

RACE
EQUALITY

Welcome

Tackling inequalities to build
a healthy workforce

December 2023



Agenda

Welcome and introduction

Facilitated by chair
Cherron Inko-Tariah – vice chair, The Seacole Group

Building a fairer Oxleas + Q&A

Dr Ify Okocha – chief executive, Oxleas NHS Foundation Trust
Rachel Clare Evans, director of strategy and people, Oxleas NHS Foundation Trust

Hyperlocal recruitment in Leeds + Q&A

Laura Smith – director of workforce, organisation development and system development, Leeds Community Healthcare NHS Trust and Leeds GP Confederation

We Belong – evaluating pastoral care across the Midlands for internationally recruited nurses and midwives + Q&A

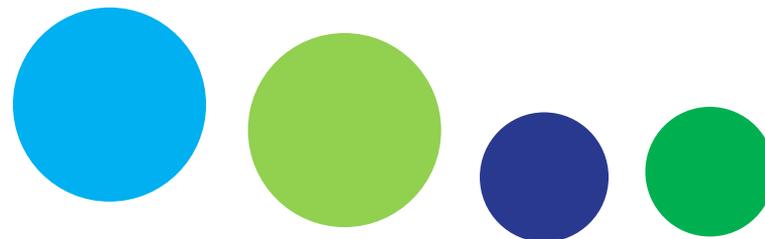
Cavita Chapman – managing director, Inclusive Leadership and Talent
Tom Warner – clinical workforce equalities manager, NHS England (Midlands)

Panel Q&A

Summary and close

Facilitated by chair

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 and during the panel Q&A
- Please feel free to use the chat box for questions and sharing examples of what has addressed health inequalities for your workforce within your organisation.
- If you would like to ask a question audibly, please use the raise hand function during the Q&A sections 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.



Building a Fairer Oxleas

Dr Ify Okocha, Chief Executive

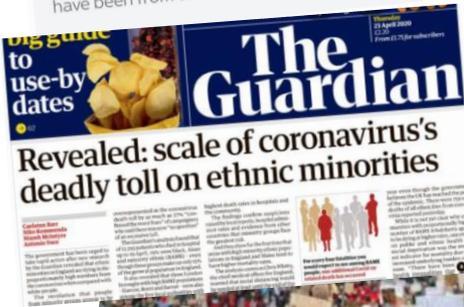
Rachel Clare Evans, Director of Strategy and People

Oxleas NHS Foundation Trust

Why did we decide to build a Fairer Oxleas?



More than 60% of NHS coronavirus victims have been from a BAME background

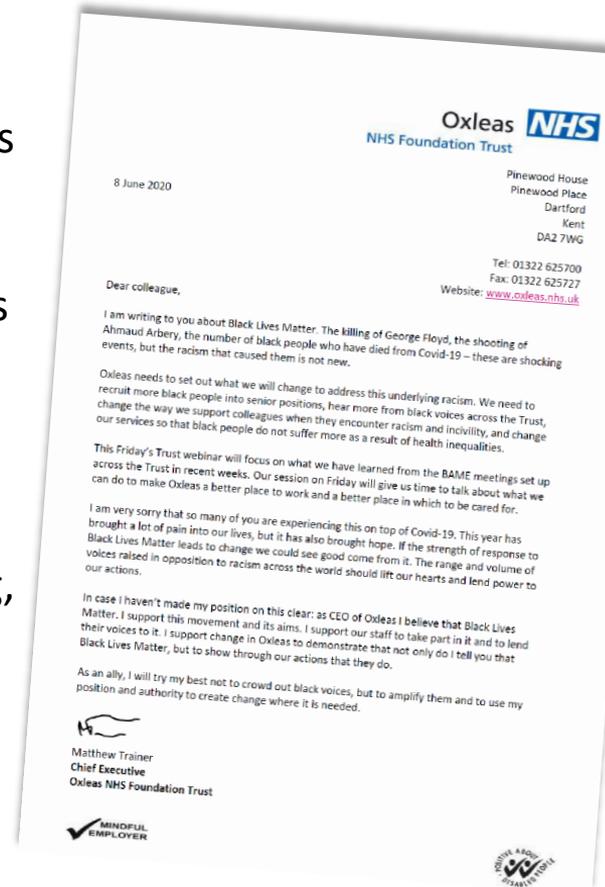


The impact of the traumatic events in 2020 on our global majority Oxleas colleagues was palpable.

