Hearing the Staff Voice

Welcome

13 June 2024

The importance of employee voice to organisational success and how we can listen to staff to maximise improvements.

Jo Moffat, co-Strategy Director and co-Radio Show host for Engage for Success

The Four Enablers
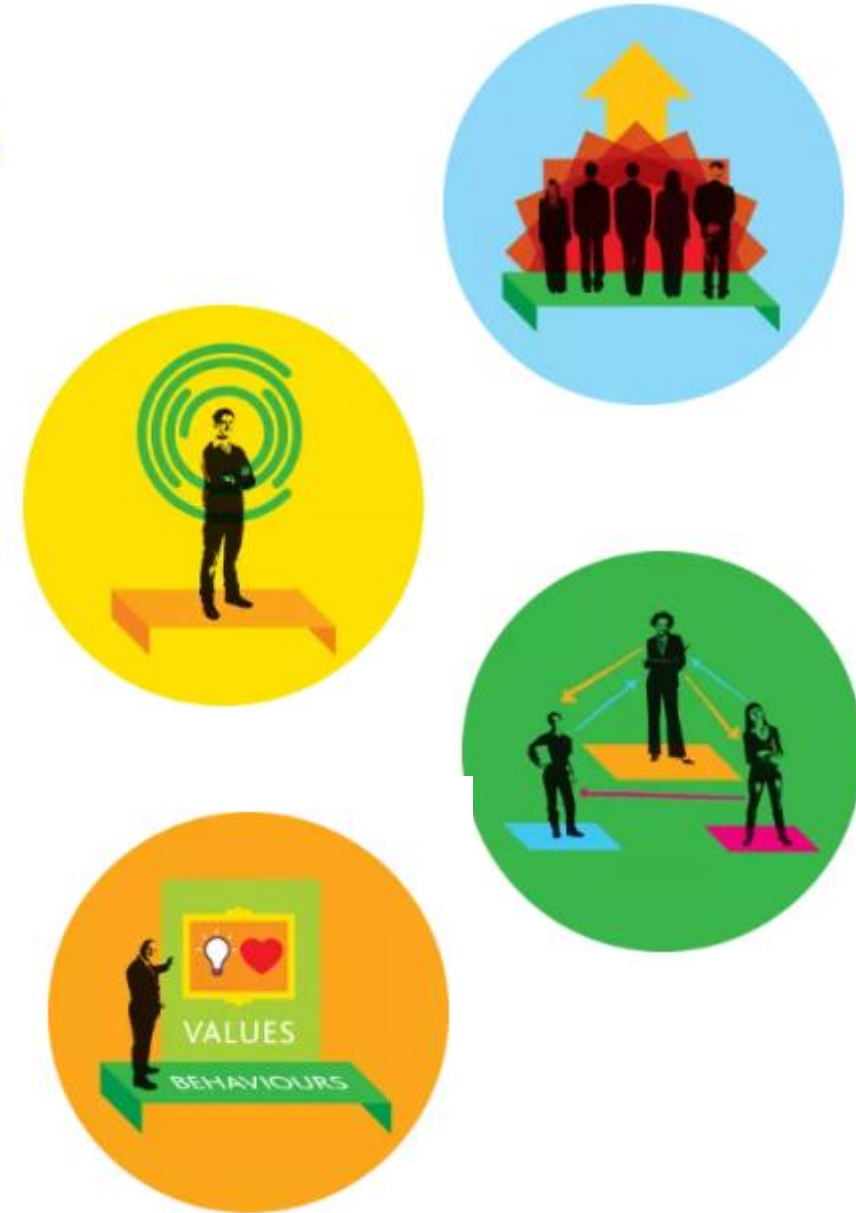
1. Have **visible, empowering leaders** who can share a strong **strategic narrative** about the organisation, where it's come from and where it's going

2. Recruit, train and support **engaging managers** to better focus their people and give them scope; treating them as individuals, coaching and stretching

3. Give all your **employees a voice** for reinforcing and challenging views, acknowledge them as central to solving your business challenges and driving **innovation**

4. Have **organisational integrity** – make sure the values on the wall are reflected in day to day **behaviours** of EVERYONE in the business at all levels. There is no 'say – do' gap, anywhere

Business critical KPIs linked to engaged workforce

Engage for Success

People Issues in Strategic & Day-to-day decisions
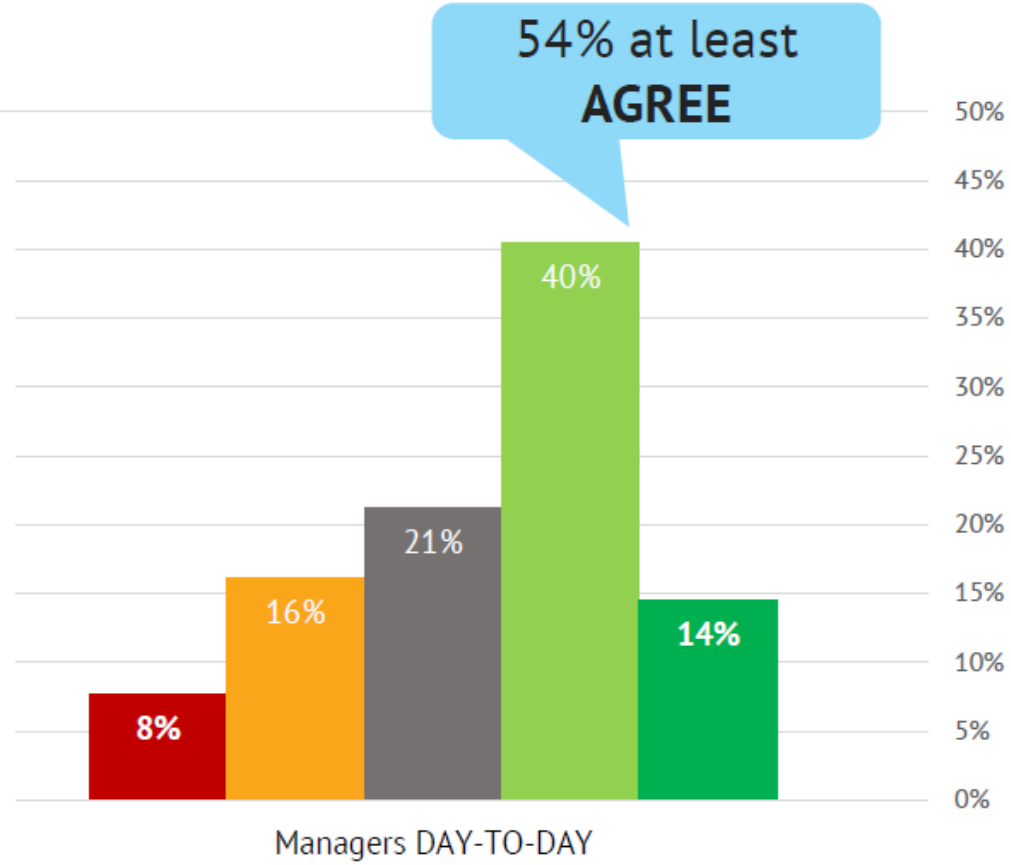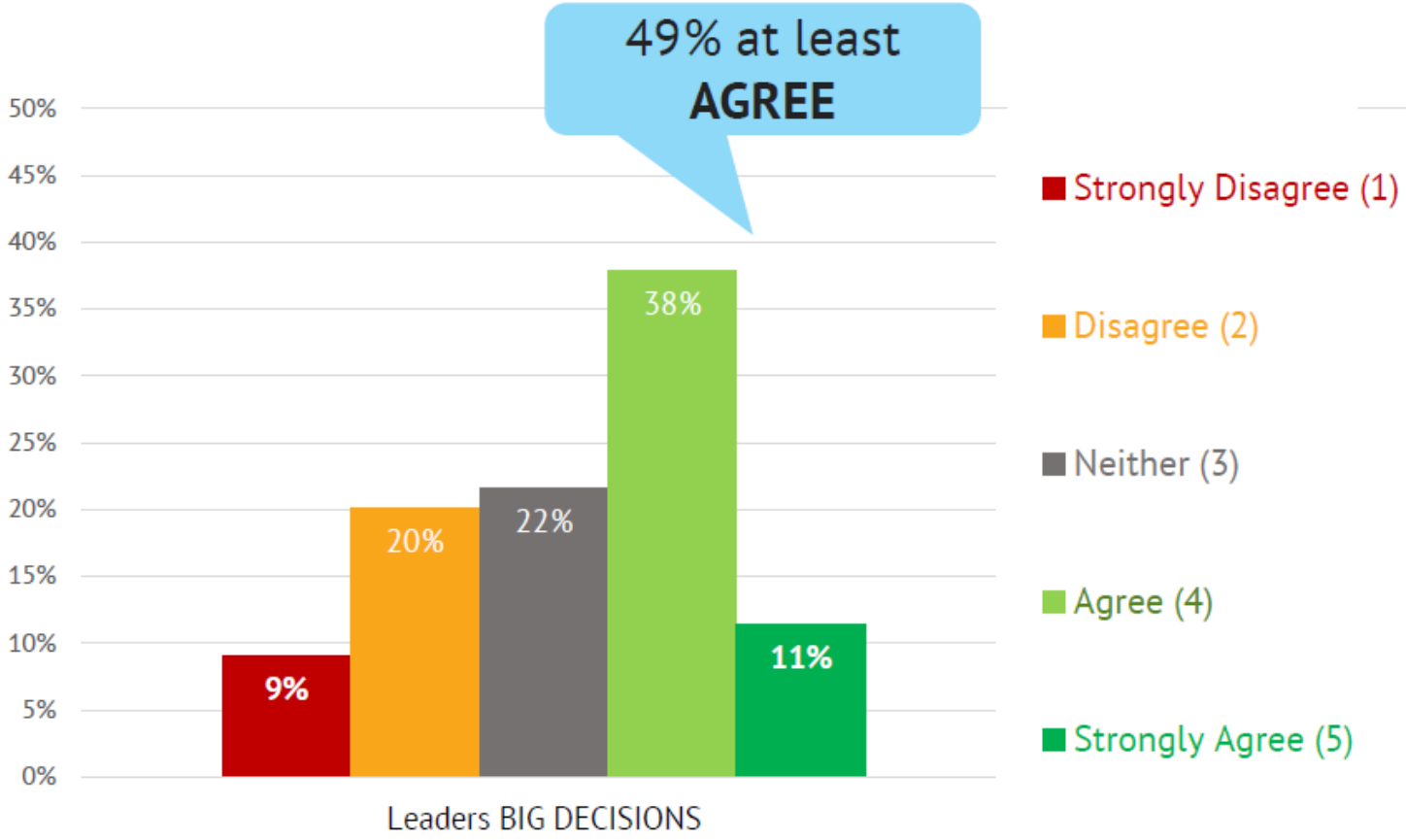
Impact of People Issues on Wellbeing

People Issues prioritised sufficiently

■ ENGAGEMENT
EFS index

● Unmanageable Job Stress

>Have **visible, empowering leaders** who can share a strong **strategic narrative** about the organisation, where it's come from and where it's going

> Recruit, train and support **engaging managers** to better focus their people and give them scope; treating them as individuals, coaching and stretching

>Give all your **employees a voice** for reinforcing and challenging views, acknowledge them as central to solving your business challenges and driving **innovation**

NHS Staff Survey 2023
Tell us. We're listening. We're on it.

