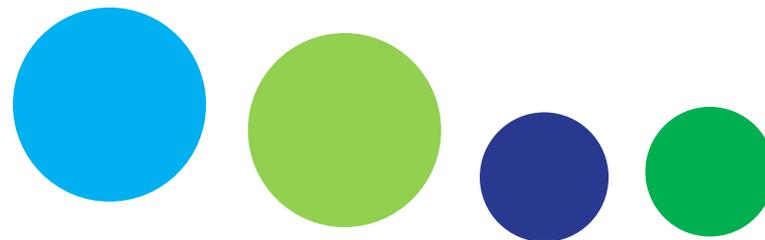


Welcome

Supporting leaders to
embed inclusive leadership

- 12.00pm** **Welcome and introduction**
Facilitated by chair
- 12.05pm** **Case study: Embedding inclusive leadership within trusts + Q&A**
Delvir Mehet – Deputy group director of people, Barts Health NHS Trust
- 12.25pm** **Case study: Embedding inclusive leadership within systems + Q&A**
Shajeda Ahmed – Chief people officer, NHS Black Country ICS
- 12.45pm** **Case study: Embedding inclusive leadership within regions + Q&A**
Cavita Chapman – Managing director for inclusive leadership and talent, C Chapman consultancy & previous Regional head of EDI, NHS England
Zach Adams – Equality & inclusion manager, North East, Yorkshire & Humberside region, NHS England
- 1.05pm** **Panel Q&A**
Facilitated by chair
- 1.20pm** **Summary and close**
Facilitated by chair
- 1.30pm** **Close of event**



- Please note, this event is being 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
- Please ensure your microphone is muted during presentations to minimise background noise
- We will come to questions after each speaker
- 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.



WeBelong

Becoming a truly inclusive organisation

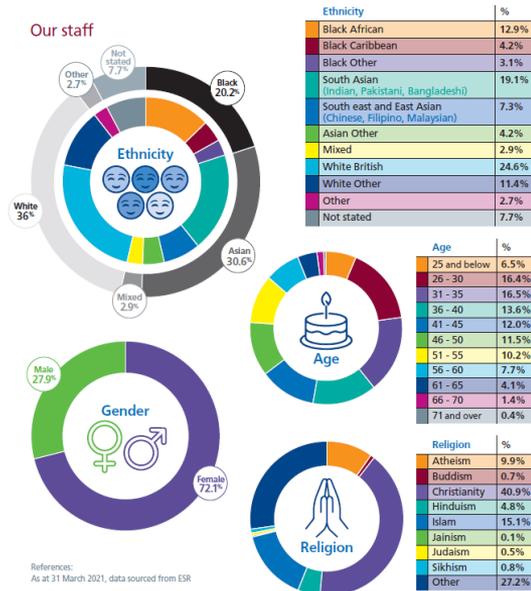
The essential role of board leaders in driving improvements for EDI and embedding inclusive leadership

**Del Mehet, Deputy Group Director of People,
Barts Health NHS Trust**



Who We Are: Barts Health

Barts Health is one of the most diverse Trusts in England, just over 60% of our people are from Black, Asian or minority ethnic groups. We serve one of the most diverse populations in England which has very high levels of deprivation and healthcare needs.



References:
As at 31 March 2021, data sourced from ESR

Newham is the most diverse part of the country

3 out of 10
people are white

Almost half the population is Asian, the most of any London borough. Those with Indian heritage form the biggest minority, followed by people with Bangladeshi and Pakistani heritage.

8 out of 10

most diverse boroughs in the country are in London as well as Newham, Tower Hamlets is fifth (55% non-white) and Waltham Forest is tenth (48%).

Overall our three boroughs are 58% non-white; the UK average is 14%.

81,000
people

Tower Hamlets has the highest number of people with Bangladeshi heritage of any borough in the country

They form one third of the local population (compared to 3% in London and 1% nationally). However the fastest growing minority are the 14% white non-British.

Waltham Forest has the biggest concentration of people with Pakistani heritage

They form half the local Asian population although they are fewer in number than Newham. The borough also has the largest local Black population. A quarter of residents do not speak English as a main language.

Only **6%**
are over 65

Tower Hamlets has the youngest population of any local authority. Half the residents are in the 20-39 age bracket, and, the lowest in the land. Newham is not far behind (only 7% over 65) and even Waltham Forest is the 10th youngest borough nationally, although its over-65 population is larger (10%) and growing.

Almost half

the population of Tower Hamlets is Muslim
One-third in Newham and one-fifth in Waltham Forest. Newham has more Christians than Muslims, though not as many as Waltham Forest (which is 55% Christian).

We employ around 20,000 people working across five hospital sites ranging from district hospitals to tertiary services providing a host of specialist services regionally and nationally.