People were frustrated that previous well-meaning inclusion initiatives had failed to deliver change

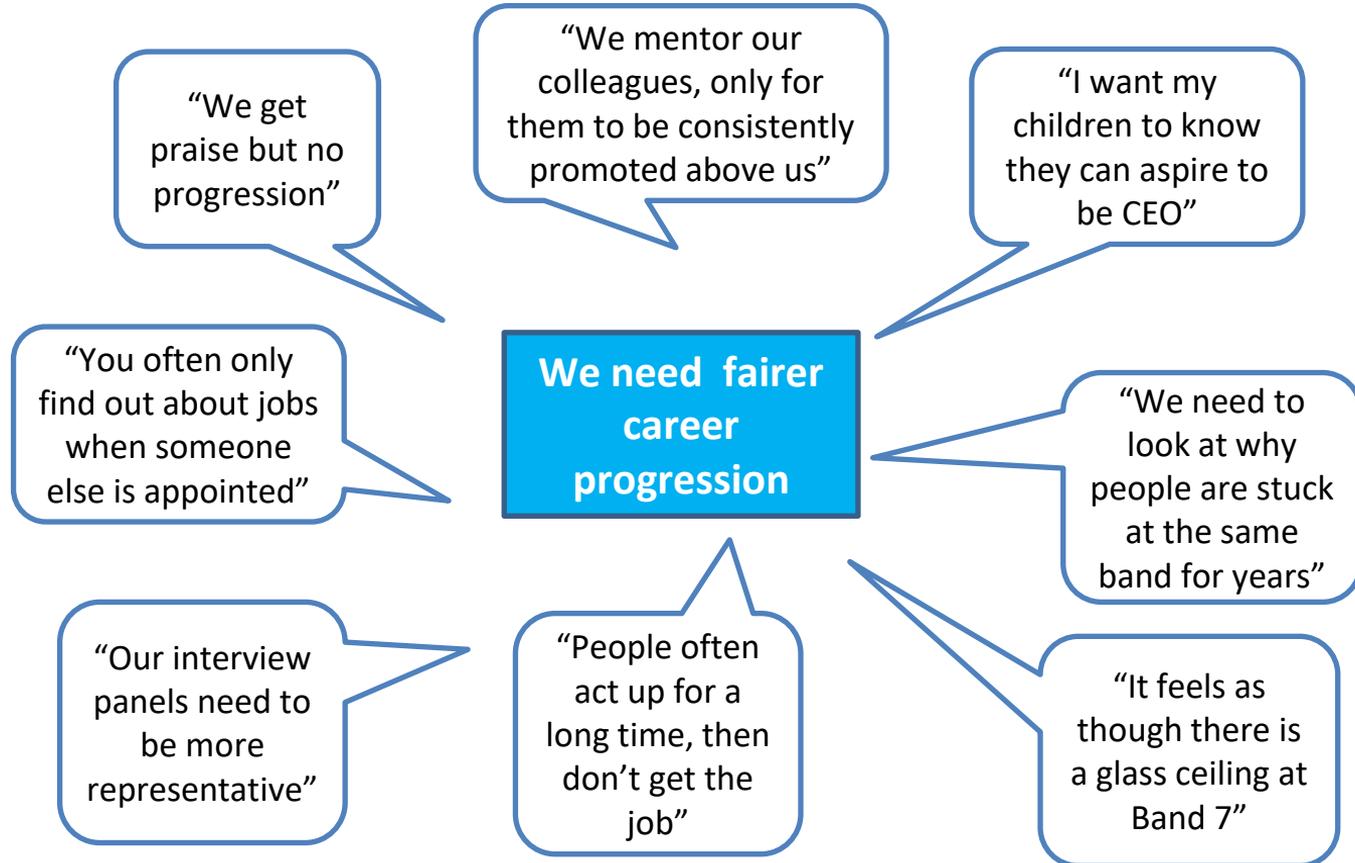
We committed to building a programme, based on deep listening, that would get bigger and bigger each year.

‘Building a Fairer Oxleas’ was born.