10000+ ideas

Straight to Stuart

"Who is better placed to suggest improvements to our business than the 65,000 colleagues who live and breathe it every day?" M&S CEO Stuart Machin

>Have **organisational integrity** – make sure the values on the wall are reflected in day to day **behaviours** of EVERYONE in the business at all levels. There is no 'say – do' gap, anywhere

TRUST

THE 4 ENABLERS

NHS Staff Survey 2023

Tell us. We're listening. We're on it.

NHS Staff Survey 2023

We're on it

Our annual NHS staff survey lets us know what matters to you and helps us understand what we should be focusing on to make things better for everyone – our staff, the people who use our services, and their families.
What you've told us before helped us focus on four priority areas that matter most to our staff:
● Career progression ● Flexible working ● Speaking up ● Kindness and compassion

By taking part in this year's survey you'll help us see the progress we're making in these important areas, as well as all other aspects of working life at CNWL. We'll then continue to work on making things better.

Take part in this year's survey from
25 September to 24 November and make your voice count.

"We actively look out for the needs of others and take action"
SCARF behaviour aligning to Respect

Thank you

GET INVOLVED OR GET IN TOUCH

engageforsuccess.org

Engage for Success radio

www.woodreed.com

NHS Staff Survey Themes 2023

Zoe Evans, Deputy Director of Staff Engagement
and Retention at NHS England

NHS Staff Survey 2023 Key Themes

Hearing Staff Voice

Zoe Evans
Deputy Director of Staff Engagement and Retention
NHS England

NHS
England

Employee voice as a key enabler

Employee voice is a key enabler of employee engagement (McLeod and Clarke, 2009).

Internal Communications index (2023):
- When organisations welcome <u>and</u> act upon feedback, employee engagement and advocacy jump by over 20%.
- *The most effective combination is an annual survey, a pulse survey and two-way manager conversations.

Listening Well:

Running an annual staff survey and 2 listening channels provides the best balance of effort and results

% I feel my organisation welcomes open and honest feedback

- 46% — Annual staff survey only
- 56% — Annual survey + 1 other channel
- 66% — *Annual survey + 2 other channels
- 70% — Annual survey + 3 other channels
- 72% — Annual survey + 4 other channels

Diminishing returns

2014	2022	2023	2024
18% surveying more than once per year	60% listening at least quarterly	70% listening at least quarterly	78% listening at least quarterly
Several months to share and develop plans	60% share results within 4 weeks of survey	70% develop plans within 4 weeks of survey	70% develop plans within 4 weeks of survey

Source: Perceptyx – The state of employee listening (2024), 750 responses

2023 NHS Staff Survey results

Introduction

- The NHS Staff Survey is an **official statistic** run to the highest standards of quality and accuracy. It is the world's largest annual workforce survey, in 2023 707,460 of our NHS people took part nationally, the largest response to date.

- Since 2021 the questions in the NHS Staff Survey are aligned to the People Promise and two themes, staff engagement and morale.

- Provides a consistent and standardised framework to understand, measure and improve employee experience.

- All results are available through the Survey Coordination Centre website.

- The People Promise came for the voices of our NHS people who are best placed to say when progress has been made.

- New intersectional, interactive dashboard at National, ICS and regional levels.

- As in previous years – themes sub themes are rescored so 10 is always higher/better.

Mode of survey completion over the last 5 years
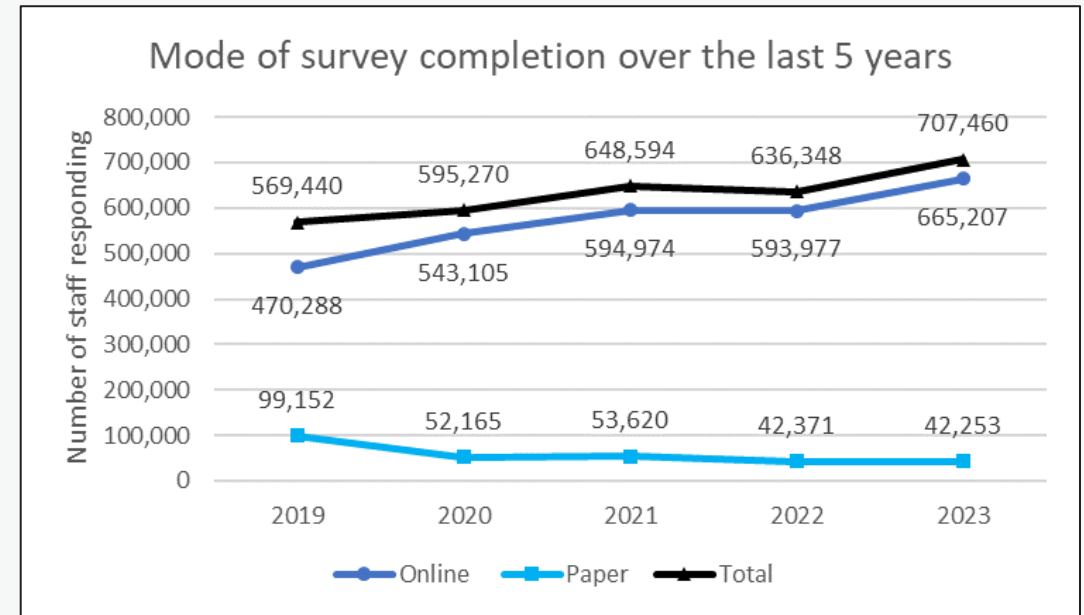
Overview of national average scores 2021-2023 and trust type averages 2023

Promise Element/ Theme	2021 National Average	2022 National Average	2023 National Average	2023 Acute and Acute & Community Trusts Average	2023 Acute Specialist Trusts Average	2023 MH&LD and MH, LD Community Trusts Average	2023 Community Trusts Average	2023 Ambulance Trusts Average
We are compassionate and inclusive	7.24	7.23	**7.30**	7.23	7.55	7.58	7.71	6.80
We are recognised and rewarded	5.89	5.80	**6.00**	5.91	6.13	6.43	6.42	5.30
We each have a voice that counts	6.72	6.68	**6.72**	6.67	6.93	6.98	7.12	5.93
We are safe and healthy	5.94	5.94	**6.14**	6.09	6.37	6.38	6.42	5.62
We are always learning	5.28	5.39	**5.64**	5.59	5.79	5.92	6.00	4.85
We work flexibly	6.06	6.09	**6.28**	6.17	6.40	6.83	6.87	5.33
We are a team	6.64	6.69	**6.80**	6.72	6.93	7.17	7.18	6.16
Staff Engagement	6.84	6.79	**6.89**	6.86	7.29	7.11	7.23	6.01
Morale	5.77	5.74	**5.95**	5.90	6.14	6.18	6.20	5.52

Green numbers show where Trust Type scores are higher than the 2023 National Average.
Red numbers show where Trust type scores are lower than the 2023 National Average.

Green boxes show where the National Average is higher than the previous year.
Red boxes show where the National Average is lower than the previous year

2023: People Promise element/ theme scores by different demographics

2023 NSS People Promise element/theme score	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	Staff engagement	Morale
All other ethnic groups	7.23	6.02	6.82	6.23	6.09	6.33	6.92	7.18	6.08
White staff	7.34	6.01	6.70	6.12	5.51	6.29	6.77	6.81	5.92
Female	7.36	6.05	6.79	6.16	5.70	6.35	6.85	6.96	6.01
Male	7.26	6.01	6.68	6.23	5.63	6.27	6.80	6.85	5.93
Non-binary	6.69	5.57	6.14	5.65	5.05	5.72	6.32	6.30	5.51
Prefer not to say	6.16	4.79	5.53	5.33	4.41	5.22	5.67	5.77	4.78
Prefer to self-describe	6.45	5.23	5.85	5.49	4.93	5.61	6.09	6.06	5.21
Gender identity same as the sex registered at birth	7.34	6.04	6.76	6.17	5.68	6.33	6.84	6.93	5.99
Gender identity not the same as sex registered at birth	6.87	5.78	6.34	5.68	5.29	5.98	6.59	6.51	5.61
Gender identity same as sex at birth – prefer not to say	6.16	4.82	5.53	5.34	4.41	5.24	5.70	5.76	4.80
Bisexual	7.18	5.84	6.47	5.69	5.55	6.01	6.73	6.61	5.66
Gay or Lesbian	7.16	5.86	6.59	5.84	5.54	6.07	6.70	6.69	5.70
Heterosexual or Straight	7.36	6.06	6.79	6.20	5.70	6.35	6.86	6.96	6.02
Prefer not to say	6.55	5.27	5.93	5.59	4.85	5.59	6.07	6.17	5.19
Other (sexual orientation)	6.96	5.84	6.35	5.77	5.36	6.04	6.58	6.51	5.66
No long-term condition(s)	7.41	6.14	6.85	6.32	5.79	6.41	6.91	7.03	6.08
Long term condition(s)	6.99	5.61	6.34	5.62	5.20	5.95	6.48	6.50	5.57
National Average	**7.30**	**6.00**	**6.72**	**6.14**	**5.64**	**6.28**	**6.80**	**6.89**	**5.95**

Red numbers show which are below national average.   Green numbers show which are above national average.   A black number shows the score are the same as national average.

