

# Midlands Race Equality and Inclusion Strategy Launch

27<sup>th</sup> May 2021



#MidsWREI

NHS England and NHS Improvement



# Housekeeping

- This session is being recorded
- We will be using Slido during the session today – go to [www.sli.do](https://www.sli.do) on your device or another browser window and then add the event code: **#MidsWREI** or scan the QR code to the right:
- Please mute your microphones, if you are struggling, we will mute them for you.
- Before we get going, please answer a question on Slido.....



# Slido #MidsWREI

How confident are you in your leadership skills in addressing racism?

- No confidence
- Little confidence
- Some confidence
- Very confident
- Fully confident



# Time for Action: Launch of Midlands Workforce Race Equality and Inclusion Strategy



**Kuvy Seenan**  
Head of Equality and Inclusion NHSE&I (Midlands)

NHS England and NHS Improvement



## AGENDA

**10.00 Welcome, positioning and context** **Kuvy Seenan**, Head of Equality & Inclusion – Midlands Region, NHS England & Improvement

**Leadership & commitment** **Steve Morrison**, Director of Workforce and OD (Midlands) NHS England and NHS Improvement

**Staff lived experience: Sharing personal stories working in the Health and Social Care sector as a BME staff member**

**Asha Day**, BEM, International Recruitment Matron & Chair – BAME Staff Network Leicestershire Partnership NHS Trust, Vice Chair Indian British Nurses Association UK (BINA)

**Jennifer Pearson**, Lead Nurse Shared Governance – Corporate Team for Quality & Clinical Assurance, Regional Lead (Midlands) Chief Nursing Officer's Black & Minority Ethnic Strategic Advisory Group.

**Regional Commitment** **Dale Bywater**, Director (Midlands), NHS England and NHS Improvement

**National context – Regional Midlands strategy integral to supporting the People Plan** **Jenni Douglas-Todd**, Director of Equalities and Inclusion, NHS England & Improvement

## BREAK

**Leadership in action: CEO lived experience** **Ifti Majid** Chief Executive, Derbyshire Healthcare NHS Foundation Trust

**Leadership in Action: A systems Perspective**

**Shajeda Ahmed**, Director of People, OD & Inclusion (North Staffordshire Combined Health Care NHS Trust) and Executive Lead, Systems OD, Leadership and Inclusion (Staffordshire & Stoke-On-Trent ICS)

**Ashi Williams** Director of Workforce, Blackcountry Healthcare Foundation Trust

**Sabrina Richards** Talent Inclusion and Resourcing Lead, NHSE/I WRES Expert, Walsall Healthcare Trust

**Moving from Conversation to Action** **Kuvy Seenan**, Head of Equality & Inclusion – Midlands Region, NHS England & Improvement