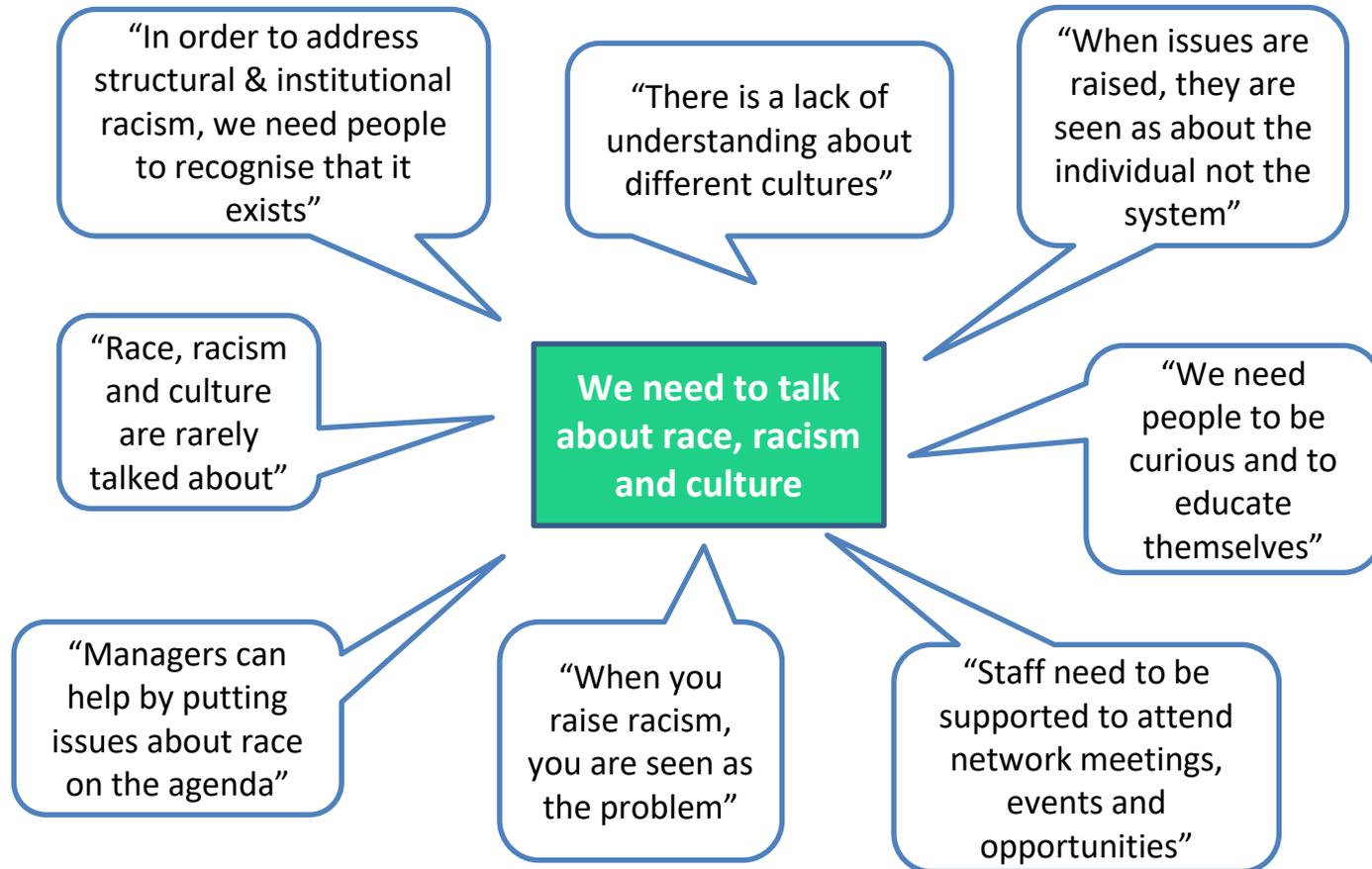


What people told us in 2020 after an intense 3-month listening exercise

Theme #1: Fairer progression



Theme #2: Talk more about Race & Culture



We set up a new Building a Fairer Oxleas (BAFO) Steering Group. It was chaired by our Deputy CEO and involved our Chair, NEDs, senior leaders, managers & BAFO volunteers – a real breadth of participation.

Each person had an equal vote in choosing our priorities. The first year focused on priorities 1 and 2. We then expanded to all protected characteristics.

In order of priority

1. Improve recruitment and progression processes, so they are fairer and open to everyone.
2. Improve Cultural Competence across Oxleas.
3. Support all managers to have better conversations about inequality and discrimination.
4. Make sure that disciplinary processes are fair and follow 'Just Culture' principles.
5. Support staff to break the Band 7 glass ceiling.
6. Develop clearer career pathways for all staff.

Two years of building a fairer

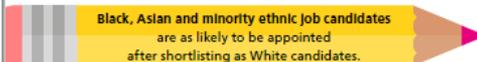


We launched a number of groups for staff covering childlessness, menopause and neurodiversity

We now have a dedicated budget to purchase specialist equipment and assistive software for disabled staff

Over **300** members of staff took part in workshops on ways to talk about race and racism, microaggressions and gaslighting, and how not to be a bystander to behaviours that are at odds with Oxleas values.

From 1 August 2021 to 31 January 2022, we had 163 permanent internal promotions.
Over 50% of these were Black, Asian and minority ethnic staff.



Disabled candidates are as likely to be appointed after shortlisting as non-disabled candidates.

