Hospital Transformation

Barts Health Trust

In Association with

MHI

Bullying and race discrimination alleged at Barts, report finds

3 October, 2014 | By [Sophie Barnes](#)

PERFORMANCE: Staff at Barts Health Trust have been subject to bullying behaviour, race discrimination and ill treatment, according to a report commissioned by the trust.

The study of 2,000 employees by Plymouth University's Graduate School of Management also found 23 per cent of respondents considered themselves the subject of gossip or malicious rumours.

Researchers received accounts from Barts' employees of discrimination based on religion, disability, and race - with the latter named as "the most prevalent".

Both black minority ethnic and white staff perceived themselves as being discriminated against.

Barts commissioned the survey, which was carried out between April and June, after a report by the Care Quality Commission described "a perception of a closed culture and bullying" at the trust.

to...



“The development programme designed to support Black, Asian and minority ethnic staff had **won national recognition**.”

Barts Health NHS Trust CQC Report 2017



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Barts Health NHS Trust
2017 CQC overall rating

Requires improvement

“

Staff from Black, Asian and minority ethnic groups reported that they felt **more engaged and included**.”

”

Barts Health NHS Trust CQC Report 2017



Nursing Times Awards 2016



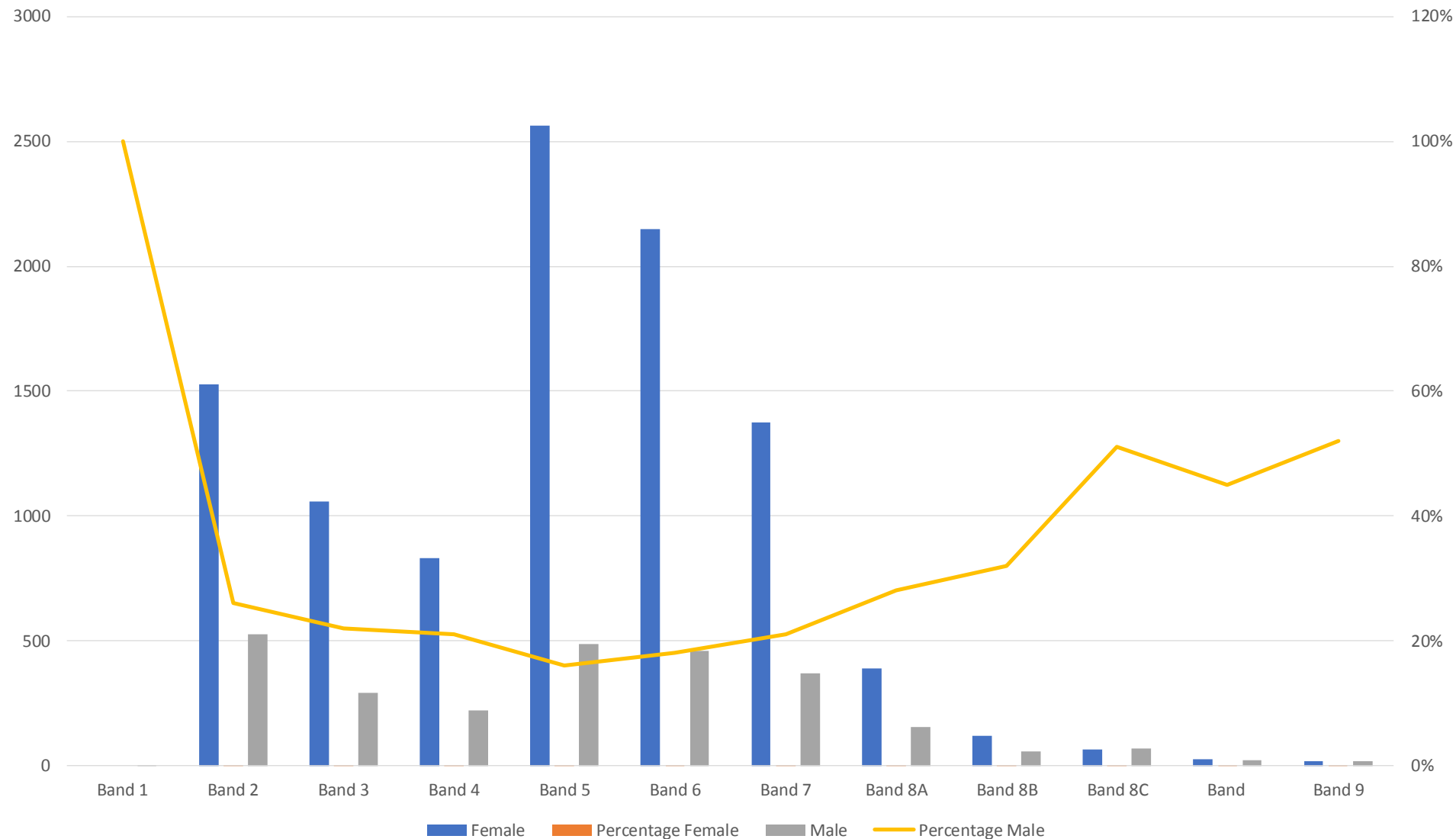
Ethnicity Profile by Pay Band at Barts Health