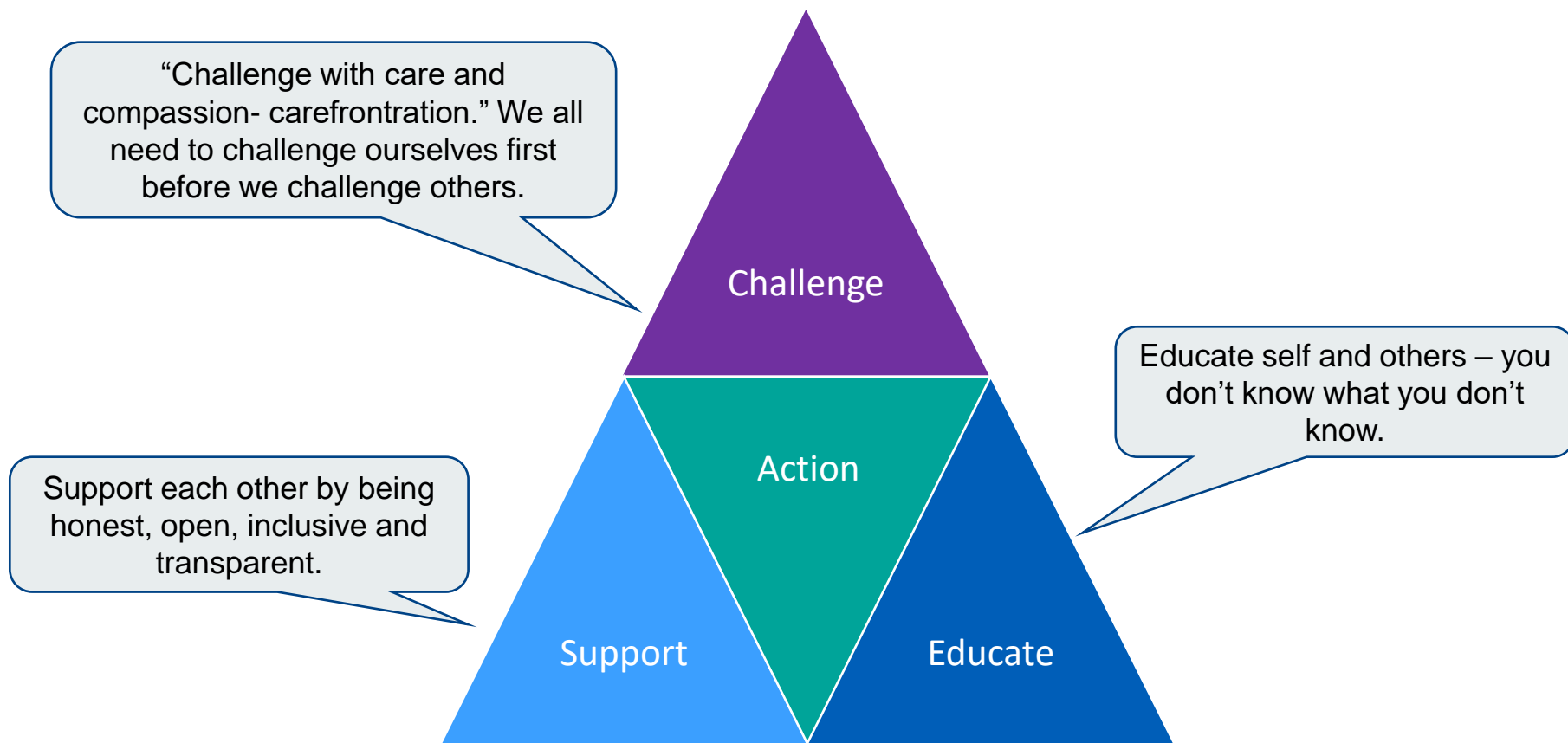
**Summing up and Close**

**Steve Morrison**, Director of Workforce and OD (Midlands), NHS England and NHS Improvement

**Dale Bywater**, Director (Midlands), NHS England and NHS Improvement