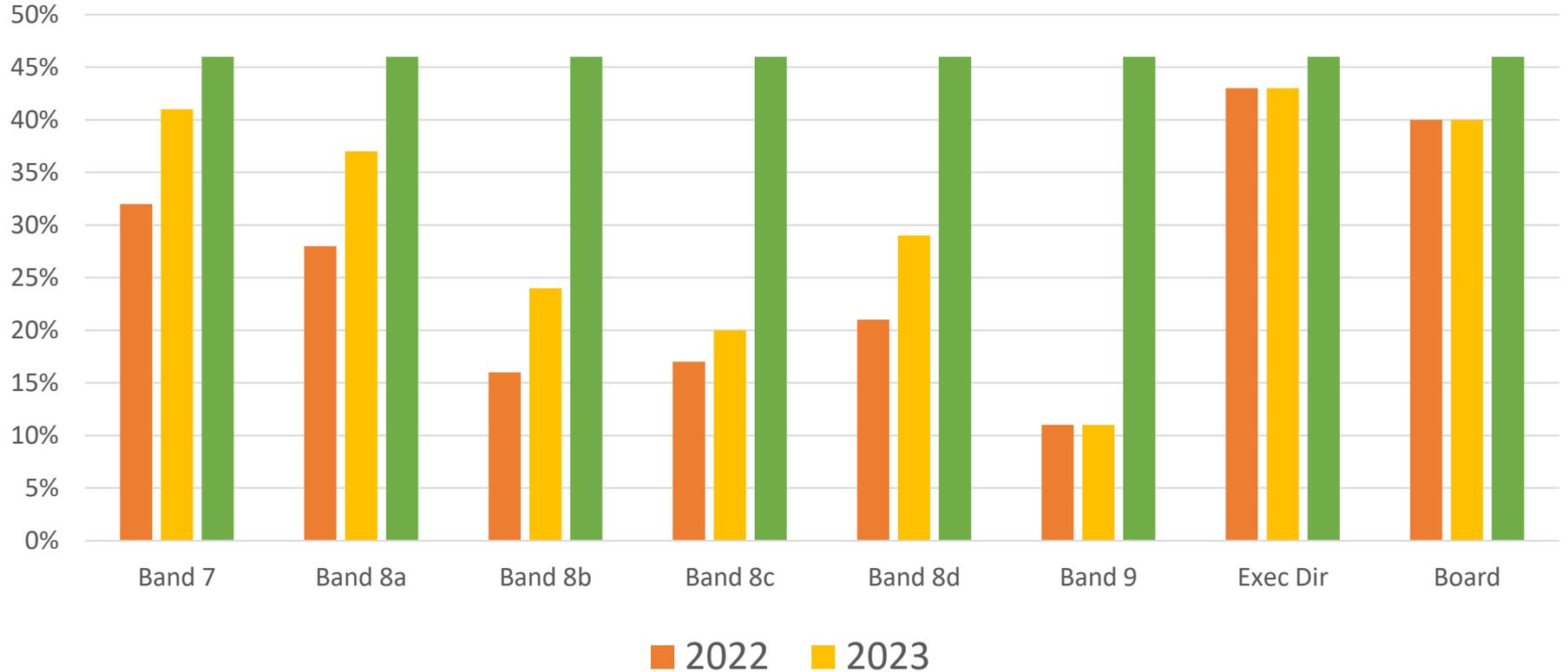
Representation of Black, Asian and minority ethnic people has increased in senior grade roles – up by 3.3% overall.



Oxleas a great place to work!



We are making good progress towards equitable BAME representation at senior bands – but there is a lot more to do



Our BAFO work is now focused on our **'5 Step Challenge'**.

We want to make it easy for staff to overcome discomfort in talking about inclusion. And we want to reach parts of Oxleas we've not yet reached.

Those who complete the challenge are widely celebrated and become 'BAFO accredited'. They can use this accreditation in email & recruitment.

We're also able to identify areas of low take-up & help drive engagement.

More than 130 teams are now engaged. We want to reach more than 50% of the Oxleas by April.



5 simple steps

Step 1

Get talking: 1hr
team discussion

Step 2

Check ins.

Step 3

Strike a pose.

Step 4

Personal
Development Plans.

Step 5

Be Creative.



Safeguarding Team



Music
Therapy Service



CAMHS Crisis Pathway Team



Business Intelligence
Systems

An important part of our Building a Fairer Oxleas work is our award-winning Shadow Executive

We created the Shadow Executive in 2020 to:

- improve experiences of minoritised staff & amplify their voices.
- Challenge group think in the organisation – drawing on our ‘We Listen’ value we want to draw out fresh thinking

OUR SHADOW EXECUTIVE

What is the Shadow Executive membership?



- Applications are invited from any staff who feel they can bring fresh thinking. We have many more applications than spaces.
- Members are selected to ensure that a wide range of roles, professions, locations and backgrounds are represented. The successful candidates broadly reflect the diversity of the trust.
- There are 12 members – the chair is on a rotating basis.
- Membership lasts 12 months. We recruit a new group every year.