25

2023 NSS results: overview for Medical and Dental

Promise Element/ Theme	2023 National Average	2021 Medical and Dental National Average	2022 Medical and Dental National Average	2023 Medical and Dental National Average	2023 Medical / Dental - Consultant	2023 Medical / Dental - In Training	2023 Medical / Dental – SAS doctors	2023 Medical / Dental - Other	2023 Salaried Primary Care Dentists
We are compassionate and inclusive	7.30	7.10	6.99	7.02	7.04	6.92	6.97	7.14	7.30
We are recognised and rewarded	6.00	6.05	5.74	5.74	5.84	5.37	5.80	5.76	5.84
We each have a voice that counts	6.72	6.55	6.40	6.38	6.48	6.02	6.35	6.43	6.56
We are safe and healthy	6.14	5.80	5.64	5.78	5.78	5.57	5.97	5.91	5.81
We are always learning	5.64	5.46	5.47	5.62	5.66	5.45	5.75	5.52	5.44
We work flexibly	6.28	5.50	5.38	5.51	5.77	4.65	5.73	5.24	5.00
We are a team	6.80	6.45	6.35	6.40	6.37	6.44	6.41	6.57	6.54
Staff Engagement	6.89	6.80	6.61	6.67	6.71	6.38	6.78	6.87	6.56
Morale	5.77	5.77	5.58	5.71	5.74	5.50	5.86	5.77	5.73

Green numbers show where the 2023 Medical and Dental scores are higher than the 2023 NHS national average.
Red numbers show where the 2023 Medical and Dental scores are lower than the 2023 NHS national average.
Black numbers show where the 2023 Medical and Dental scores are the same as the 2023 NHS national average.

Why Employee Engagement is important

Employee engagement links with…

Several different published reports/papers have shown links between Engagement, as measured in the NHS staff survey (either as a whole or in its constituent parts of Motivation, Involvement and Advocacy), and assorted outcomes, concentrated on trust-level outcomes.

- **Mortality and health outcomes**
- **Enhanced patient satisfaction rates**
- **Patient safety**

- **Teamworking**
- **Appraisal**
- **A drop in sickness absence**
- **Lower burnout**

- **CQC financial performance indicators**
- **Reduced agency spend**
- **Occupation retention analysis**

In statistical terms:

❏ 1% increase in Engagement score is associated with **3.5-4.4% increase in unadjusted productivity**. Source NHSE regression analysis Oct 2023*

❏ There is a **strong correlation (0.9)** between the **NSS Staff Engagement theme and the NSS patient safety questions** *Source: NHSE analysis of NSS data 2016-2020*

❏ For an "ordinary" (1 s.d.) increase in overall engagement, **mortality rates are around 2.4% lower**, all else being equal *Source: West, M. A., & Dawson, J. F. (2012). Employee engagement and NHS performance*

❏ A "normal" (one standard deviation) improvement in engagement is associated with approximately 2,000 fewer sick days a year in an average size trust. This would be associated with a decrease of £1.7 million per year in spend on agency and bank staff

❏ Source: Dawson, J. F., & West, M. A. (2018). Employee engagement, sickness absence and agency spend in NHS trusts

❏ The higher employee engagement, the lower burnout as measured by the Copenhagen Burnout Index to a regression of 0.8 – Source NHSE analysis NSS data 2021

❏ On average, a unit increase in nurses' engagement score is associated with a 1.12 percentage-points (pp) increase in   their stability index. Source Moscelli et al 2022 Staff Engagement and Turnover.

*As measured by cost weighted activity in Acutes - In practical terms, a 1% increase in engagement score (e.g., moving from 7 to 7.07, a typical yearly change) correlates with a 3.5-4.4% boost in productivity.

Intelligence informs that it can take 2-3 years for the change curve to play out and engagement to recover
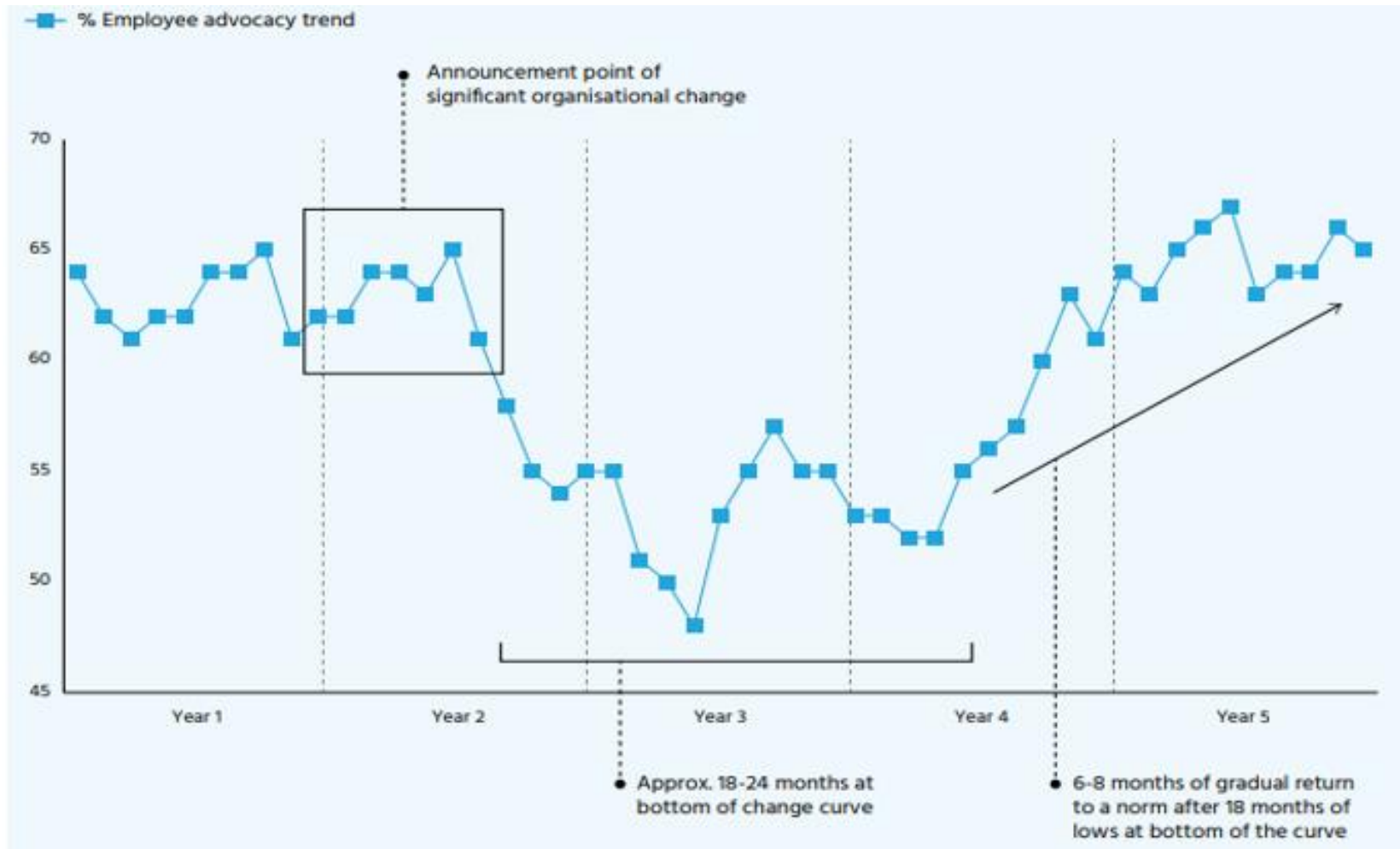
The recovery trajectory for employee engagement after an unprecedented contextual event such as Covid is not well understood.

However, evidence suggests it can take up to 2 years at the bottom of the change curve before gradual recovery.

Source: Organisational Change – managing the impact on Employee Engagement, Karian and Box (2022)

NQPS – Insight into employee engagement

- Although the employee engagement score and sub-scores have declined since Q2 23/24 (-0.03), the **longitudinal view**, which takes into consideration seasonal effects, shows that all have improved since Qtr 4 2023. **The employee engagement score is up by 0.04**.

- The decline in the employee engagement score since Q2 23/24 is **mostly driven by a drop in the motivation**

- **179 trusts submitted 114,335 responses**, comparable to Q4 22/23. More trusts used the People Pulse in Q4 23/24 than ever before, collecting 41,655 responses.