Our Goal to Become a Truly Inclusive Organisation

Our ambition for Inclusion and Equity is to become a truly inclusive organisation. This is set out in WeBelong our inclusion strategy first published in 2020 and revised and refreshed last year



Goals in Updated WeBelong Inclusion Strategy



To create a **inclusive leadership** community who lead for positive change and take accountability for delivering the impact required.

- Inclusive career development framework (various development ops)
- Overhaul of processes relating to progression
- Governance



To deliver a **fair and just culture** which enables delivery of our WeCare values.

- Cultural Intelligence Programme
- Inclusion Capability Building Programme
- Policy and Process review relating to staff experience
- Personal inclusion objectives through the annual appraisal process



To work in community partnership to **promote equity** by restoring services inclusively and, in our role as an anchor institution, address the wider determinants of health.

- Increased community engagement
- Social Value framework (procurement and local employment)
- Access and equity programmes

Making Inclusion A Personal Responsibility

- To drive real change for our people and to accelerate achieving the goals of WeBelong we have embedded inclusion objectives into every role across the Trust.
- For our senior leadership this is about providing a visible and credible narrative – that driving forward an inclusive culture is the key goals for our organisation. Examples of the specific actions our leader have taken include aligning an executive sponsor for each of our Staff Diversity Networks or committing to be career mentors for colleagues from under-represented groups.
- We have strengthened the delivery of our actions to work towards becoming a truly inclusive organisation. Our WeBelong priorities are underpinned by specific, measurable outcomes which are linked to our integrated governance approach. This includes embedding inclusion into our monthly performance reviews to provide an added layer of scrutiny to assure delivery.

WeBelong Aspiration	Examples of Personal Inclusion Objectives
To create a culturally intelligent, inclusive leadership community who lead for positive change and take accountability for delivering the impact required	<ul style="list-style-type: none"> Sign-up to become an inclusion ambassador to support inclusive recruitment panels or help colleagues get the support they may need across Barts Health Identify and attend non-mandatory training to build your cultural intelligence and awareness Join to one or more staff diversity network and your site inclusion committee and demonstrate active involvement, including volunteering to support the delivery of one of their priorities If you are a recruiting manager, ensure an inclusion ambassador attends any interviews for 8a+, and that there is a diverse panel from your team for all other interviews. As a line manager, conduct a culturally sensitive 1-2-1 conversation with every member of your team to understand their individual story and consider how line managers can empower each member of to bring their true self to work and not be limited by their situation Offer your support as a coach or mentor to another member of staff at Barts Health <i>(or seek a coach or mentor for yourself)</i> Offer a less senior member of staff the opportunity to shadow you, and provide structured career advice to support their progression <i>(or ask your line manager/ or someone from a different team for shadowing opportunities)</i>
To deliver a fair and just culture which enables delivery of our WeCare values	<ul style="list-style-type: none"> Take personal responsibility to making sure you are engage positively with colleagues in line with the principles of a Fair and Just Culture Organise regular dedicated team reflection huddles or wellbeing check-ins to nurture a caring team culture and build psychological safety Invite your team to give 360 feedback under each of the WeCare values to promote personal reflection Commit to a small project that will raise awareness of inclusion within your team. This could be something as simple as: <ul style="list-style-type: none"> Running a quiz celebrating famous doctors and scientists from a diverse background Conducting a team survey to understand current staff experience and how it can be improved Having a "recipe of the month" submitted by a team member that celebrates our different cultures Review any posters, policies or information your team uses for accessibility and culturally inclusive language Complete an equality analysis for all process changes that effect staff or patients Ensure every team meeting starts with inclusive moments – a short opportunity for any colleague to raise a concern, share life stories, ask a question or celebrate something positive relating to inclusion or their identity
To work in community partnership to promote equity by restoring services inclusively and in our role as an Anchor institution, address the wider determinants of health.	<ul style="list-style-type: none"> Review the access of your service by age, gender, ethnicity for opportunities to improve equity. <i>(This should soon be available in Qlik sense)</i> To embed a change within your service that helps to mitigate identified disparities in access, outcomes or experience. To run a small project to provide insight into existing disparities in access or outcomes. <i>(With support of Addressing Inequalities in Care Team)</i> To act as an equity champion, holding a "coffee session" to educate staff about disparities in care and why addressing them is important. Attend training in equity and addressine inequalities in care to build your knowledge.

Becoming Culturally Intelligent Inclusive Leaders

- Recognising the incredible diversity of Barts Health and the value this brings to our patients we have invested in developing the Cultural Intelligence (CQ) of our people. This started initially with a dedicated programme aimed at our Group Executive Board.
- This consisted of time away, as a group, to explore their own capacity for CQ, consider how this linked through to their own leadership approach and understand how to become a more culturally aware and compassionate leader.
- Following this initial cohort CQ has become embedded across the organisation – more than 1,300 colleagues have participated in our in-house CQ masterclass programme in the last year.