How does Oxleas benefit?



- In its 3rd year and has made a substantial impact.
- We're hearing fresh perspectives, understanding more about frontline issues and thinking differently about our challenges. They help us to challenge 'group think'.
- The Shadow Executive played an active role in relation to a range of improvements, including sustainability, recruitment, vaccination approach, our internal communication approach, how we use charitable funds, shaping our restructuring programme, our approach to Quality Management, our Oxleas strategy, and more.
- Everyone who meets with the Shadow Executive reports that it was an uplifting and energising experience.
- We won a national award in 2022 for the Shadow Exec for innovation in equality and inclusion.

How does Building a Fairer Oxleas fit within our wider culture?

- Different elements of cultural work are coming together, a sense of coherence an opportunity.
- At its heart, an approach based on '**listening as learning**' underpins all our cultural work, e.g.
 - Our Oxleas **values** – people had told us they didn't like our previous values and wanted ones that spoke to the heart of Oxleas – 'We're kind, we're fair, we listen, we care'
 - Our work to **Build a Fairer Oxleas** – about inclusion related to race but also all protected characteristics. Whole programme arose from intensive listening sessions with staff Our **Oxlead** programme – helping managers to create inclusive and listening cultures in their teams
 - Our **Shadow Executive** – ensuring Executive decision-making is informed by insight from across the richness of our organisation and avoiding group-think

Is it starting to work?

We are starting to see good results as follows, but we are not complacent as there is much more to do.

- Our staff turnover is stable at c18%. We have higher vacancies than we would want in many areas, but overall we compare favourably with, for example, local MH trusts.
- Our staff survey results placed us as the **top place to work in London** amongst comparable trusts and **5th in England**. We were also in the top 5 the most improved across England.
- We have **won national awards**, both for our Shadow Executive and for our work on Equality, Diversity and Inclusion – our Building a Fairer Oxleas programme.
- We are currently shortlisted for **3 HSJ Patient Safety Awards**.
- Our **representation of BAME staff** at each band from Band 7 and above has increased by c.30% over the last year. We have one of the most diverse boards in the UK.
- We were included in Top 10 big companies in the **Sunday Times 'Best Places to Work 2023'** listings. We were chosen as the winner in the category of best employer for staff with a **disability**.

Hyper-Local Recruitment

LEEDS COMMUNITY HEALTHCARE NHS TRUST

Laura Smith
Director of Workforce
11 December 2023

AMBITION

Anchor Organisation

The Trust has a responsibility to support the wider health and social care strategy across the city; with employment being one of the wider determinants of health, this project was designed to focus on areas of socio-economic deprivation and high unemployment rates.

Fill Hard-to-Recruit Roles

At the beginning of this initiative in early 2022, the Trust had a significant number of vacancies, particularly in unregistered roles such as Healthcare Assistants and Administrators. Some roles such as Domestic Caretakers were proving exceptionally difficult to recruit to.

Improve inclusivity

Two primary ambitions guide the Trust's approach to Equality, Diversity & Inclusion:

- Our workforce will be representative of the communities we serve.
- Disparity of experience will be relentlessly reduced.

Reduce barriers

The Trust aimed to adapt recruitment processes and working patterns to make them more accessible for those people who were further from the labour market to encourage a more diverse workforce to apply. Making connections with third sector organisations that have strong links with communities has been key to removing some of those barriers to employment in advance.

Sustainability

With a commitment to become net zero by 2045, this project focused on keeping work-related travel to a minimum, targeting people who lived close to the vacancies in our community bases and could easily commute to work without a car.

OUTCOMES

180
local people
appointed

10
apprenticeships
offered

33%
of people were
unemployed before

25%
of people live in
priority
neighbourhoods

29%
of people
appointed are from
BAME backgrounds

90%
of people recruited
still in post 12m
later



ROUTES TO ATTRACTION

My Pudsey
 Hannah Cressey · 10 Mar · 🌐

We are recruiting in Pudsey and surrounding areas for the NHS!
 We have roles available in healthcare, from healthcare assistants to nursing roles
 Flexible working encouraged
 Opportunities in both community and clinic settings
 Email Andrew.martin48@nhs.net to find out more and express your interest in working for us



LS12 and LS28 – we're recruiting in your area!

We need people for the following roles:

Band 7 District Nurses, Band 6 Senior Nurses, Band 5 Staff Nurses, Band 3 Clinical Support Workers.

We offer:

- Highly flexible working: We are happy to chat through any flexible working requests to support your work-life balance including job share, part-time.
- Opportunities in community settings, visiting patients in their own homes.
- Opportunities in clinic settings with no travelling (no weekend or out of hours | working).
- Permanent employment with no probation period. Bank and temporary opportunities also available.
- Full NHS benefits including 27 days annual leave plus bank holidays (increasing with NHS service).
- Starting salary of no less than £20,270, depending on the role and your experience.
- Close to home: Work near to where you live to make it easy to get to work and to help us reach our environmental aims.