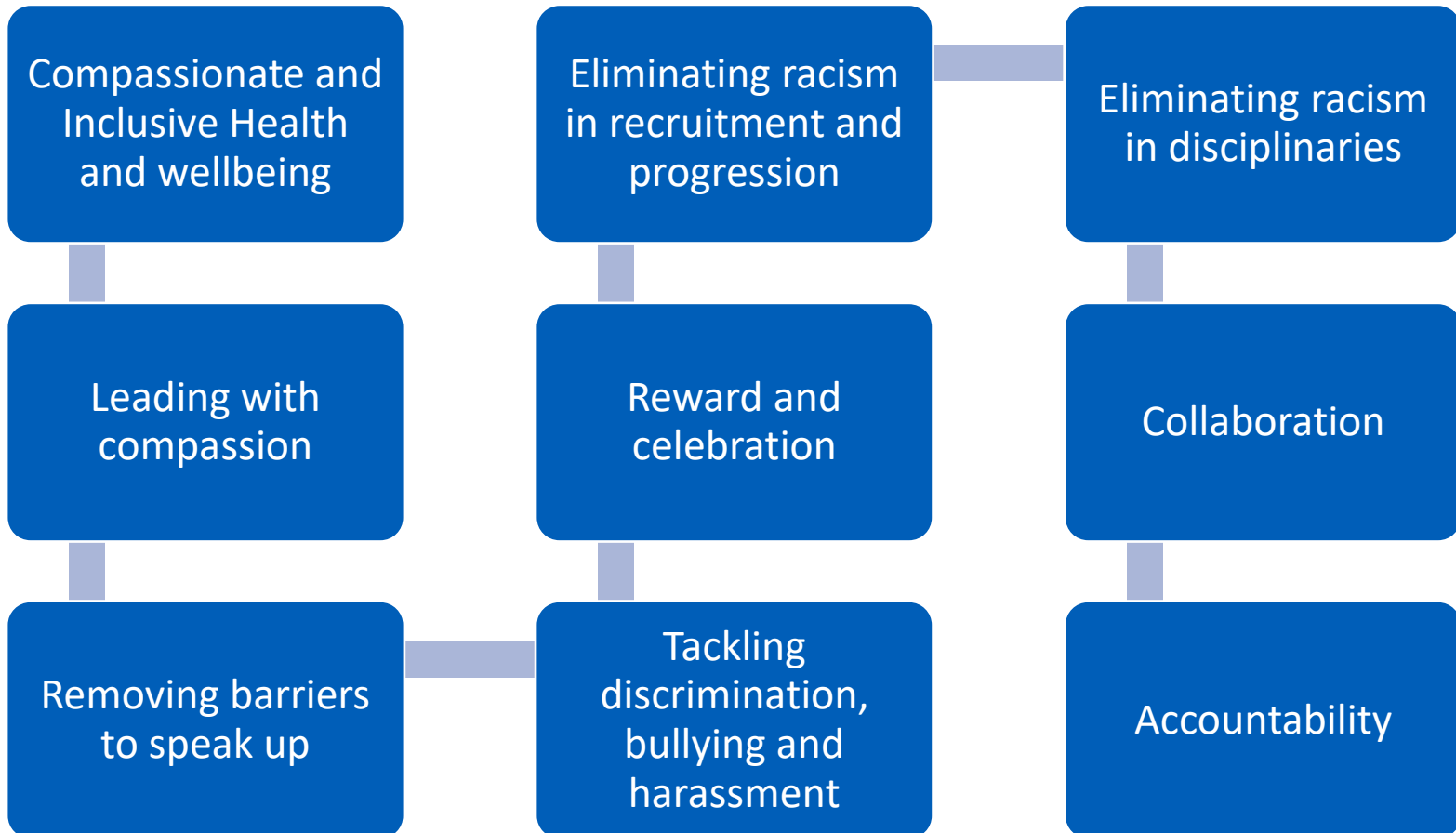
# Introducing the Strategy

# Anti-racist, inclusive and compassionate working culture



Its not good enough to be a non-racist, everyone of us must take action to become an anti-racist.

