

# Welcome

**Deep dive:**  
Embedding accountability at  
board and taking a system  
wide approach to anti-  
racism

- Please note this session is recorded
- Please keep your camera on wherever possible
- If you lose connection, please re-join using the link in your joining instructions or email [race.equality@nhsproviders.org](mailto:race.equality@nhsproviders.org)
- Please ensure your microphone is muted during presentations to minimise background noise
- We will come to questions once we have heard from all our speakers
- Please feel free to use the chat box for questions and sharing examples of what has delivered sustained progress in your organisation
- If you would like to ask a question audibly, please use the raise hand function during the Q&A section and we will bring you in
- Any unanswered questions will be taken away and answered after the event
- You will receive a link to an evaluation form at the end of the day, please take the time to complete it, we really do appreciate your feedback.

## **Welcome and introduction**

Kathryn Lavery – chair of Rotherham Doncaster and South Humber NHS Foundation Trust

## **Presentation from West Yorkshire Health and Care Partnership**

Fatima Khan-Shah – associate director of long-term Conditions and Personalisation and convenor of the Race Equality Network, West Yorkshire Health and Care Partnership

## **Presentation from NHS Frimley Health and Care ICS**

Safina Nadeem – executive director of equality, diversity and Inclusion, NHS Frimley Health and Care ICS

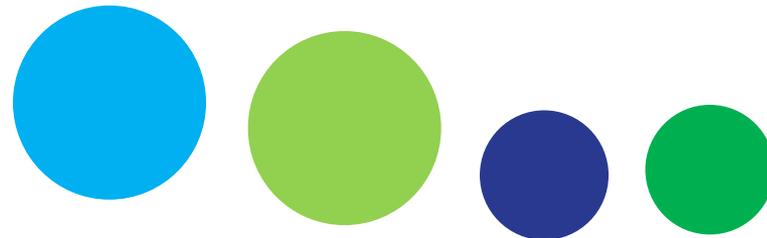
## **Q&A**

Facilitated by Chair

## **Final reflections**

Facilitated by Chair

## **Close of event**



# Race Equality deep dive: Embedding accountability at board and taking a system wide approach to anti-racism

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# AMBITION TO ACTION: INCREASING OUR LEADERSHIP DIVERSITY



NHS West Yorkshire  
Integrated Care Board

## OUR AMBITION

“We will have a more diverse leadership that better reflects the broad range of talent in West Yorkshire and Harrogate, helping to ensure that the poor experiences in the workplace that are particularly high for Black, Asian and Minority Ethnic (BAME) staff will become a thing of the past.”



Proud to be part of West Yorkshire Health and Care Partnership



## OUTCOME

Launch of the West Yorkshire Race Quality Network.

Launch of the Independent Review, “Can You Hear Me” Podcast, Racial inequalities training, and the Fellowship



## SPREAD

The network has representation from pharmacy, medical, nursing, management, local authority, HR, ambulance service, and commissioning backgrounds across Wakefield, Leeds, Bradford District and Craven, Calderdale, Kirklees, and Harrogate



## INVOLVEMENT

Takeover of the System Leadership Executive group.

Workshop to share lived experiences, sharing of good practice, launch of network of networks.



## VALUE

Creation of an action focused safe space that brings together colleagues from similar backgrounds to talk about and tackle issues together.



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🐦 @WYPartnership

West Yorkshire Health and Care Partnership



# Lived experience

“It [Racism] doesn't feel good. It feels like you don't belong. It feels like you can't contribute fully because you don't feel safe to be able to say what you really want to say. Sometimes you feel like you have to play different roles to your actual character. It feels horrible.”



“Racism started before I was even born. It's been always there, having to work twice as hard, always working harder to be seen, to feel visible; not as valued as your white colleagues and that just became a standard.”



“Nobody seems to want to do anything to respond to that [racism]. It sometimes feels like: Why am I having to deal with this? Why don't other people pick it up and do something about it? There's no response. It feels like a battle sometimes”.



“I don't see any managers that I would identify with, that lack of role models. Where are my BAME colleagues? They are not the ones making decisions that impact frontline workers. That white privilege, that lack of diversity, that lack of exposure, that lack of understanding. There's a long way to go!”