Evaluating the Impact of our Actions

We know we are on a journey to address the range of challenges we face but we have seen some significant successes over the last year.

- ✓ On completing the masterclass more than 80% of participants said they were now confident of applying CQ and around 90% said they would apply it frequently.
- ✓ We have created the Board level position of Group Director of Inclusion and Equity who Chairs our Inclusion Board
- ✓ The percentage of our senior leaders from Black, Asian and minority ethnic backgrounds is now at 38% up from 27% in 2017
- ✓ Our median Gender Pay Gap decreased from 12.6% to 11.7%.
- ✓ All six of our Staff Diversity Network have an Executive Director sponsor who meets regularly with the Network co-chairs to provide advice and support and act as a voice for the network in the Group Executive Board



Launched the Inclusive Career Development Framework



1300 staff members have attended the CQ programme



670 people attended the Career Development Programme for female, BAME or disabled colleagues.



Over 40 Diversity Events were delivered with over 500 registrations & 700 attendees



247 staff members have signed up to the mentorship Programme.



22 colleagues trained in Restorative Justice Culture.



Career conversation, stretch assignment, succession planning guidance published across the Trust



Developed an accessible bite size Equality, Diversity and Inclusion toolkit.

Embedding inclusive leadership within systems

Shajeda Ahmed
শাজেদা আহমেদ

ICB Chief People Officer





The average life expectancy at birth in the Black Country is 77.3 years for men and 81.5 years for women, whereas England averages are 79 years for men and 82.9 years for women.



Healthy life expectancy (HLE) – the average number of years that an individual is expected to live in a state of self-assessed good or very good health – is lower in the Black Country (men – 59.4 women – 59.9) compared to the national average (men – 63.2 women – 63.5).

30%

30% of the population of Black Country is from Black and Ethnic Minority communities. This is significantly higher than the estimates for England at 15% - whilst we celebrate our richness in diversity, there is a correlation between ethnicity, deprivation and mortality from preventable illnesses in our ethnic minority population.



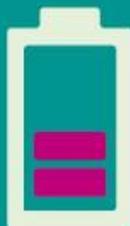
There is a high proportion of people with low qualifications or none, 31.1% of the working age population were educated to NVQ 4+ qualifications in the Black Country area but this is below the England average of 43.1% and 9.8% of the working age population in the Black Country area had no qualifications but the England average was 6.4%.



Unemployment rates in the Black Country are higher than national averages; 73.4% of people are in employment compared to 75.1% in England.



24.1% (61,838) of children in the Black Country were in low-income families in 2020/21. Significantly above the England-wide figure of 15.1%.



In the Black Country area, 19.9% of households were in fuel poverty compared to 13.2% nationally in 2020 with this position likely to significantly worsen.



On average, 69.4% of adults in the Black Country were classed as overweight or obese in 2020/21, 5.9 percentage points above the England-wide figure.

30.6

The Black Country has a deprivation score of 30.6, which makes us the second most deprived ICS in England, around half of our population live in the most deprived national quintile.

Our System EDI Strategy – Our Pledges



1. **Data collection and analysis:** We will publish an annual ethnicity pay gap report, adopting a standardised system approach.



2. **Leadership accountability and visibility:** We will ensure an EDI representative or Cultural Ambassador sits on every Board (Executive and Non-Executive) appointment panel, and will submit an annual report of Board recruitment and development activity (approach to advertisement, mentoring or coaching beneficiaries, aspiring leader training participants, recruitment panellists) and outcomes (application, shortlisting, and appointment) by gender, ethnicity, and disability to the ICB



3. **Inclusive people practices:** We will ensure every staff member has an equality, diversity and inclusion objective identified as part of their role or annual appraisal.



4. **Improve staff health and wellbeing:** We will ensure all staff have access to a Disability Health Inequalities Passport to support reasonable adjustments and improve health and wellbeing of our staff



5. **Improve systemwide learning and development:** We will commit to becoming an anti-racist organisation and ensure an anti-racism training offer is available to all staff.



6. **Improve communications and engagement of staff:** We will support our staff networks to engage at a system level (through a system staff network forum) to shape and influence system decision-making.

Our System Commitment – Race Equality Code

NHS Trust	Race Code Assessment date	Race Code Quality Mark Accreditation date
Walsall	May 2021	July 2021
Wolverhampton	June 2021	September 2021
Black Country Healthcare	July 2021	November 2021
Dudley	October 2021	July 2022
The Black Country ICB	November 2022	February 2023



- Starting with our Provider Collaborative, the system commitment continues with a phased approach across partners, to enable Board level accountability.
- Race Code conference facilitated in October 2022 to engage senior leaders and to agree the shared vision.