Days, twilight hours – we could have a shift that's right!

Talk to us TODAY about the options.

Call on: 07710763599 or email: andrew.martin48@nhs.net with your full name, email address and contact number and we will do the rest!

16%

were referred by community partners including The Prince's Trust and GIPSIL

12%

met LCH at careers events held independently or with partners

21%

heard that the Trust was recruiting through local leaflet drops or word of mouth

51%

heard that the Trust was recruiting through Facebook Community Groups

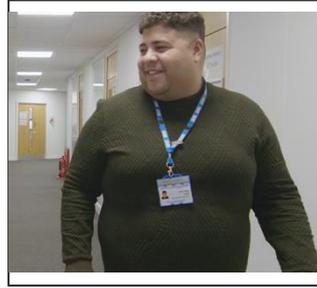
OUTCOMES



Apprentice Clinical Assistant

Safwaan Limbada

“It was very easy to apply for the role and the interview process was smooth. The whole recruitment process was perfect, I was really happy with the way it went. When I was told I had been successful, we talked about where I live and thought the Morley Neighbourhood Team would be a good option as the commute is only ten minutes away, so I’m pleased I was offered a role at Morley.”



Head of Administrative Services

Aaron Wray

“The recruitment process has been really good and quite insightful, we have learnt a lot throughout the whole process. Recruiting traditionally through NHS jobs can create more barriers for our candidates. This process has been offline and helped us reach more people.”



Head of Clinical Portfolio

Kirsty Jones

“We have increased our workforce at Wharfedale by about 35% which will improve quality of care for patients and call bells will be answered in a more timely manner. New staff also bring new ideas. It has also brought people to work with us who would not have considered a job in health care before.”



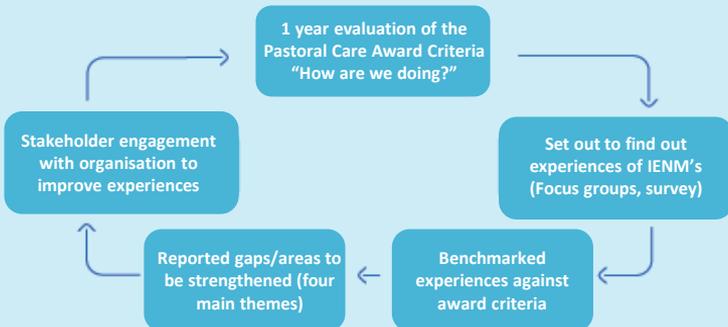
We belong

Evaluating pastoral care across the Midlands
for internationally educated and recruited
nurses and midwives



IENM evaluation

Pastoral Care Award



30 Midlands Trusts Applied

17 successful, potentially more to follow after regional review

Applications were strong with clear evidence of compliance and examples of good practice