# OUR SYSTEM AMBITION



NHS West Yorkshire  
Integrated Care Board

*“We will have a more diverse leadership that better reflects the broad range of talent in West Yorkshire and Harrogate, helping to ensure that the poor experiences in the workplace that are particularly high for Black, Asian and Minority Ethnic (BAME) staff will become a thing of the past.”*



Rob Webster @NHS\_RobW · 1h

#WYHTalent time spent together @WYHpartnership discussing #BAME leadership, talent and experiences. Thought provoking and uncomfortable debates in a safe space. I think the impact will be profound #BlackHistoryMonth2019 To change behaviour, we have to change minds.



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# COPRODUCING THE SYSTEM AMBITION

*“As a Network of Networks we will supporting **local staff networks** to thrive, and will amplify the **lived experience** of colleagues. We will act as a **critical friend** of the Partnership whilst supporting the work of the Partnership to deliver the ambition.*

*We will **hold the system and it’s leadership to account**”*



# REPRESENTATION AT DECISION MAKING FORUMS

*“I am proud to be a part of race equality network. It encourages personal growth and throws appropriate challenge and flex into system. I’ve had opportunities that would not have been available ...becoming part of the People Board, presenting to senior leaders about racial inequalities. The network influences significant change and enables people from underrepresented communities to become more visible.”*

***Cherill Watterston, WRES Organisational  
Development Lead at South West Yorkshire  
Partnership NHS Foundation Trust***



# DEEPENING OUR AMBITION: INDEPENDENT REVIEW



NHS West Yorkshire  
Integrated Care Board

- *Influenced work across the leadership and priority programme areas*
- *Health and Inequalities Academy; health and inequalities is everyone's day job*
- *VCSE voices panel providing insight, expertise as well as constructive challenge*
- *White leaders talking about representation*



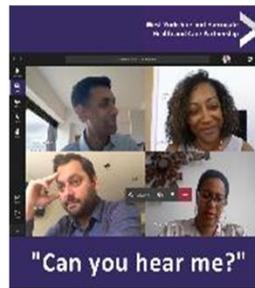
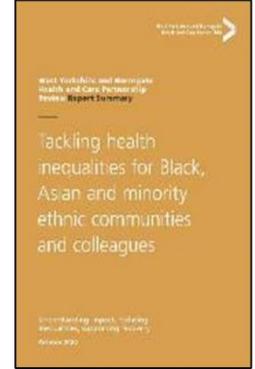
# OUTCOMES: INDEPENDENT REVIEW

- *Root Out Racism: An anti-racism movement gaining support from over 500 organisations and community allies. The evaluation report shows significant engagement, effectiveness, and impact of the anti-racism movement*
- *Overhaul of recruitment practice and creation of the WY inclusive recruitment toolkit*
- *Racial inequalities training*
- *ILM 5 Inclusive Coaching*
- *WY ICS Reciprocal mentoring programme*



# Race Review 2020 (recommendations)

CONTEXT



## Promoting diversity and inclusion Co-producing communications



September 2020

Our 'Can you hear me?' podcasts, launched with hundreds of funding for the first episode, with 2578 listens to the podcast so far.

October 2020

West Yorkshire and Harrogate Health and Care Partnership commissioned a review into the impact of COVID-19 on support needed for minority ethnic communities and colleagues. Recommendations were published in a report which was launched to over 500 people in October. It was covered by media and regional TV.



November 2020

Our Positive About Islam campaign launched as part of Islamophobia awareness month, highlighting the role of women in Islam, with blogs from Muslim colleagues talking about experiences of how their faith has impacted on work. Every day a new fact was shared on social media, with our top tweets from this campaign achieved 16,438 impressions and 340 total engagements.

West Yorkshire and Harrogate  
Health and Care Partnership

May and June 2021

The Partnership are currently producing an anti-racism movement campaign, being co-produced by over 100 minority ethnic colleagues and has the backing of our Board.

October 2020

Colleagues supported the Partnership's Race Equality Network to raise the profile of its diverse workforce during Black History Month (October 2020). A Black Lives Matter workshop was hosted with leaders with the objective of educating to build positive change. After discussion the video pledges, and you can see our Black History Month 2020 posts on Twitter here.



October 2020

There were 2065 visits to the Working together to reduce health inequalities web page between October and November and over 1 million social media impressions.



February – May 2021

Our Fellowship leadership programme has 40 colleagues enrolled. Between February and May 2021, it had 1253 web page visitors. Read the impact this programme had on Begina Mirza in her case study. Case studies showcase the difference our Partnership is making and we publish these on this webpage and via 1:1 communication, network colleagues channels.