Employee engagement trend data - NSS and NQPS

NSS employee engagement score values: 7.01, 7.04, 7.04, 6.84, 6.79, 6.89

NQPS employee engagement score values: 6.62, 6.59, 6.64, 6.67, 6.63

Legend:
- NSS employee engagement score
- NQPS employee engagement score
- NQPS response number
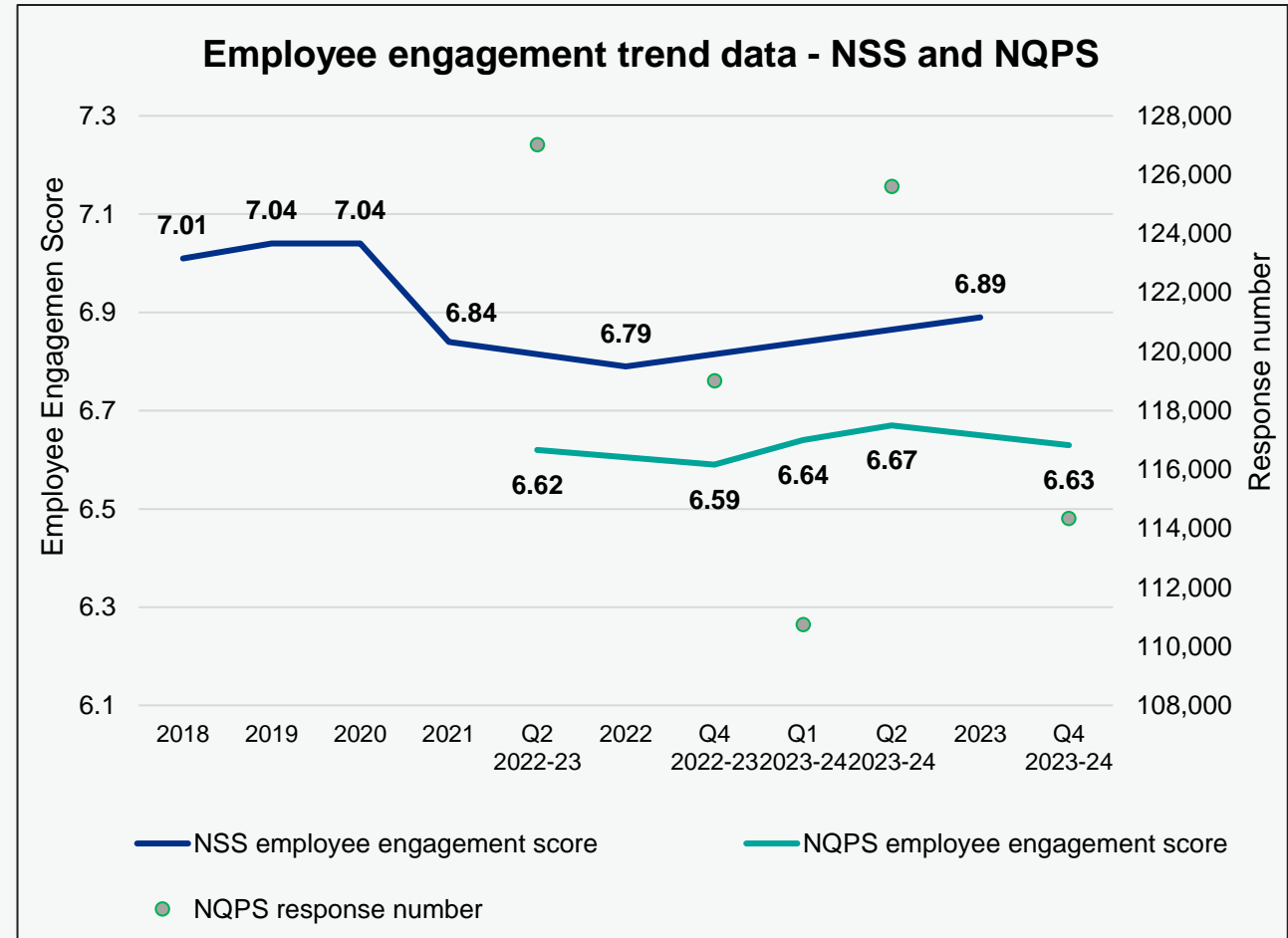
Prioritisation of action

Free text data is thematically analysed according to the People Promise elements.

Impact of People Promise elements on Employee Engagement metrics

Impact on Employee Engagement		Motivation	Involvement	Advocacy
We are compassionate and inclusive	6.35	6.66	6.20	6.19
We work flexibly	6.20	6.38	6.14	6.10
We are always learning	6.07	6.47	6.00	5.73
We are a team	6.05	6.45	5.91	5.80
We are safe and healthy	5.97	6.29	5.95	5.66
We each have a voice that counts	5.94	6.33	5.83	5.66
We are recognised and rewarded	5.69	6.03	5.59	5.45

Cumulative effects of key drivers on engagement and positive mood

In this chart, a tick represents staff who selected 'Agree' or 'Strongly Agree' to the below statements. A cross represents those who selected either 'Disagree' or 'Strongly Disagree' or 'Neither agree nor disagree'.

	n= 4,434	n= 485	n= 320	n= 1,241	n= 13,337
In my team we support each other	✗	✓	✓	✓	✓
I can approach my immediate manager / supervisor / team leader to talk openly about flexible working	✗	✗	✓	✓	✓
My organisation is proactively supporting my health and wellbeing	✗	✗	✗	✓	✓
I feel well informed about important changes taking place in my organisation	✗	✗	✗	✗	✓
Employee Engagement	3.61	5.03	5.71	6.82	7.96
Positive mood	18.1%	29.9%	43.8%	74.1%	86.4%

Source: People Pulse in depth report (Nov'23-Jan'24)

Key Drivers on Intention to Stay NSS 2022

Controlling for all factors, analysts found :

- Staff who feel **less frustrated in work** are more likely to stay. If staff response move 1 level up toward more favourable outcome, they are 3.3pp more likely to stay in the NHS, 5.0pp more likely to stay in the organisation, and 6.5pp more likely to stay in their current role. **Burnout**

- Staff who feel **more supported to develop their potential** are more likely to stay with their current organisation/role. If staff response move 1 level up toward more favourable outcome, they are 3.3pp more likely to stay in the organisation, and 6.0pp more likely to stay in their current role. **We are always learning**

- Staff who feel **more inclined to recommend their organization** as a place to work is more likely to stay. If staff response move 1 level up toward more favourable outcome, they are 4pp more likely to stay in the NHS, 9.5pp more likely to stay in the organisation, and 7.3pp more likely to stay in their current role. **Advocacy**

- Staff who feel **more enthusiastic about going to work** is more likely to stay. If staff response move 1 level up toward more favourable outcome, they are 6.3pp more likely to stay in the NHS, 6.8pp more likely to stay in the organisation, and 8.8pp more likely to stay in their current role. **Motivation**

- Staff who feel **that their organization values their work more** is more likely to stay. If staff response move 1 level up toward more favourable outcome, they are 0.5pp more likely to stay in the NHS, 1.8pp more likely to stay in the organisation, and 2.3pp more likely to stay in their current role. **Recognised and rewarded**

- Staff who feel **that their organization is more committed to helping them balance work and home life** is more likely to stay. If staff response move 1 level up toward more favourable outcome, they are 0.5pp more likely to stay in the NHS, 1.3pp more likely to stay in the organisation, and 1.5pp more likely to stay in their current role. **Flex**

Stay within the NHS (1)	Stay within the organisation (2)	Stay with the current job (3)
0.001***	0.001***	-0.002***
0.013***	0.020***	0.026***
0.001	0.013***	0.024***
0.016***	0.038***	0.029***
0.025***	0.027***	0.035***
0.002***	0.007***	0.009***
0.002***	0.005***	0.006***
0.014***	0.007***	-0.002**
-0.015***	-0.016***	-0.023***
-0.011***	-0.033***	-0.025***
-0.008***	-0.003***	-0.014***
-0.008***	-0.018***	-0.055***
0.033***	0.027***	0.012***
-0.017***	-0.017***	-0.024***
0.142	0.220	0.225
1,090,492	1,090,492	1,090,492

Call to action

- Employee Voice should be well defined within organisations – Yearly Survey, Pulse surveys, local listening

- Clear emphasis on listening, understanding, involvement and taking action.

- Boards should have dedicated agenda items for employee voice and employee experience intelligence/data

- Maximise the richness and the depth of the data

[Working together to improve NHS staff experiences | NHS Staff Survey (nhsstaffsurveys.com)](#)

[NHS England » The National Quarterly Pulse Survey](#)

[NHS England » NHS People Pulse](#)

Achieving very positive staff survey results by developing culture

Matthew Winn, Chief Executive at Cambridgeshire Community Services NHS Trust

Audit Yorkshire and 360 Assurance

Thursday 13th June 2024

A view from a Trust – How have we developed our culture?

Matthew Winn, Chief Executive,

Cambridgeshire Community Services NHS Trust and

Norfolk Health and Care NHS Trust

Cambridgeshire Community Services NHS Trust: providing services across Bedfordshire, Cambridgeshire, Luton, Norfolk, Peterborough and Suffolk

2022/23

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 | Staff Engagememt | Morale

	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	Staff Engagememt	Morale
Your org	7.9	6.6	7.3	6.5	6.1	7.2	7.3	7.3	6.3
Best	7.9	6.7	7.3	6.5	6.1	7.2	7.4	7.4	6.4
Average	7.6	6.4	7.1	6.3	5.9	6.7	7.1	7.2	6.1
Worst	7.2	5.8	6.7	5.9	5.3	6.3	6.7	6.7	5.6

5 of the best 'theme' scores compared against peers in 22/23

2023/24

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 | Staff Engagement | Morale

6 of the best 'theme' scores compared against peers in 23/24 and improvements in scores in all themes

	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	Staff Engagement	Morale
Your org	7.96	6.71	7.36	6.57	6.19	7.22	7.41	7.40	6.43
Best result	7.96	6.76	7.36	6.64	6.32	7.22	7.41	7.40	6.43
Average result	7.75	6.51	7.15	6.42	6.04	6.93	7.20	7.26	6.23
Worst result	7.30	5.99	6.73	6.07	5.54	6.40	6.82	6.89	5.78

How our people and the organisation uphold our values and behaviour is more important than ever …

Honesty

Empathy

#hello my name is…

Ambition

Respect

Our behaviours

Be Honest
- Communicate
- Keep your word
- Be open and transparent

Be Welcoming
- Empathise
- Involve people in their care

Be Compassionate
- Value and look after each other and those we care for

Be Inspiring
- Aim high
- Develop, innovate
- Be a role model

Be Responsible
- Seek help
- Share concerns
- Learn collectively

Be Responsive
- Listen
- Constructive challenge
- Encourage feedback, act on it

Kindness, Civility and Respect

In the coming months we will be reinforcing our commitment to promoting a culture of civility and respect.

After this Induction we will share a link (by email) to the powerful film from Chris Turner, an NHS consultant in emergency medicine, which demonstrates the shocking impact of rudeness in the workplace and how this can be fatal.

Please do take a few minutes to watch it.