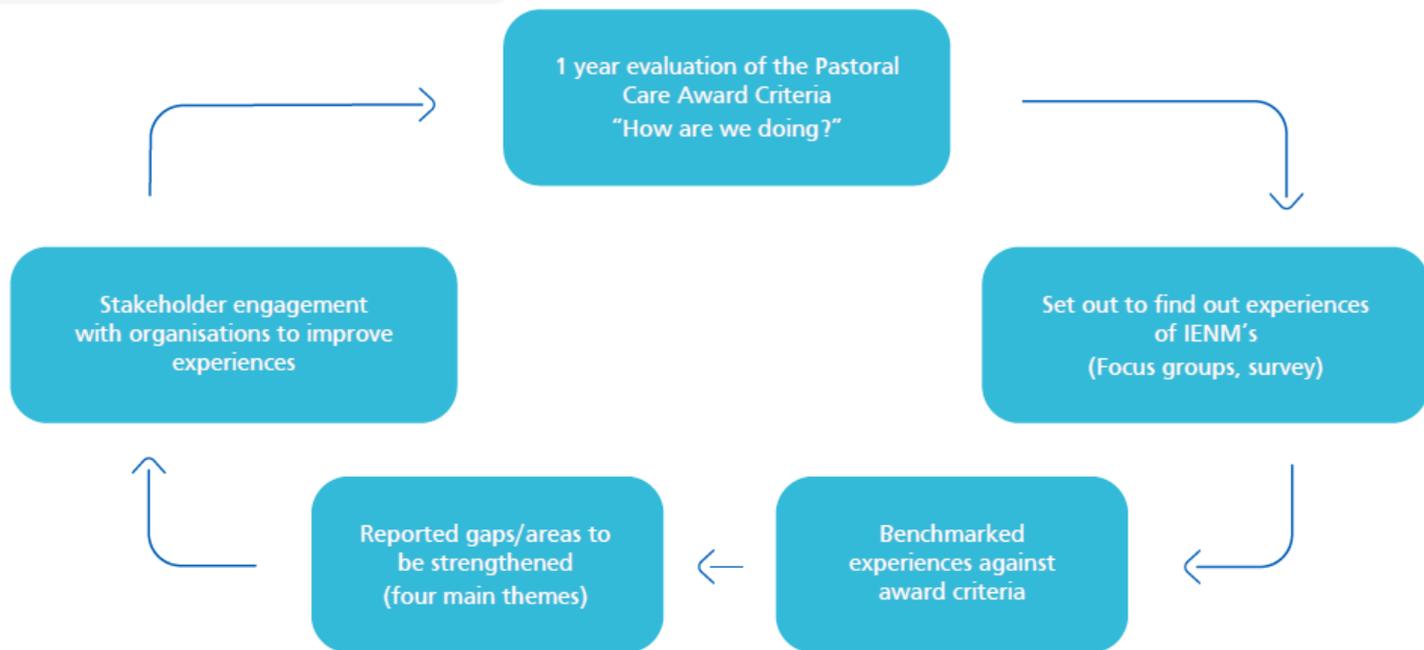
Criteria

- E1 Communication about pre-joining materials
- E2 Supportive accommodation (at least 1 month)
- E3 Pastoral care charter signed by board
- E4 Communication about OSCE pass rates
- E5 IR team undertake regular training/education
- E6 Pastoral care self-assessment
- E7 IR buddy scheme
- E8 NHS Staff Survey Score Recommending Trust as a Place to Work (<50%)
- E9 Regular evaluation of pastoral care
- E10 IR organisational cultural readiness self-assessment tool
- E11 Information provided about talent management and career progression

*Taken from the **International Nursing and Midwifery Pastoral Care Quality Award criteria and evidence log**

Evaluation process

How did we do it?



IENM evaluation

Evaluation process

How did we do it?

January 2023

Identify cohort – those recruited since the national international recruitment programme launched in October 2020 and have lived in the UK for a minimum of 6 months.

February 2023

Conduct Equality Impact Assessment on the engagement with the evaluation by IENMs.

March 2023

Trial survey questions and interviews prior to official launch (co-designed with IENMs)

April 2023

Focus groups held

May 2023

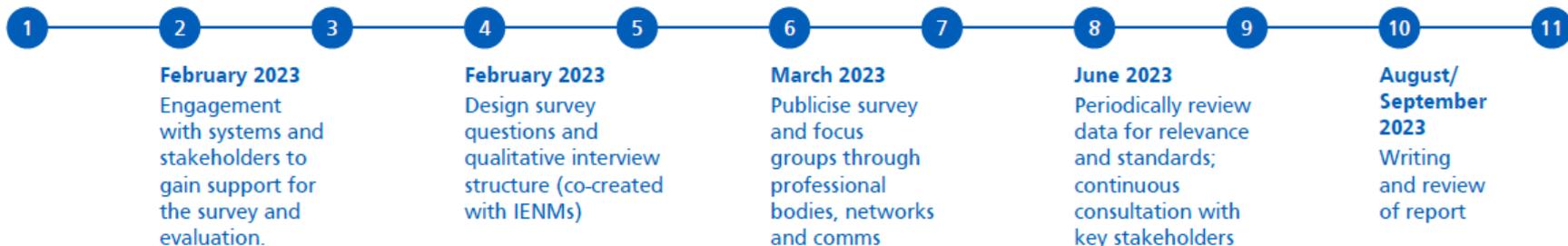
Survey launched

July-August 2023

Collation of data and analysis

October 2023

Publication and next steps



IENM evaluation

Summary of demographic data



Recruited after
31st Oct 2020



2 years
UK resident



589



536

Inclusion Criteria
Respondents
Eligible Respondents

Nationality



-  236 Indian
- 112 Nigerian
- 66 Filipino
- 52 Ghanaian
- 33 Zimbabwean
- 37 Other

Location Respondents



Location	Count
Lincoln	32
Nottingham	0
Derby	17
Leicester	74
Birmingham	92
Coventry	5
Northampton	61
Hereford	18
Telford	63
Other	11

NHS Pay Bands Respondents



57

Band 3



45

Band 4



403

Band 5



15

Band 6

Prefer not to say / Other – 16

The bands reflect the variance in pay amongst the nurses who did not yet have a PIN number. This variance in banding has been correlated with some of their frustrations around being treated as a nursing assistants although they may have had years of experience as a senior nurses abroad.

IENM evaluation

Summary of findings

How did you arrive in the UK?