Late August 2021

Launch of anti-racism movement with support from minority and using universities, West Yorkshire Police, West Yorkshire Crime and Authority, Local Resistance Forum, the Violence Reduction Unit, faith leaders, high profile sports clubs and celebrities.



BESPOKE WEBSITE, BUS CAMPAIGN,  
LARGE SCREENS ACROSS THE AREA,  
PLEDGE CARD/BADGE, PODCASTS,  
REFLECTIONS, CASE STUDIES, LOCAL  
PLACE-BASED SUPPORT



SPREAD



# OUTCOMES: LESS WORDS MORE ACTION



NHS West Yorkshire  
Integrated Care Board

The movement imagery appeared across 68 bus rears and 3 phone kiosks across a total of 6+ weeks.

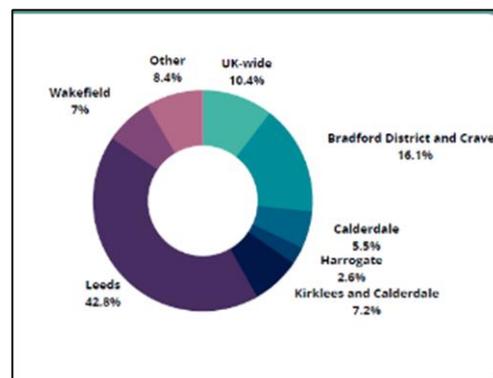
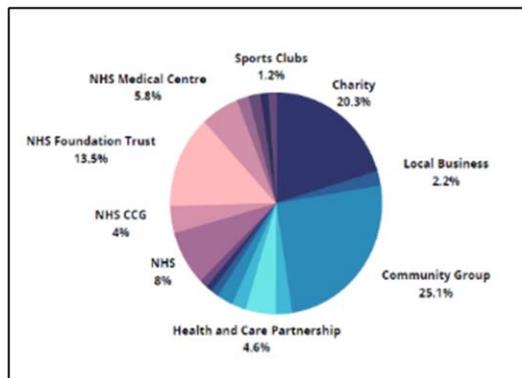


1,893,120 views



129,690 views

**Total: 2,022,810 views**



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[@WYPartnership](https://twitter.com/WYPartnership)

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# Embedding accountability at board and taking a system wide approach to anti-racism

**Safina Nadeem**

**EDI Director**

**Freedom to Speak Up Guardian**



# Our Communities



**Population**  
**800,000**

Increasing by **6.4%** by 2036 - about **47,000** people - with the largest increases in the over 60's and 13-18 age group



**Life expectancy**



**81**



**84**

**Healthy life expectancy**



**66.8**



**67.4**

## Healthy life expectancy at birth



People that live in recognised areas of deprivation will often have poorer outcomes and on average will have a lower healthy life expectancy. Most of our population don't live in areas of deprivation. All areas contain pockets of deprivation, but they can be less visible due to nearby affluence. In Slough there are many more people living in deprivation.