Ethnicity Profile by Pay Band



Gender Profile by Pay Band at Barts Health

Gender Profile by Pay Band



Aim

Through a series of practical and motivational workshops, the confidence, aspirations and attainment of BME and Female staff would be raised.



Method

- Reviewing secondary data; workforce information and staff survey responses and establishing a baseline for the Trust
- Baseline assessment of workforce information showed under-representation of BME and female staff in senior positions.
- Multidisciplinary steering group drawing from membership of established staff diversity network
- An empowering programme of practical and motivational workshops was co-designed and delivered by a leading life coach and motivational speaker.
- Data on staff achievements gathered and compared to baseline assessment and feedback and evaluation sheets analysed.



What did we realise?

It was clear that there are and have been, many initiatives in the NHS designed to address barriers to progression for black and minority ethnic staff and female staff. In our Trust, the following objective was recognised early on:

The need to establish and develop a credible programme of development activity that is aimed at staff who identify themselves as

- i. having hit the 'ceiling' or
- ii. need support in '*climbing the glass slope*' or
- iii. are experiencing the '*sticking floor*' and need help in pulling free.



What did we do?

CAREER DEVELOPMENT WORKSHOPS

Each cohort member participates in a series of three half day workshops covering:

- i. Personal Effectiveness;
- ii. Career Planning; and
- iii. Job interview skills.

Participants include both clinical and non-clinical staff ranging from Bands 2 to 8c. The workshops take place across each of our sites



RESULTS TO DATE

Headcount	Clinical		Non-Clinical		Total		BME Change from 2016 to 2017
	2016	2017	2016	2017	2016	2017	
Total BME afc 6 March	1352	1341	121	148	1473	1489	+16
Total BME afc 7 March	706	708	62	63	768	771	+3
Total BME afc 8 March	142	150	146	184	288	334	+46

We recognise that the positive results reported sit within the wider context of activity going on within the organisation, however the number of transitions to higher bands i.e. reported moves from Bands 4 to 8 provides us with the confidence that this intervention is making a difference.

WRES METRIC 7



Barts Health
NHS Trust

Narrative	Ethnicity	Trust in 2016	Trust in 2015	Movement since 2015
Believing that the organisation provides equal opportunities for career progression or promotion	BME	63%	59%	+4%
	White	82%	80%	+2%



Other achievements

- Eighteen workshops have been completed to date with two hundred and sixty two (262) participants in attendance
- Forty five (45) participants which is 17.2% of attendees have been successful in achieving higher bands since completing career development programme.
- Some participants are on secondments, attending NHS Core Leadership Programmes such as Edward Jenner, Ready Now and Mary Seacole
- One participant presented in Cape Town South Africa to the International Scientific Committee of the World Confederation of Physical Therapy
- Other achievements include pursuing Masters programmes, CIPD, writing articles for Nursing publications.
- Writing an article for Journal of Community Nursing
- Film on BME staff experiences comes with a facilitators guide
- Passing Driving test!

... and the Challenge



Next steps

- Formalising Trust mentoring programme for staff to further assist culture change
- Site reporting of equality data and site-management teams driving improvements locally
- Integrating shared learning regarding success achieved and incorporating learning's into programme redesign
- Education of participants about appraisals, performance management and requirements for own development etc. and also Educating HR, managers and relevant stakeholders through exiting channels





Lessons learnt



Barts Health
NHS Trust

- **Leadership buy-in** and **visible leadership** required for promotion of equality and inclusion in the workplace
- **Staff engagement** and **involvement** is key for the development of effective and sustainable staff development programmes
- **Effective communication** of **rationale** required for significant take-up
- **Career Development** and **Talent Management** is required for addressing retention and wellbeing of staff
- Value of **staff networks & collaborative working**
- **Communication**



Conclusion

The programme has highlighted the need for *diversity interventions* to enable career advancement for BME staff and Female staff in the NHS in order to keep pace with that of White and Male staff respectively.

It is imperative that effective intervention are continually developed and implemented across the health sector as a means of improving patient experience.



Any Questions please?



Barts Health
NHS Trust



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