We have a **ZERO** tolerance policy towards bullying

bekind

FREEDOM TO SPEAK UP
LISTENING TO YOUR CONCERNS

Need support to raise concerns? Meet our Freedom to Speak Up Champions

Clare Leaton
0-19 Clinical Team Training Co-ordinator, Cambs

Glenn Johnson
HR Business Manager

Heather Bennett
Staff Side Business Partner

Kirsten Francis
Quality Improvement Lead Coach

Victoria Hawkes
Clinical Lead for Mid Beds 0-19 Team & SCPHN - Health Visitor

Lynne Millard-King
Area & Clinical Lead, South & East Cambs, SALT

Lisa Wright
Patient Experience & Participation Manager

Lucy Dennis
Head of Strategic Workforce Planning

Sarah Feal
Freedom to Speak Up Guardian/Trust Secretary

Shagufta Dalal
Clinical Quality Manager

Becky Tuohy-Hoy
Healthcare Support Worker, Cambs Community Team

Wendy Flynn
Safeguarding Specialist Nurse, Luton

Tanisha Saboo
Senior Musculoskeletal Physio, Cambs

Deborah Cheshire
Newborn Hearing Screening Manager, Beds and Luton

Sam Carr
Assistant Director Systems and Organisational Dev

Menopause Cafe
Chair: Heather Bennett
Heather.bennett3@nhs.net

Long Term Conditions & Disability Network
Chair: Heather Bennett
Heather.bennett3@nhs.net

Cultural Diversity Network
Chair: Ashley Sumbhoolaul
ashley.sumbhoolaul1@nhs.net

Health & Wellbeing Champions
Chair: Julie Nicholson
Julie.Nicholson15@nhs.net

LGBTQIA+ Network
Chair: Solitaire Adams
Solitaire.adams@nhs.net

Caring Responsibilities Network
Chair: Lisa Crawley, Eva King & Sharon Lapao
Lisa.Crawley3@nhs.net

Organisational approaches that shapes culture:

- Reduce tiers of management and leadership
- Do not use position in hierarchy or job titles to determine what gets done
- Listen and continually engage with staff
- Embed high quality appraisals for all
- Support teams and individuals to take risks
- Use an incident or campaign to kick start new approaches to change the culture in the organisation

Practical actions to shape culture:

- Celebrate successes
- CEO and other directors always speak at induction for new members of staff
- Focus on a small number of priorities
- Develop and nourish staff forums
- Develop a quality improvement methodology
- Recruit for values not just competence
- Executive team to role model the behaviours expected in the organisation

Feedback to staff – successes and what has gone wrong

Devolve power & responsibility to leadership teams

Develop values and behaviours with staff

Developing a great culture

Manage behaviours tightly

Simple framework from team to board

Clear accountability

'Best Predictor of Trust performance (performance, quality and financial outcomes) is staff engagement - specifically the involvement of staff in decision making'

'If you want to understand what will be happening in an individual organisation in the near future - look at engagement; burnout and team working scores. They will predict what outcomes are going to be achieved.'

Organisational approaches that shapes culture:

- Reduce tiers of management and leadership
- Do not use position in hierarchy or job titles to determine what gets done
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Developing a great culture

- Feedback to staff – successes and what has gone wrong
- Develop values and behaviours with staff
- Simple framework from team to board
- Clear accountability
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- Executive team to role model the behaviours expected in the organisation

Cambridgeshire Community Services NHS Trust: providing services across Bedfordshire, Cambridgeshire, Luton, Norfolk, Peterborough and Suffolk

Culture is how a group does the things it does. It changes because people start doing things differently or start doing different things. The causality doesn't go the other way.
Michael Beer

It's all about a set of nudges – there are no shortcuts!

Organisations don't deliver health care
People do!

Thank you

Matthew.winn@nhs.net

@WinnMatthew

podcasts.apple.com

Listening, Learning and Leading

Dr Jayne Chidgey-Clark, National Guardian for the NHS

Importance of open culture

- Human cost

- Patient safety and experience

- Worker safety and well-being

    – Monetary cost – prevalence of bullying and harassment is estimated to be in excess of **£2.28 billion**

- Recruitment and retention

- Risk Management

- Legal standing in NHS standard contract

- Assurance

"The silence of missing voices costs careers, relationships and lives"

Speak Up, Listen Up: How to have conversations that matter. 2nd Edition
By Megan Reitz and John Higgins, 2024

Not being able to speak is not the same as not having anything to say……

Barriers to speaking up

Barriers to listening and following up

National Guardian
Freedom to Speak Up

We need to understand ourselves and be aware of barriers that might stop us from speaking up or stop people from speaking up to us

Encourage people to speak up or to someone else if they feel they can't speak up to you

Routes to speaking up include

Line Managers

Regulators & Professional Bodies e.g.

- Human Resources
- Patient Safety
- Safeguarding

Nursing & Midwifery Council

General Medical Council

hcpc health & care professions council

NHS England

Care Quality Commission

Freedom to Speak Up Guardians

Others include…

- Speak Up Direct
- Protect
- Trades Union Congress
- The Law Society
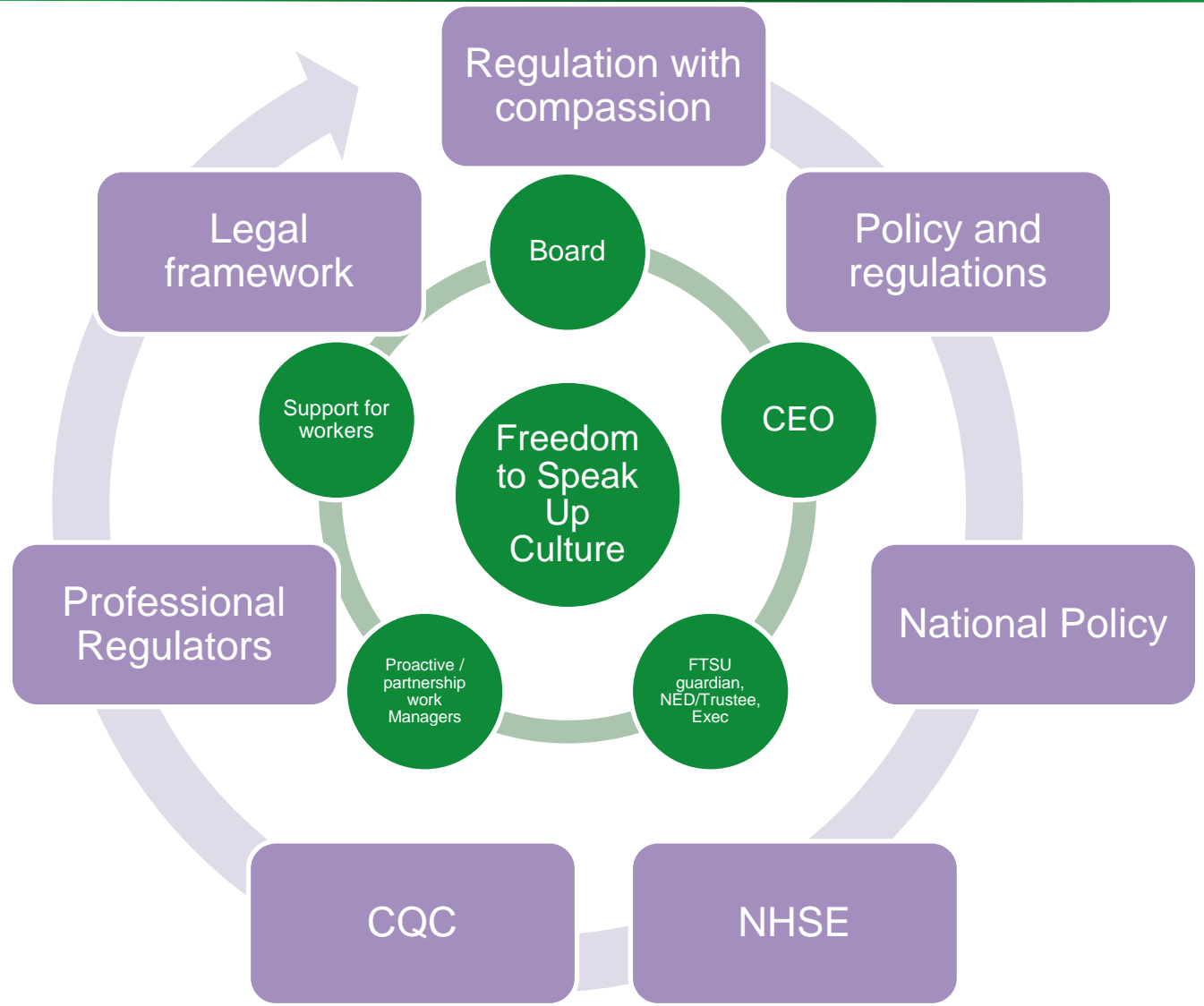- The Advisory, Conciliation and Arbitration Service (ACAS)

![National Guardian - Freedom to Speak Up logo]

A good speaking up culture is so much more than having a FTSU Guardian

Freedom to Speak Up policy for the NHS
Version 2, June 2022.

Freedom to Speak up
A reflection and planning tool

Freedom to Speak Up:
A guide for leaders in the NHS and organisations delivering NHS services

- Listening and taking appropriate action
- More collaborative approach to leadership

- Leadership
- Accountability
- Management
- Engagement
- Curiosity (triangulation of data)
- Growth mindset
- Adoption of FTSU values and actions
- Everybody's business
- Everyday conversations
- Completing the feedback loop
- The power of stories
- Building trust
- Learning not blaming

Principles for leaders and managers

① Value speaking up.

② Role-model speaking up and set a healthy Freedom to Speak Up culture.

③ Make sure workers know how to speak up and feel safe and encouraged to do so.

④ When someone speaks up, thank them, listen up and follow up.

⑤ Use speaking up as an opportunity to learn and improve.

⑥ Support Freedom to Speak Up guardians to fulfil their role in a way that meets workers' needs and National Guardian's Office requirements alike.

⑦ Identify and tackle barriers to speaking up.

⑧ Know the strengths and weaknesses of the organisation's speaking-up culture and take action to continually improve.