# Our nine Strategic Outcomes







## **Steve Morrison**

**Director of Workforce and OD (Midlands)  
NHS England and NHS Improvement**

NHS England and NHS Improvement



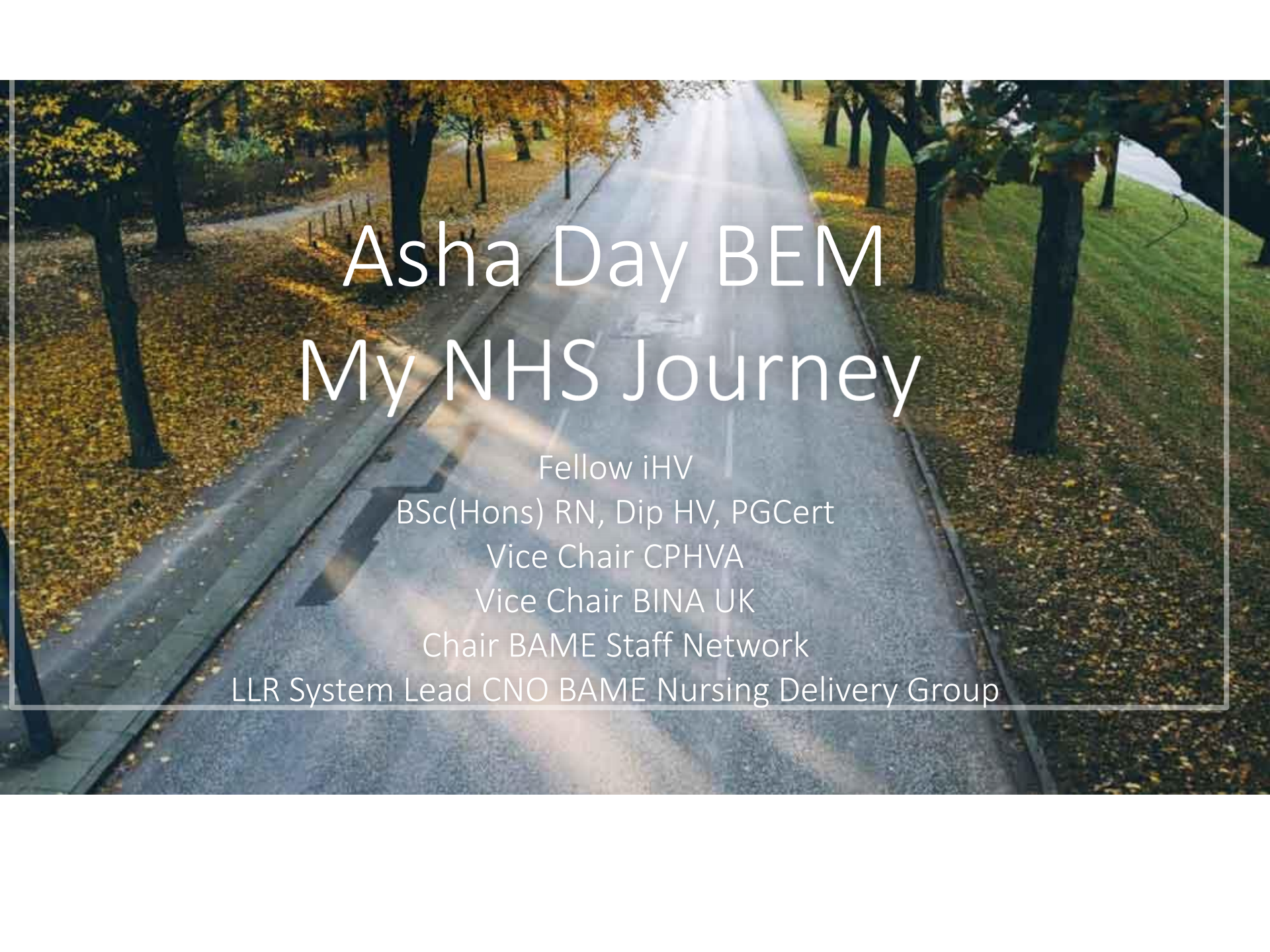
# Staff lived experience



## **Asha Day, BEM**

International Recruitment Matron &  
Chair – BAME Staff Network  
Leicestershire Partnership NHS Trust  
Vice Chair Indian British Nurses Association  
UK (BINA)  
Twitter @Thercal  
NHS England and NHS Improvement





# Asha Day BEM My NHS Journey

Fellow iHV

BSc(Hons) RN, Dip HV, PGCert

Vice Chair CPHVA

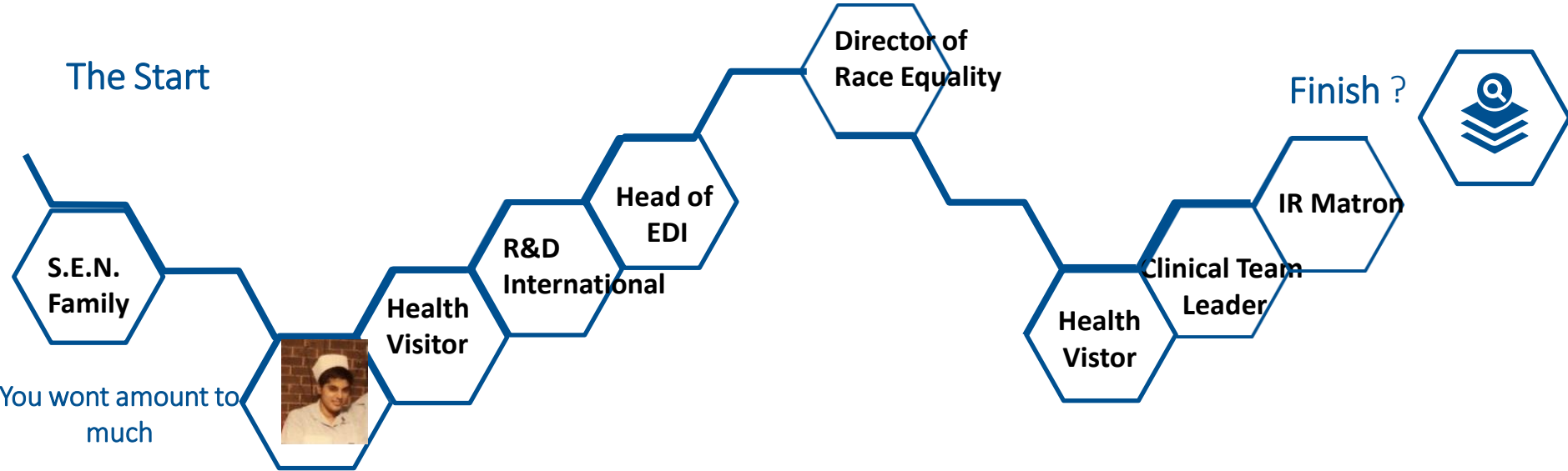
Vice Chair BINA UK

Chair BAME Staff Network

LLR System Lead CNO BAME Nursing Delivery Group

# My Personal Journey

The Start



You wont amount to much

RN .. So now what?