Our Leadership Accountability – Annual Appraisal Process

1. Diversity and Inclusion:

To advocate inclusivity; coaching, mentoring and supporting team members from diverse backgrounds to access leadership roles. To use my leadership role to be an ally in the system and take action on behaviours that are discriminatory.

2. Health Inequalities:

To lead / contribute to a project that directly improves the health outcomes of our community.

Developing our Leaders

System
Developing
Aspirants
Leaders
programme

High
Potential
Scheme

Next
Generation
of Future
Senior
Leadership
programme

Inclusive Talent Management Strategy

Developing all our People

- To equip our system leaders to lead inclusively through the lens of race equality and inclusion we have developed a set of immersive and interactive anti-racism e-learning modules (15 minutes per module) which contain animation to illustrate racism in practice)
- All modules will be available for system partners to use from June 2023.



Collaborating as a System

Learning and celebrating success – what does good inclusive leadership practice look like?



System EDI Celebration and Learning event



System Race and Health Inequalities Summit

Adopt a shared accountability approach: bring system partners together to showcase the work they have done to embed inclusion and eliminate racism, bias and discrimination

**“In the Black Country
Inclusion is not just a
word or a programme.
It’s just who and how
we are!”**

**Shajeda Ahmed
Chief People Officer,
Black Country ICB**



NHS Providers Race Equality: Supporting Leaders to embed inclusive leadership

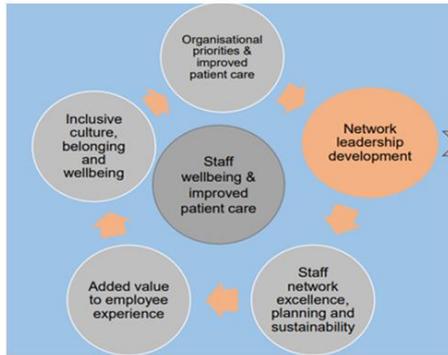
A case study from the North East and Yorkshire

Staff network chairs development programme Impact

Cavita Chapman – Managing director for inclusive leadership and talent, C Chapman consultancy & previous Regional head of EDI, NHS England

Zach Adams – Equality & inclusion manager, North East, Yorkshire & Humberside region, NHS England

Programme Objectives



Programme Outcomes



NHS Providers Race Equality: Supporting Leaders to embed inclusive leadership

A case study from the North East and Yorkshire

Executive Sponsors programme

Key outcomes:

Provide a supportive and confidential development programme so that executive sponsors can champion equality and empower staff network chairs to be their best.

Like the staff network Chairs development programme, the executive staff network sponsor programme will be co-designed with participants.

A blend of two programmes together at the end, brings executive sponsors and network chairs together to share and celebrate innovations and mark their completion of the programme.

Supporting the executives to use equality data in a way that will drive change

Supporting a strong collaborative relationship between executives and staff network chairs so that barriers are broken down and they can both work on outcomes together.





North East & Yorkshire

Staff networks Executive sponsors programme

Register Here

For executive sponsors of staff networks

- Co-production and launch event: Hearing the feedback from the 3 groups in terms of their expectations of EDI executive sponsors and the support they need.
- Understanding big data around equality and confidence with using it to demonstrate improvement
- Role of executive sponsors in the context of the new ICSs/ICBs in terms of supporting network chairs to collaborate and be more effective.

Register here:

<https://forms.office.com/e/nEJrjF2NTG>

For further information about programme content please contact: cavita@chapmanconsultancy.co.uk



For further information about programme content please contact: cavita@chapmanconsultancy.co.uk

There will be three virtual sessions and a face to face event. Those who are registered will be sent calendar invitations for all of the dates.

Session 1 - Launch Event	1pm - 3pm	Thursday 6th July
Session 2	10am - 12pm	Wednesday 27th September
Session 3	1pm - 4pm	Tuesday 21st November
Session 4 - Connection with Network Chairs (face to face)	10am - 4pm	Tuesday 5th December

Next steps:

Please encourage Executive Sponsors to register in the link below and they will be sent a diary invite for all the dates.

Book now:

These two upcoming events relate to anticipated actions in the awaited EDI improvement plan

Taking a community driven approach to addressing health inequalities

Monday 5 June 2023 | 12pm – 1.30pm

Virtual event via Zoom

Creating support and belonging for internationally recruited NHS staff

Friday 23 June 2023 | 2pm – 3pm

Virtual event via Zoom



Scan the QR code
to access our events

Tell us what you think



Scan here to access
our evaluation

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

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



Scan here to access our website

Thank you!



Scan here to access
our evaluation