Power of Stories

- Celebrate those who speak up – ask them to tell their story
- Share anonymised stories of what happens when people speak up

Thank you

www.nationalguardian.org.uk

national-guardian's-office

@NatGuardianFTSU
#FTSU

Making inclusion a reality

Jennifer Pearson, BAME Nurse of the Year 2022 National Diversity Awards/Deputy Chair CNO Delivery Group NHSE/Regional Lead CNO CMIDO BME Strategic Advisory Group NHSE

NHS

Jennifer Pearson

Head of Nursing P.N.A

Royal orthopaedic Hosp NHS FT

Midlands Lead CNO BME SAG. Deputy Chair CNO Delivery Group NHSE Midlands. Chair SPDM National Council

BAME Nurse of the Year 2022

Twitter
@JenniferJSP37

Our NHS

- Inception of NHS inclusion was the focus. The NHS has relied on international recruits to supplement the workforce since its inception. This is from our preadmissions dept 35 staff members are from overseas.-some 34% let's listen to these staff groups

You can't be what you can't see

Themes :

Close the gap and raise expectations

Positive Action Programmes G2E DAL

The data is difficult drill down on the data
–monolythic – inequalities

What can we do together to move the dial
drill down

Why hearing from staff is key to solving
some of the issues –patient outcomes

Data: Staff are the community, and the community is the staff

- Sickle cell Cystic Fibrosis only 3 medicines
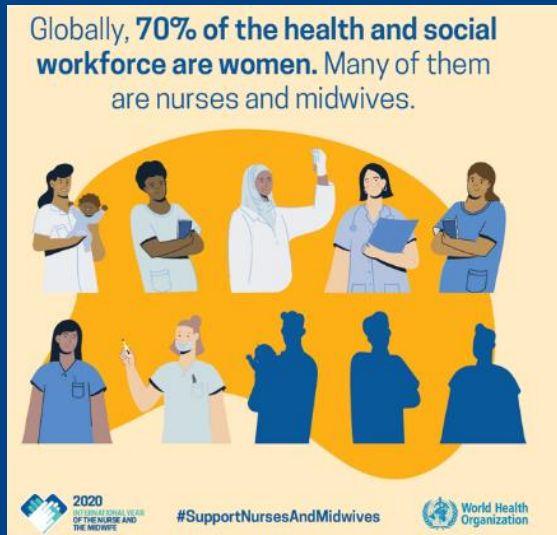- Prostate cancer 2x as common in black men
- Overrepresented in dialysis units
- 4 times more likely to die childbirth MBRACE
- NMC GMC referrals disproportionate
- Overrepresented mental health Prof Williams
- Overrepresented in bands 2-7
- Lack of trust fast becoming a determinant of health Race & Health Obs 2024

Culture – white boards inclusive what they see is what they will be

State of the World's Nursing
Key facts

Globally, **70% of the health and social workforce are women.** Many of them are nurses and midwives.

2020 INTERNATIONAL YEAR OF THE NURSE AND THE MIDWIFE   #SupportNursesAndMidwives   World Health Organization

While the nursing workforce is projected to grow to 36 million by 2030, 70% of the projected increase is expected to occur in upper-middle and high-income countries.

The number and distribution of midwives and nurses around the world is not commensurate with UHC and SDG targets.

The global nursing workforce of 27.9 million represents a needs-based shortage of 5.9 million nurses

This shortage is overwhelmingly (89%) in low- and lower-middle-income countries.

The midwifery workforce is estimated at 1.9 million, with a similar scale of unequitable distribution in low- and lower-middle-income countries

There are an estimated 29 million nurses worldwide and 2.2 million midwives. WHO estimates a shortage of 4.5 million nurses and 0.31 million midwives by the year 2030 (1).

That will bring the global shortage of health workers estimated for 2030 to 4.8 million nurses and midwives, with the greatest gaps found in countries in Africa, South-East Asia and the WHO Eastern Mediterranean Region, as well as some parts of Latin America (1).

Nurses and midwives play a pivotal role in improving health and contributing to the wider economy. Investing in them is imperative to achieve efficient, effective, resilient and sustainable health systems. They not only provide essential care but also play a critical role in shaping health policies and driving primary health care. Nurses and midwives deliver care in emergency settings and safeguard the sustainability of health systems globally.

Globally, 67% of the health and social workforce are women compared to 41% in all employment sectors. Nursing and midwifery occupations represent a significant share of the female workforce.

More than 80% of the world's nurses work in countries that are home to half of the world's population. And one in every eight nurses practise in a country other than the one where they were born or trained.

Higher levels of female nurses are positively correlated with health service coverage and life expectancy, and negatively correlated with infant mortality.

Experiences Ms Cox v NHSE 2023

2019
- MAY – excluding behaviors start by line manager
- AUGUST- the Claimant (Michelle) in a one-to-one meeting informed Ms Paxton that her team members were sitting on CHC independent review panels and that this was a breach of independence and legal obligations.
- SEPTEMBER - Not informed that one of the Claimant's team members had been promoted and/or was acting up as a Band 8B;
- OCTOBER - Mediation / Facilitated Meeting failed

2020
- JANUARY – Formal grievance submitted
- FEBRUARY – stepped down as CNOBME SAG NEY, JUNE NW regional lead
- JUNE - First stage grievance not upheld
- JULY - Grievance appeal submitted
- SEPTEMBER – ET claim submitted
- NOVEMBER - Grievance appeal outcome: partially upheld

2021 – 2022
COVID-19 pandemic created delays in system, in addition case put in low priority category.

COVID-19 redeployment resulted in case being put on the back burner
21 month wait for ET - courts backlogged

2022
- SEPTEMBER – Employment Tribunal hearing

Read the full decision in Ms A Cox v NHS Commissioning Board (Operating as NHS England/NHS Improvement): 2415350/2020 and 2401365/2021 - Reserved Judgment.

Published 21 February 2023

Racism kills

- Snowy white peak R.Kline
- Nurse set himself on fire following NMC referral amin Abdulllah Rx unfairly 2016 London
- Doctor committed suicide citing bullying/racism UHB
- Mental health issues
- Gaps in WRES
- Race & Health Observatory established
- Inequality in health care now known
- Too hot to handle R.Kline 2024

Nurses and Midwives Band 8A and above breakdown by ICS

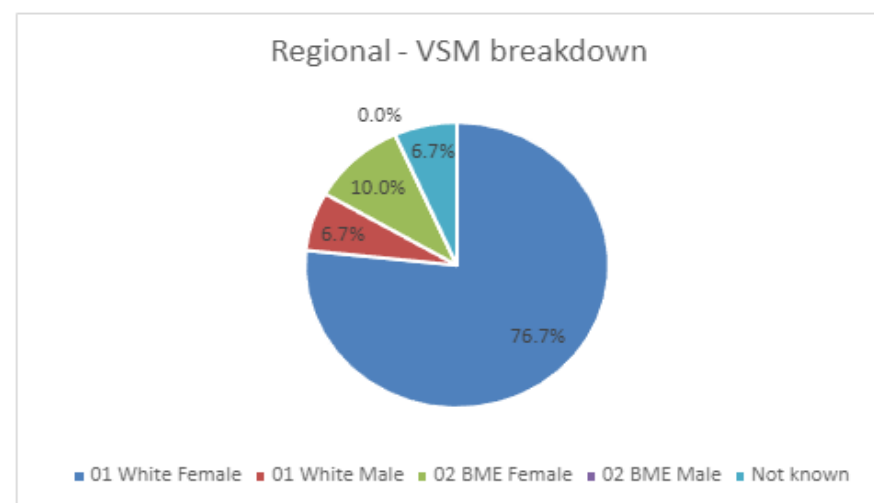| ICS	White	BME	Not Known
NHS Northamptonshire Integrated Care System	89%	9%	2%
NHS Staffordshire and Stoke-On-Trent Integrated Care System	93%	5%	2%
NHS Lincolnshire Integrated Care System	98%	2%	1%
NHS Nottingham and Nottinghamshire Integrated Care System	88%	7%	4%
NHS Leicester, Leicestershire and Rutland Integrated Care System	90%	10%	0%
NHS Derby and Derbyshire Integrated Care System	84%	14%	1%
NHS Herefordshire and Worcestershire Integrated Care System	93%	4%	4%
NHS Birmingham and Solihull Integrated Care System	79%	17%	4%
NHS Coventry and Warwickshire Integrated Care System	88%	11%	1%
NHS Black Country Integrated Care System	68%	24%	8%
NHS Shropshire, Telford and Wrekin Integrated Care System	95%	4%	1%

■ White ■ BME ■ Not Known

Nurses and midwives Band 8C and above regional breakdown

Region - Band 8C breakdown
- 77.2%
- 9.7%
- 7.3%
- 3.9%
- 1.9%

Legend: 01 White Female, 01 White Male, 02 BME Female, 02 BME Male, Not known

Region - Band 9 breakdown
- 78.0%
- 19.5%
- 0.0%
- 0.0%
- 2.4%

Legend: 01 White Female, 01 White Male, 02 BME Female, 02 BME Male, Not known

Region - Band 8D breakdown
- 62.0%
- 12.0%
- 15.8%
- 1.3%
- 8.9%

Legend: 01 White Female, 01 White Male, 02 BME Female, 02 BME Male, Not known

Regional - VSM breakdown
- 76.7%
- 6.7%
- 10.0%
- 0.0%
- 6.7%

Legend: 01 White Female, 01 White Male, 02 BME Female, 02 BME Male, Not known

Extracted from WRES data 2023

Chief Nursing Officer for England's Summit 2019

FEELING **triggered**

What Is A Trigger?

Anything that reminds you of a previous trauma or difficult experience.

You may feel an intense emotional or physical sensation - shortness of breath, sweats, tension in the body, feeling stressed for example.

Sometimes there are flashbacks - reliving or visualising the experience again.

It is not just the shark, it is the water !

Solutions positive action

- Leadership programmes
- **Mentors /coaches**
- FTSUG diverse group
- **Professional Nurse Advocates delivering restorative clinical supervision NHSE response to Covid PTSD Mental health increase reports**
- Well being Offers
- **Protected time** for diaspora meetings it impacts on wellbeing
- **patient safety** –agency hours/ who?