5 Years	3 Years	8 Years	4 Years	8 Years	8 Years	19 months	2 months
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## Emerging Best Practices in Mental Health Recovery

- Director Role at NIMHE





- First cohort of Fellows
- First to achieve this with the Trust

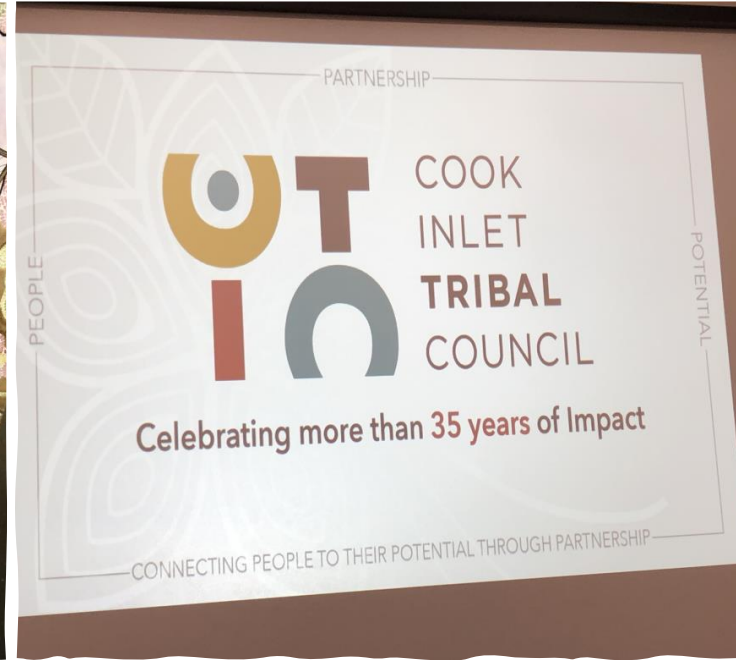


- The Queens Garden Party

- By Invitation

- For work done on behalf of the CPHVA





# International Adventures and Learning



## **A cross-cultural analysis of the use of the Edinburgh Post-Natal Depression Scale (EPDS) in health visiting practice**

Collette Clifford Msc PhD DANS DipN RGN RNT  
*Professor of Nursing, School of Health Sciences, The University of Birmingham*

Asha Day BSc RGN HV  
*Health Visitor, Wolverhampton Health Care NHS Trust*

John Cox BA BM BCh MA MD FRCP FRCP (Psych)  
*Professor of Psychiatry, University of Keele*

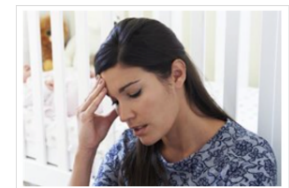
## **Combating postnatal depression in the perinatal period**

Written by: [Asha Day](#) | Published: 17 November 2014

Postnatal depression (PND) and mothers with PND are never far from the national and regional press. Postnatal depression is part of a range of perinatal maternal illnesses which can be present from pregnancy to the child's first birthday. They range from the mild baby 'blues' to postnatal psychosis which usually requires hospitalisation.

Becoming a mother can be both an exciting and worrying time. The media is full of messages and images of motherhood: the perfect baby that breastfeeds on demand, women achieving a pre-pregnancy body within a few months of delivery, income to match expenditure, a 'loving' and supportive confiding relationship coupled with emotional and practical support from friends and family. The picture painted makes many assumptions and these are rarely the reality.

Any woman, even those that conform to the above, can suffer from the 'blues' following birth. It is usually mild and transient and is reported to affect between 30 and 75 per cent of all new mothers, generally lasting five to 10 days.<sup>1</sup>



[Comment on this article](#)

# Queens New Years Honours List 2010



## BEM

### COVID BAME Risk Assessment & Wider Equalities work

# ALLIES AGAINST INEQUALITY

**A**fter my article 'The empty echo' appeared in the November/December 2020 issue of *Community Practitioner* (Day, 2020), I found myself reviewing the progress of the pandemic and how the NIS and, ultimately, the government have managed the pandemic in respect of its black, Asian and minority ethnic (BAME) workforce and population. Covid-19 has disproportionately affected ethnic minority groups in developed countries. In the UK, people of black ethnicity have had the highest diagnosis rates (Razai et al., 2021). Data up to May 2020 shows 25% of patients requiring intensive care support were of black or Asian background (Razai et al., 2021).

*Asha Day* asks what lessons have been learned about health inequities during the pandemic, and what changes in risk assessments, vaccinations and structural racism are still needed.





# THE EMPTY ECHO

**I**n June 2020, Public Health England published *Beyond the data: understanding the impact of COVID-19 on BAME groups*, a summary of stakeholder insights (see *Beyond the data: recommendations*, right). The report found that, compared with previous years, all-cause mortality was almost four times higher than expected among black males for this period, and three times higher in black, mixed and other females (see *Covid mortality*, overview).

**EASY TO IGNORE?** Many readers will question why NIS organisations have been told to collect ethnicity data as part of the minimum dataset, but no penalties are paid for failing to do this. Although the Equality Delivery System (EDS) has been implemented, primary care trusts in the early 2000s, were good examples of how to access, engage with and provide culturally competent services to BAME groups/communities. However, they have left little trace or legacy.