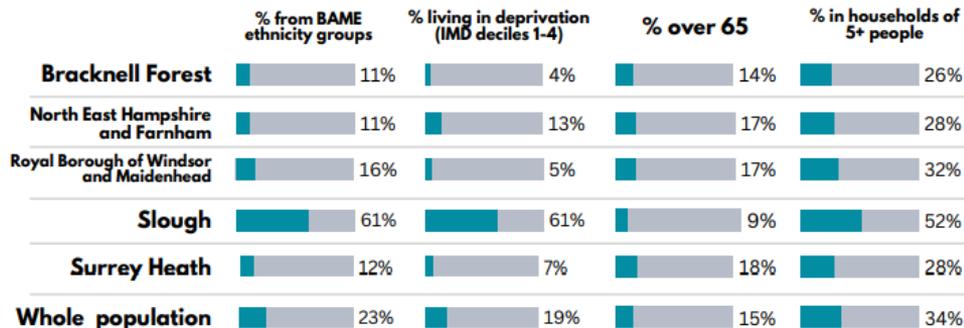


**Over 30% of the population are in the 10% least deprived in society**

**Around 3% of the population live in the most deprived areas of England**



## About the population across our 5 places





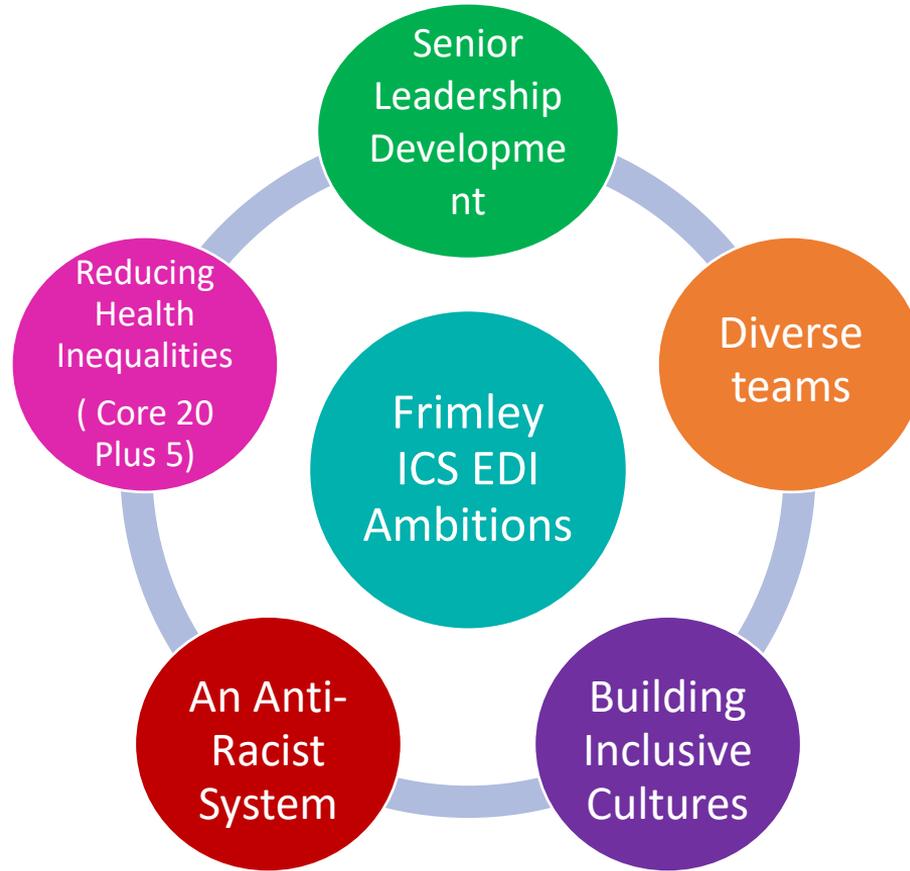
# Our Approach



Embedded our commitment to developing an anti-racist system into the Strategic Objectives of the ICB Board.

Strategic Objective :

“Support the spread and adoption of the ICS vision and values to the ICB workforce and **create an inclusive culture that celebrates our diverse workforce**. Deliver our EDI objectives and ensure that EDI is a cross-cutting approach to all of our work **and actively promotes an anti-racist agenda for the organisation**”.





# The role of the ICS in embedding accountability for race equality



- ICB recruitment
- Building anti-racist approach into the core development offer to Senior Leaders and the Board (which includes CEO Partner Members)
- Embedded anti-racism in our system leadership programmes
- Demonstrating our own commitment to anti –racism as partners in the system and influencing through our ICS strategy via ICP
- ICB Partnership Board EDI champion ( Dep Chief Executive)
- Anti – racism commitment and approach key focus at our EDI annual conference



Having experienced racism first hand it was good to share and my table were shocked to learn what I had experienced.