- Collaboration
- Listening
- Coproduction
- Networks
- Anti racism Anti-discrimination
- Leadership
- Doing things differently
- Action not words

Midlands Alumni

- 100 alumni staff from DaL, Getting to Equity and Leading for Equity programmes

- 35 NHS providers have had staff attend

- Winner of BAME Health and Care Award in 2022 for outstanding corporate achievement of the year and was also nominated in the HSJ and Nursing Times Awards for 2022

- 90% of the Cohort 1 participants (who completed DAL in September 2022) have secured a promotion and 20% of the Cohort 2 participants who have only just completed the programme (November 2023) have already been promoted

- Participants stretch assignments have improved patient and workforce outcomes in every Midlands ICS

- The overwhelming response from all the participants was this is far more than just a course or programme. DAL has given them the confidence to reach out to colleagues above their grades, to tackle stretch projects that they didn't think were possible.

- Participants have grown in resilience and confidence and built connections across their Trusts and their systems which have opened doors for them and meant that they have become role models for others

- Further cohort of DAL programme to be delivered by The Florence Nightingale Foundation with 33 placements

" The Midlands is a place where diversity is valued.

Ethnic minority nurses and midwives will want to work here because they feel welcomed into a culture of belonging, trust and respect.

Staff will stay and thrive because they are treated equitably, respected and recognised for their contributions. "

Our CPSA 90-day Challenge

NHS
England
Midlands

Midlands Challenge:

If we had an ambition to increase the representation of **Board Level Executive Nurses** from the global majority NM Workforce within 24 months, we will need to double the number of global majority sub board level N&M's within the next 12 months - what actions do we need to take in the next 90 days of today, to deliver on this?

Parameters/ Working assumptions:

1.The integrity of the NHS national policy for EDI and Human Rights must be respected.

2. Proposed solutions should reflect existing best practices.

3. All anti-racism work is seen in the context of patient and staff safety

4. An increased % of global majority N&Ms will be at deputy/ associate level (8C, 8D 9) within 2 years (% to be agreed by the group)

5. Any other please discuss at your tables when we start discussions…

Leadership CNO CMiDO BME SAG & Membership leaving no one behind hearing staff voice

Chair (interim)	Felicia Kwaku	
Midwifery Lead	Wendy Olayiwola	
Deputy chair	Jennifer Jean-Jacques	
Regional Leads		
North East and Yorkshire		*vacant*
North West	Dr Manju Pallam, Gilly Lee	*vacant*
Midlands	Jennifer Pearson	*vacant*
East of England		vacant
London	Vinice Thomas,	
South East	Ethel Changa	*vacant*
South West	Jasvinder Chopra-Povall	*vacant*

HSJ AWARDS 2022 winners staff wellbeing award

BINA – British Indian Nurses Association 2021 with Sue Tranka CNO Wales

Caribbean Nurses and Midwives Association CNMA launch 19th May BINA FNA MNA

Teamwork Pandemic Champions Award REACH society community social enterprise

CNMA @ ROHNHSFT
June 2024

Actions not words

3 DAMES
Nola Ishamael
Ruth May Dr
Sara Mullally
with CNO
BME SAG
leads

It's not about titles!

'**Success is liking yourself, liking what you do, and liking how you do it'**
Maya Angelou

Aspirations realised rewards DAL graduates /HSJ award/ Editorial

Renaming the skin tones tool

Jennifer Pearson, who was named the National Diversity Awards 2022 BAME Nurse of the Year, is raising awareness of tissue viability and recognising pressure ulcers in people with black and brown skin tones. She is the Lead Nurse for Shared Governance at University Hospitals Birmingham and has a background in paediatric and adult intensive care. Having worked at some of the top children's hospitals in the world, including Birmingham Children's, Great Ormond Street, and Melbourne Sick Children's, she has extensive clinical and managerial experience in the acute setting. In this guest editorial, she explains her work and how she has collaborated with Wounds UK to rename the 'skin tones tool'.

'Equality, Diversity, and Inclusion run through my veins because of my lived experience in the NHS.'

To address issues influencing the inequalities in health outcomes for BAME patients, I established a BAME patient care shared decision-making council with healthcare professionals. Additionally, I contributed to the national toolkit 'Bridging the Gap' aimed at systems wanting to increase vaccination uptakes and engage effectively with seldom heard from communities

DRAWING ON PERSONAL EXPERIENCE
My mother was hospitalised for 5 months following a life-changing stroke. She started to develop a pressure ulcer and it was then that I realised the extent of the problem with the assessment of ulcers

in dark skin tones, which was where my campaign began. For years, I had practised nursing and not questioned the illustrations in the literature, and the tools we were using to assess skin integrity and tone. I began to reflect that there were depictions of white skin only, and the language used was not inclusive of all patients.

It took the death of George Floyd and the increasing prominence of the Black Lives Matter movement for more courageous conversations to occur in a variety of public health settings about the inequities in care delivery.

Malone Mukwende, a medical student, published a clinical handbook in 2020 called 'Mind the

JENNIFER PEARSON
Lead Nurse Shared Governance, Nurse in Charge Birmingham/Solihull Vaccination Programme; Regional Lead (Midlands) Chief Nursing Officer Chief Midwifery Officer (England); Black Minority Ethnic Strategic Advisory Group West Midlands (CNO CMidO BMESAG); Chair Chief Nursing Officer Delivery Group NHSE/I; BAME Nurse of the Year – National Health Care Awards 2022

Figure 1. Protesters holding signs and placards during the Bristol bus boycott.

6

Wounds UK | Vol 18 | No 4 | 2

19. Staff Wellbeing Award
The scale, spread and impact of the project was huge. The gravity of their support was lifesaving, life enhancing and life changing work - impacting staff regionally, nationally, and globally. It changed peoples lives and gave people hope.

And the winner is...
Chief Nursing Officer & Chief Midwifery Officers Black and Minority Ethnic Strategic Advisory Group,

SGB-4175.jpg

WOUND CARE AND SKIN TONE

SIGNS, SYMPTOMS AND TERMINOLOGY FOR ALL SKIN TONES

EXPERT PANEL

Luxmi Dhoonmoon (Co-chair), Tissue Viability Nurse Consultant, Central and North West London NHS Foundation Trust

Harikrishna K.R. Nair (Co-chair), Head and Consultant of Wound Care Unit, Department of Internal Medicine, Kuala Lumpur Hospital, Malaysia; Professor, Faculty of Medicine, Lincoln University Malaysia; Professor, Institute of Health Management; Austria, Adjunct Professor, Department of Surgery, Institute of Medical Sciences, Banares Hindu University, India; Executive Director, College of Wound Care Specialists

Zulfiqarali Abbas, Endocrinologist, Department of Internal Medicine, Muhimbili University of Health and Allied Sciences, Dar es Salaam; Abbas Medical Centre, Dar es Salaam, Tanzania

Ethel Andrews, Wound Specialist, Life Brenthurst Hospital/Netcare Mulbarton Hospital, Johannesburg, South Africa; Visiting Lecturer, University of Witwatersrand; Past President, South African Burn Society; International Burns Society Nurse Award recipient 2022

Simone McConnie, Diabetic Footcare Specialist Podiatrist, Comfeet Foot Care Clinic, Barbados

Jennifer Pearson, Head of Nursing Royal Orthopaedic Hospital Birmingham; BAME Nurse of the Year 2022; Regional Lead Chief Nursing Officer (England), Black Minority Ethnic Strategic Advisory Group

Mohamed Waheed, Plastic Surgeon, Head of the Department of Surgery, Indira Gandhi Memorial Hospital, Maldives

Mandika Wijeyaratne, Head of the Department of Surgery, Faculty of Medicine, University of Colombo, Sri Lanka

EDITORIAL

Renaming the skin tones tool

Jennifer Pearson, who was named the National Diversity Awards' 2022 BAME Nurse of the Year, is raising awareness of tissue viability and recognising pressure ulcers in people with black and brown skin tones. She is the Lead Nurse for Shared Governance at University Hospitals Birmingham and has a background in paediatric and adult intensive care. Having worked at some of the top children's hospitals in the world, including Birmingham Children's, Great Ormond Street, and Melbourne Sick Children's, she has extensive clinical and managerial experience in the acute setting. In this guest editorial, she explains her work and how she has collaborated with *Wounds UK* to rename the 'skin tones tool'.

Ian Duncan Smith, late 90s

New forum aims to promote ethnic issues affecting the NHS
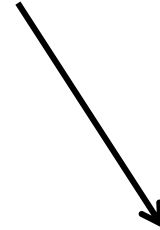
National Diversity Awards London 2022

Clinical leader speaks up
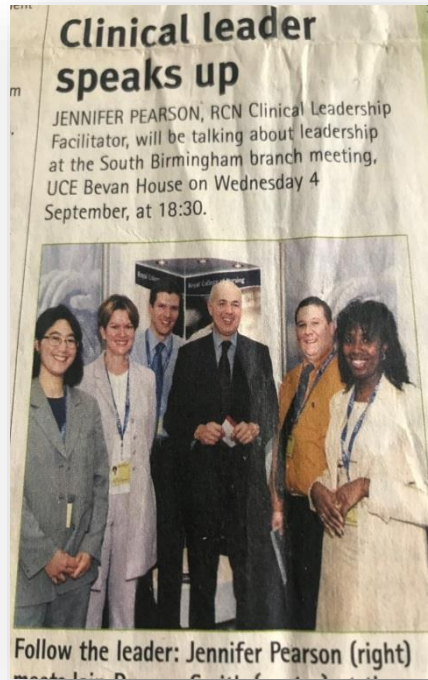
Andrea Sutcliffe CEO NMC

Community work BAME Veterans ubuntu

International educated support hearing staff voice

Equity Equality Diversity Inclusion

Protected characteristics however if we get race right evidence states

Leaders to promote Civility PSIRF Human Factors

Staff survey focus areas

Remember we are at different starting points

We need to address the fact that those who need it least but it get it the most – seldom heard from staff/communities –adjustment needed give more to people who have more needs to get the same outcomes levelling up

Practical easy immediate tips to hear staff voice

- Encourage BAME staff to shadow executives be deliberate about spotting talent mentor coach from band 7 upwards
- Shout out for example from Jo Williams CEO
- Scrutinise data on who is being released for career progression
- Scrutinise recruitment processes not just have a BAME person on the panel
- Cultural ambassadors
- Read Too Hot to handle
- Introduce anti racist practice , zero tolerance PNA's
- Data -collect it -what gets measured gets done