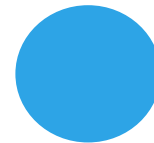
**WRONG DIRECTIONS** Lessons have been learnt but have not been implemented or sustained. A term I coined in late 2019 was the 'empty echo'. When someone from the BAME population makes a statement it is often overlooked, but when a white colleague makes the same statement it is taken on board and discussed. However, this echo is empty – the true understanding belongs to the person who first articulated it. Now, taken away from them, the statement loses meaning or has a completely different connotation or direction.



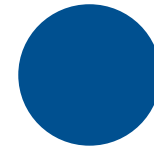
More to be done



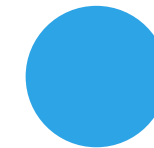
# Flourish & Growth



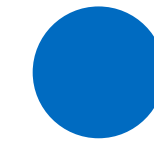
SWOT



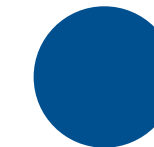
Know your drivers/passion



Ally's  
Mentor  
Coach  
Sponsor



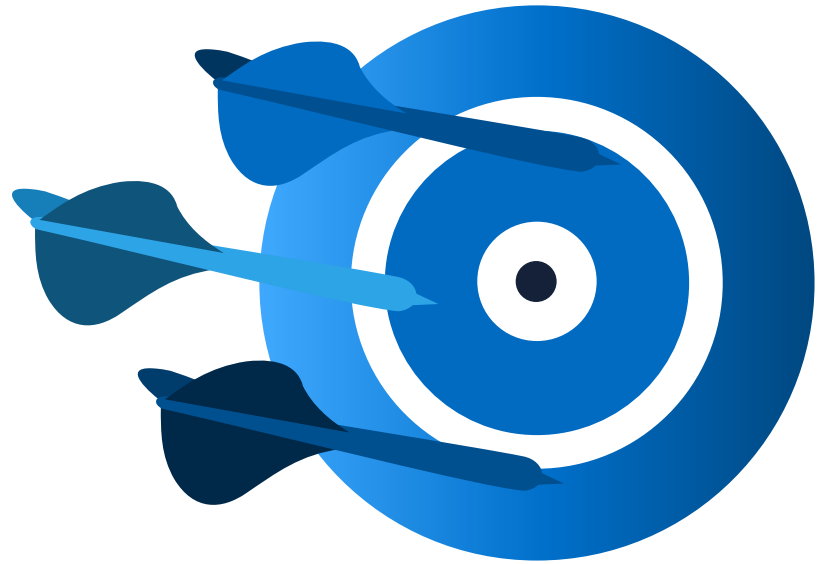
Opportunities



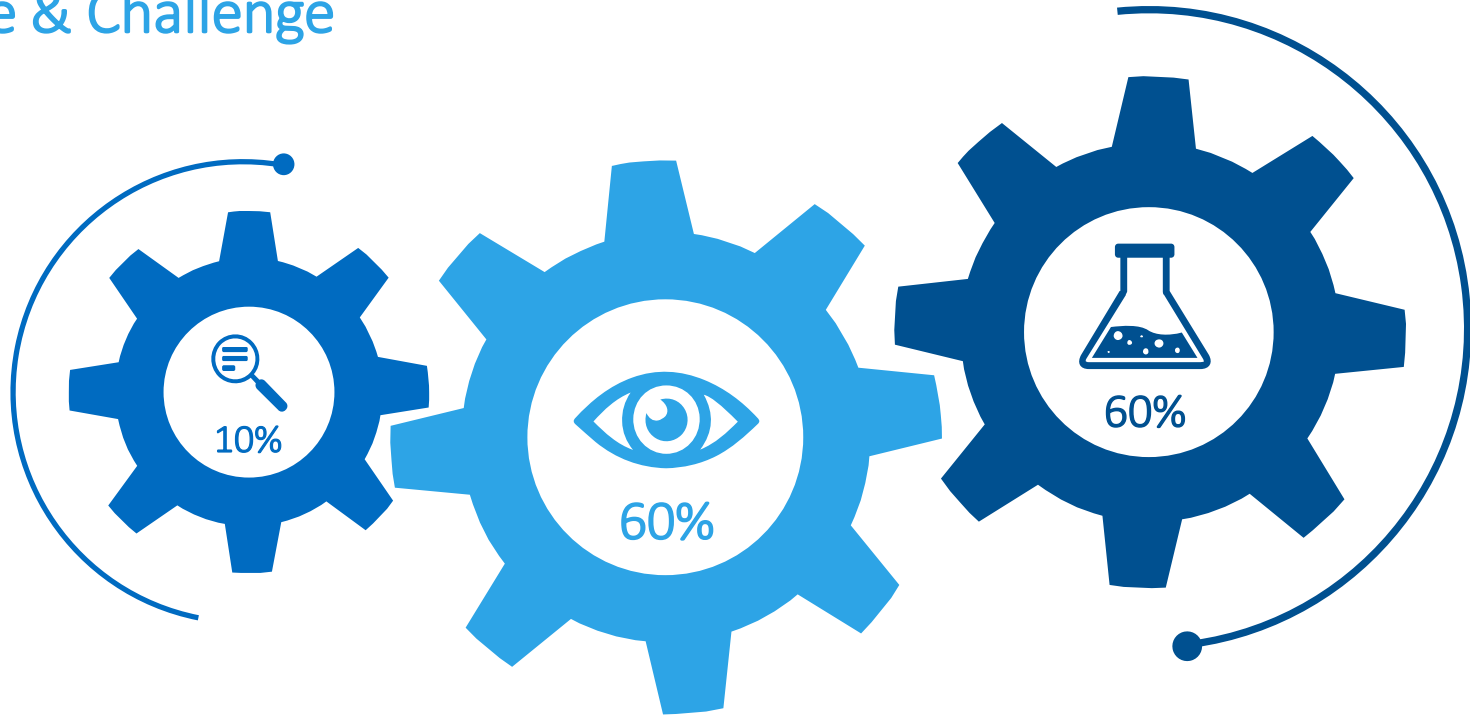
Calculated Risks?