## EDI Conference – pan system attendance and engagement

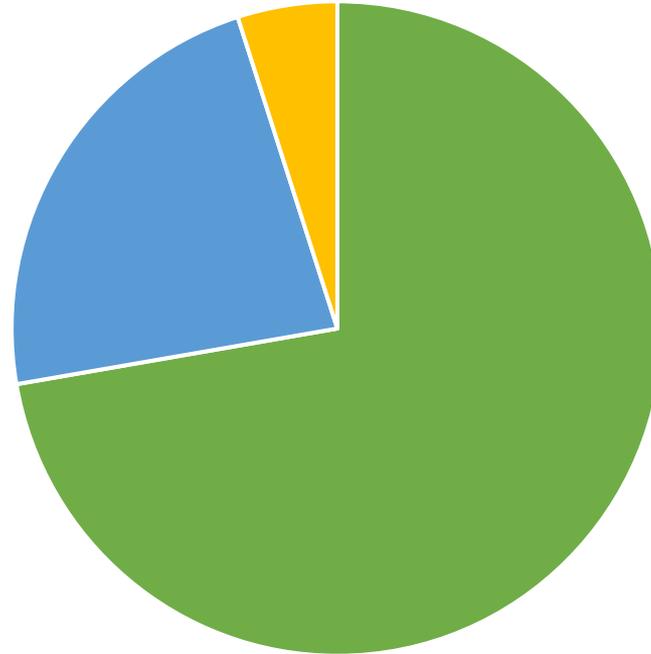
- Safe space, allowing for open and honest discussion. Sharing personal stories made it real
- Better understanding of racism and how it affects my colleagues.
- Learning about what exactly white privilege is and understanding unconscious bias.
- Focus on anti-racism / Understanding the process of becoming an anti-racist.
- Importance of using evidence-based approaches.
- Felt like some tangible changes we could take away and embed.





## Where do you feel you are in the stages of anti-racism?

- Learning Zone
- Growth Zone





# The Role of Allies



## Courageous Conversations





- Providing development opportunities for white leaders on allyship (NHSE Allyship programme)
- Ensuring all ICB staff have an objective on EDI as part of appraisal process
- Creating spaces for courageous conversations at system, team and individual levels
- Reciprocal mentoring Programme
- Cultural Intelligence Programme
- Mirror Board



# NHS Frimley Mirror Board

## What are we trying to achieve?

- Increase the diversity of talent pipelines to the Board of NHS Frimley and Boards of Frimley ICS organisations.
- Increase the diversity of membership of Boards across the System and retain aspiring Board members within the Frimley System.
- Increase the diversity of thought and participation in decision making.
- Create an environment of healthy challenge and disruption to Board discussions and hold the Board to account on Equality, Diversity and Inclusion matters.
- Increase the understanding of decision making in a System context



# Key Learning so Far



- Important to create a narrative /vision
- Understanding our data
- Co-create solutions
- Need to ensure we have space for courageous conversations
- Accept we won't always do it right but open to feedback and challenge
- It's a long journey that needs us to be brave, keep focus on the agenda
- Ensure all conversations had through lens of EDI/Anti racism etc.



## Anti-Racism approach in action

Racial discrimination at mental health inpatient unit - QI method rapid improvement event to analyse problem, root cause and develop key actions co-produced with staff.

Explicit behaviour expectations provided to patients on admission, confirming action taken on abuse and discrimination. This resulted in risk assessed discharge of informal patients for behaviour and direct engagement with those sectioned.

Staff seeing impact of real action as are patients. New support for reporting and post incident support to staff . Stopped normalising racial abuse.

In 2022 Frimley ICS EDI conference crystallised Berkshire Healthcare's ambition to become an antiracist organisation. Set up a task-force and engage the Board in agreeing commitment and vision to ensure much wider success and visibility. A Board seminar on anti-racism also planned with the Race Equality Network (REN).

REN support co-production of antiracist actions.

Also continue to support development of the system's antiracism framework.



## Next Steps

- Anti- Racism Alliance Forum
- Anti- racism framework





Thank you

**RACE**  
**EQUALITY**

# Q&A

Please use the chat box or the raise hand function

## Save the dates:

### **Deep dive: Applying an evidenced based approach to inclusive recruitment**

Friday 17 February 2023 - virtual event via Zoom

In this event with Roger Kline, we will explore interventions that have reduced racial disparities within recruitment and talent management processes.

### **Peer learning event: Race Equality and inclusive recruitment**

Monday 27 February - virtual event via Zoom

Join us to explore actions taken within the NHS to improve talent pipeline, senior management and board diversity.

### **Peer learning event: Inclusive recruitment and supporting our internationally educated workforce**

Tuesday 7 March - virtual event via Zoom

This event will share examples of how trusts have improved experiences for their internationally educated workforce.

### **Can we talk about race?**

Tuesday 14 March 2023 - virtual event via Zoom

Join us to hear how leaders are enabling conversations about race in their organisations.

# Visit our website for further information on the Race Equality work:

- Race 2.0 report
- Podcast
- My journey as a White ally videos
- Blogs
- Previous events and resources



Scan here to access our website  
and book onto upcoming events

**RACE**  
**EQUALITY**

# Thank you



Scan here to access  
our survey