WHAT HAS BEEN POSITIVE

NHS

- Mentors' Coaching
- Meeting BAME role models: Nola Ishmael Miriam Coffie, Manjit Darby MBE, Maria McGregor, Doreen Black, Linda Chibuzor Simmi Naidu, Tabetha Darmon, Asha Day, Joan Myers (wish I met them earlier)
- Circle of influence/recognising oppression - Positive Action Course
- Aspiring Directors Programme Fontainebleau France INSEAD
- Allies & Tools gathered in toolkit prince 2 DDON G2E PNA
- Self belief, promotions, secondments, publications & regional roles
- Career led to meetings with HRH late Queen Elizabeth, Sir Trevor McDonald, Politicians, Bishops, Prince Harry, David Walliams, Political Health leaders
- National flu TV ad, vaccination champion increased uptake in BAME staff video campaign DHSC HSJ award & taking risks
- I don't pretend that what you hear isn't uncomfortable, so I speak out
- Recognition is a motivator

Thank you for listening

☺

Case Study: Nursing Times Workforce Summit 2023 Award winners for Best Employer for Diversity and Inclusion

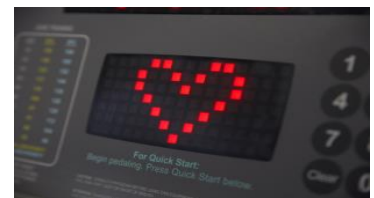Kez Hayat. Head of Equality, Diversity & Inclusion at Bradford Teaching Hospitals NHS Foundation Trust

Advancing Equality, Diversity & Inclusion at BTHFT

13 June 2024

Kez Hayat, Assistant Director - EDI

Together, putting patients first

Overview

An overview of BTHFT, our approach to EDI and why it is so important to us in Bradford

Population and Communities:
Bradford District & Craven

Bradford Teaching Hospitals
NHS Foundation Trust

Bradford Metropolitan District Council

- 5th largest local population in England
    - 1/3 of the population under 20yrs
    - 1/3 of the population are from an Ethnic Minority background (150+ languages spoken)
    - Inner City areas – some of the most deprived with high levels of poverty

Craven

- 97% population identify as White
- Much higher proportion of people 65+ yrs
- Affluent areas

Together, putting patients first

Ethnic Diversity in Bradford District

NHS
Bradford Teaching Hospitals
NHS Foundation Trust

	No.	%
Total: All usual residents	546,412	100.0
Asian, Asian British or Asian Welsh	175,664	32.1
Black, Black British, Black Welsh, Caribbean or African	10,978	2.0
Mixed or Multiple ethnic groups	15,006	2.7
White	334,004	61.1
Other ethnic group	10,760	2.0

EDI:
How do we measure up?

Bradford Teaching Hospitals
NHS Foundation Trust

Total Workforce: 7161 staff

RACE

Our workforce is representative of the local population c.40%, but only c.19% of senior leaders are from an Ethnic Minority background

DISABILITY

5% Disability disclosure rate (our staff survey indicates this should be 23%)

GENDER

77% of women in the organisation, but only 65% amongst the highest paid

BULLYING & HARASSMENT

Ethnic Minority, Disabled & LGBT+ staff are more likely to experience bullying & harassment in the workplace

Together, putting patients first

NHS
Teaching Hospitals
NHS Foundation Trust

Our People Charter

Thrive

NHS
Bradford Teaching Hospitals
NHS Foundation Trust

Our People Charter outlines the behaviours we can expect from one another and what you can expect from Bradford Teaching Hospitals NHS Foundation Trust BTHFT.

It supports you to Thrive and make sure BTHFT is a place where you feel heard, valued, treated with dignity and respect and trusted to do your job, as well as supporting our vision to be an outstanding provider of healthcare, research and education, and a great place to work!

WE ARE BRADFORD

We Value People

What others can expect from me and my team	What you can expect from BTHFT
We respect each other and our patients	We treat everyone with dignity, respect and kindness valuing the work of all individuals and teams
We embrace difference	We value diversity and champion inclusion
We support each other	We make sure you have the wellbeing support you need, when you need it
We say when we have done well and learn from mistakes	We are accountable for what we do and not afraid to try different ways of doing things

We are One Team

What others can expect from me and my team	What you can expect from BTHFT
We trust each other and work together	We create a positive working environment to support teams to provide outstanding patient care
We talk clearly and honestly	We communicate with you and make sure you are up to date with what's happening
We make every penny count	We make sure you have the resources you need to do your job effectively
We get better all the time	We support you to Thrive and reach your goals, creating opportunities for your learning, growth and development

We Care

What others can expect from me and my team	What you can expect from BTHFT
We are kind and compassionate	We recognise you as more than your job title and value you as an individual
We take ownership and keep our word	We listen to what you have to say and respect your expertise and knowledge
We are passionate, proud and committed	We help you to understand and appreciate how your job makes a difference to our people and our communities
We say thank you	We take the time to recognise and appreciate your efforts and celebrate success

Civility in the workplace ●● **what we do matters**

WE ARE BRADFORD

NHS
Bradford Teaching Hospitals
NHS Foundation Trust

It's easy to be accidently impolite when you're stressed

IT'S OKAY TO SAY SORRY

If you're feeling burnt out, share it with others...

...together we can work as one
●● what we do matters

Civility in the workplace

WE ARE BRADFORD

Bradford Teaching Hospitals
NHS

...ING COURTEOUS ...D POLITE HELPS A TEAM WORK

The things we do and how we do them matters!

A good team values and respects everyone
●● what we do matters

Civility in the workplace

KETTLE'S ON ...ANYONE FANCY A BREW?

Small g... can ma... differenc...

...and show support to the rest of the team
what we do matters

Civility in the workplace

Development of an EDI strapline

We are Bradford: we value diversity and champion inclusion

Together, putting patients first

Our Approach to EDI

Top-down influence with focus on Trust Board -demonstrable commitment.
Inclusive compassionate leadership & impact on patient experience
Executive Sponsor for EDI
Middle Manager roles and responsibilities
Dignity and Respect
Accountability & Capability/ diversity mgt.
Align D&I with corporate Business Plans
NHS Five year Forward

Cultural capability/competency
Training for managers and leaders
Focus on Embracing diversity and inclusivity
Policy and Practice (EIA's)
WRES & WDES performance
Gender Pay Gap
Develop capacity across the organisation
Patient feedback/complaints
Empower and Coach
Celebrate diversity/advance equality
Alignment of key activity

Leadership

Organisational Capacity

Information & Communication Patients and Workforce

Engagement consultation & involvement

Collaboration & Partnerships

Relaunch /Empower Staff Networks
Staff side involvement
Developing Allies & partnerships
Communities/Patient Engagement
Voluntary & Community sector
Establish priorities/consensus
Staff & Management engagement with a focus on solutions

Other NHS providers
Local Authorities
Health Action Groups
Regional Networks
Celebration of annual international days
Benchmarking with other similar orgs
Leadership Academy
NHSI
HEE
NHS England

Key areas of focus

- Development of a Strategic Equality and Diversity Council, chaired by CEO to help us identify and align our workforce and population health inequalities priorities. (COVID 19)

- Strategic decision making – Trust People Academy – Workforce with staff networks represented at each meeting and representation at Quality and Patient Safety Academy

- Wider focus on Inclusion & Belonging recognising 'intersectionality' (NHS People Plan, Regional People Plan & District wide focus)

- Increased focus on engagement and Involvement (communities and workforce). Reviewed and refreshed the role of our networks

- Equality Impact Assessments – Identifying impact on the 9 protected groups

Our EDI Strategy

Bradford Teaching Hospitals
NHS Foundation Trust

Together, putting patients first

Our EDI Strategy and Objectives
2023-2025

Objective 1   **Education, Empowerment and Support**

Ensure all our staff are aware of their own and the Trust's responsibilities for advancing a culture of equality of opportunity and fostering good relations, achieved through targeted training and development, with particular focus on cultural competency.

Objective 2   **Effective Community and Staff Engagement and Involvement**

Build community and staff trust and confidence through effective community engagement and involvement

Objective 3   **Population Health Inequalities**

Tackle health inequalities and strengthen the system approach to population/place-based health and care management.

Objective 4   **Promoting Inclusive Behaviours**

Ensure all our staff, contractors, visitors and the wider community are aware of the effects of their behaviour on others and are equipped to challenge and report inappropriate behaviour when they experience or witness it.

Objective 5   **Reflective and Diverse Workforce**

Develop and enhance our approach to recruitment, selection and promotion to positively attract, retain and support the progression of diverse staff across the Trust.

The importance of Engagement & Staff Voice

- Recently refreshed, aligning work plans with EDI objectives and with a voice at key decision making meetings
  - **RESIN:** Race Equality Staff Inclusion Network
  - **Enable**: the network for staff with long term health conditions or disability
  - **LGBT+:** Lesbian, Gay, Bisexual, Trans+ Network

Enable Staff Network

LGBT+ Staff Network

Race Equality Network

The role of teams, departments & individuals

- To influence a culture of inclusion and inclusive leadership
- Lead by example – champion diversity and inclusion
- Influence and mainstream equality into core functions. Some areas to explore include:
- Ensure equality risks and impact has been considered and identified for decisions which impact staff and service users
- Ensure policies have a robust EIA
- Explore what role you can play to raise the profile of EDI
- Develop a local action plan which captures your team priorities around the 5 equality objectives (EDI team happy to support)
- Engage with our staff equality networks on the work you are doing – share and learn with focus on empowerment
- Share activity of your department with Equality and Diversity Council (chaired by Mel Pickup)

What does inclusion look and feel like?

Any Questions?

Contact the Diversity & Inclusion Unit

We are Bradford: *we value diversity and champion inclusion*

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Future Events

Finance Committee
Focus on: **Planning at a System Level**
Date in Sept TBC

Audit Committee
Focus on:
Governance/Risk
10th December 9am-12.30pm

Can all be booked now at: https://www.360assurance.co.uk/events/ or by emailing Kirstie.anderson1@nhs.net