Alone 468 87%
Not Alone 68 13%

Opportunity for family members to join



Yes 355 66%
No 181 34%

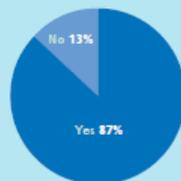
Who collected you from the airport upon arrival?



Someone from the Trust 190
Someone from the employment agency 126
Other e.g. taxi driver 170
No one collected me 23
Friend or family 27

Accommodation

Was your accommodation on arrival satisfactory to meet your personal and cultural needs?



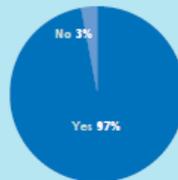
After your temporary accommodation did you get support to find permanent accommodation?



How long did the Trust pay for your accommodation?



Did you feel safe in your accommodation?



Did the Trust help you to understand local dialects and phrases?

Yes - arranged a specific session or gave me a handbook 54%

No 46%



Have you had a conversation about your career development plans with someone from the trust?

Yes 57%

No 43%



Was any financial assistance provided for immediate expenses until you receive the first salary or option of advance salary payment offered?

Yes 77%

No 23%



Qualitative analysis – Thematic review



"Trust and agency should work more closely to do placement properly in terms of skills set."

"Didn't get enough clarity on information before I arrived on where I was going to, what was expected and where I needed to be."

"Country is expensive and pay doesn't cover enough. Partners sometimes come over and then unable to find a job. Much that can be improved."



Communication



Confidence



"My manager helped me get shadowing shifts with others. This helped me a lot ... I learned about local work behaviours and practices quickly."

"Was expected to learn a lot of information quickly. Have to get up to date with training quickly."

"Dedicated pastoral care is useful because ward leaders are not always able to properly support."



"Transitioning was hard. On the ward it was good, but the accommodation was far away. ... did not understand the route of buses and information. Sometimes have multiple shifts in a row so difficult when it came to travelling."

"Pastoral team helped us transition and settle, including research on our backgrounds and signposting places of worship. There was a timetable of the activities for settling in and learning about the new town"



Culture



Compassion



"Going to work for support but usual people aren't available. Call for help but people turn you down. But when white colleague is facing a challenge and everyone rushes to their help."

"Failed my first OSCE and it was very emotional, very depressed and was crying."

"Two weeks at boot camp wasn't enough. I studied and didn't sleep. Was told I had failed ..."



Recommendations

Following the evaluation we are recommending that the following areas of the pastoral care award are strengthened:

Clarity in communication (E1)

- Prior to arrival key clinical policies are shared
- Expectations around cost of living
- Expectations in terms of mechanism for sharing information (SOPs, escalation, governance etc). (E1)

Onboarding (E2)

- Dedicated support in place to address increased stress around OSCE, finding accommodation and logistics
- Dedicated support for ward orientation and induction
- Regular check ins for first 3 months (practice nurse facilitators, PNA's, ward manager, IR co-ordinator, wellbeing co-Ordinator)
- Multi-professional team (IR, HR, Education and training, managers, BME network chair, Freedom to Speak Up Guardian) reviews onboarding pathway regularly

Reducing isolation (E7)

- Buddying system following best practice from Filipino communities (physical support from day one)
- Organisation co-ordinates welcome events (attended by a range of staff). Could be regional or system wide.

Emotional intelligence (E1, E5)

- Onboarding teams to have been briefed around context and culture of IENMs
- IENMs to spend enough time with trust staff to understand organisational culture

Talent management and career progression (E11)

- Link existing appraisal system with clear talent management interventions (coaching, mentoring, tailored support)

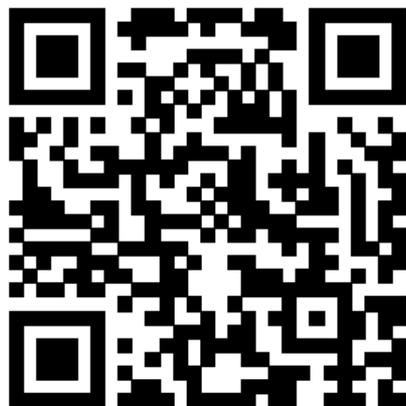
Data and evidence (E6, E9)

- Regular audits linked to WRES action plan and staff survey/evaluation data

IENM evaluation

Feedback

<https://www.surveymonkey.co.uk/r/VF2LVPW>



Book now:

Empowering workforce – how to challenge discrimination

Tuesday 20 February 2024 | Virtual event via Zoom

This interactive online event will support leaders to:

- ensure concerns raised about racism are dealt with in a proactive, preventative and timely manner
- establish internal data driven accountability that is scrutinised at every level
- demonstrate their understanding of and progress towards race equality.



Scan here to access our
upcoming 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