End Game?

# Getting There



# Pick Up skills, Opportunities & Be Brave & Challenge



# Thank You

## For Your Attention



[Asha.day@leicspart.nhs.uk](mailto:Asha.day@leicspart.nhs.uk)



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

# Staff lived experience



**Jennifer Pearson**

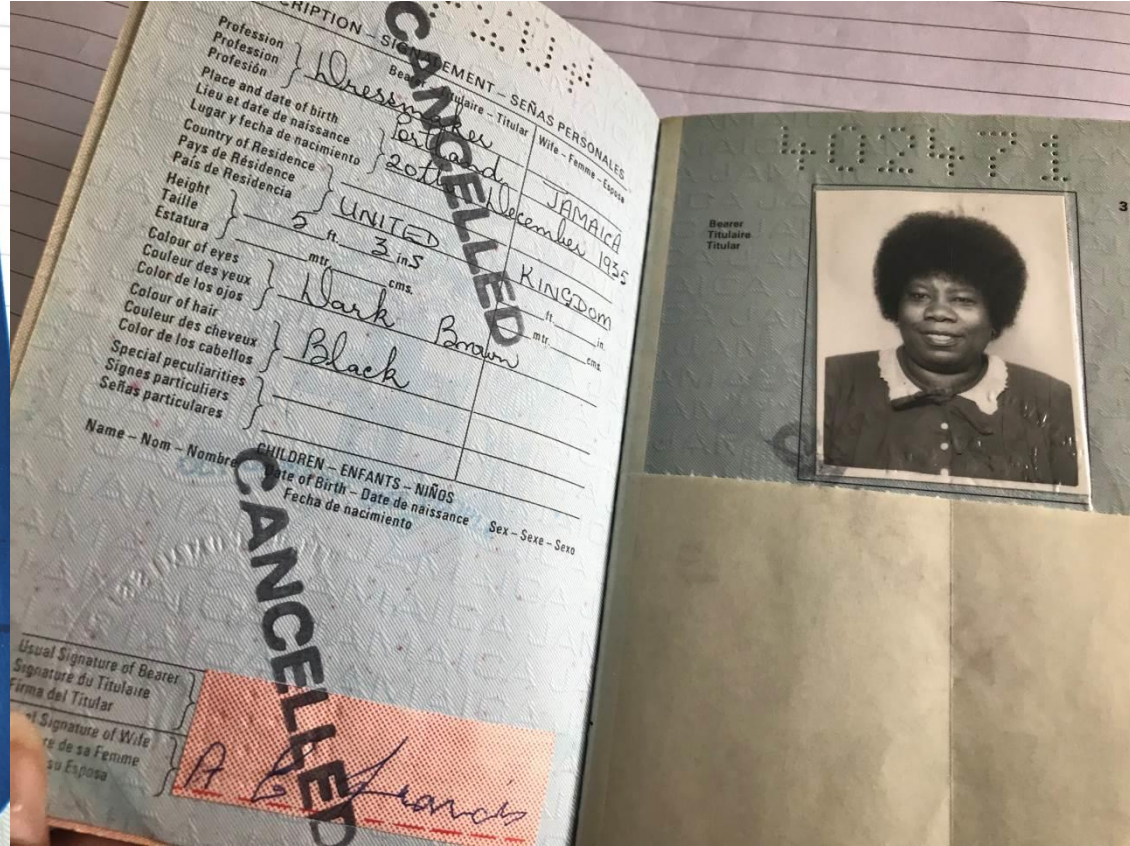
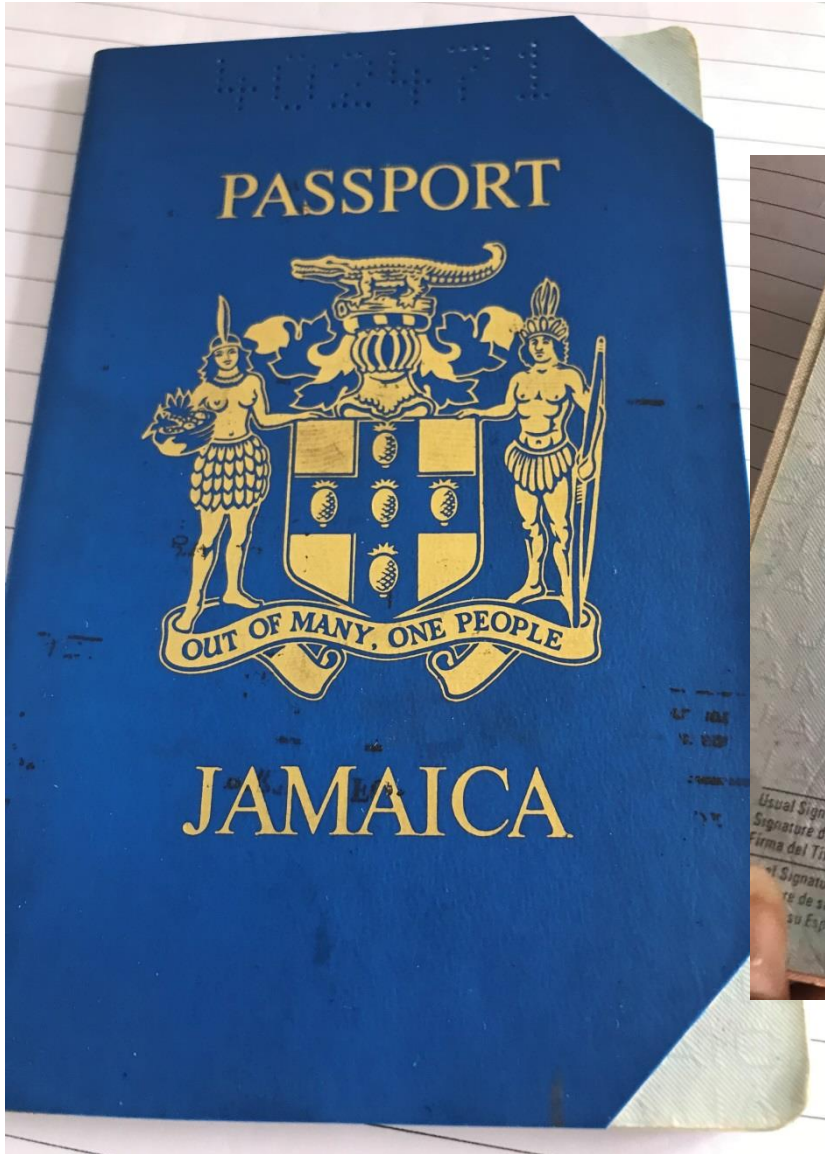
Lead Nurse Shared Governance - Corporate Team for  
Quality & Clinical Assurance  
Regional Lead (Midlands) Chief Nursing Officer's  
Black & Minority Ethnic Strategic Advisory Group

NHS England and NHS Improvement





# Windrush





# Nurse Training



# Racism and its impact



- Developed strategies to manage the obstacles and unseen barriers
- Co-founder EDNA Network 2000 (RCN). Know your rights/navigate with caution - the WALL
- Career Plan - paid for own CPD when turned down!
- Recognising racism, covert actions, hostility/exclusion from socials, lack of intelligence sharing.
- My story: TV and cultural competence
- WRES progression

# What has been positive?



- Mentors Stephen Morris DH Coaching
- Meeting Black role models Nola Ishmael OBE
- Circle of influence/recognising oppression - Positive Action Course
- Aspiring Directors Programme Fontainebleau France INSEAD
- CNO CMidO BME SAG member / RCN CONNECT / EDNA networks
- Allies: Lisa Stalley-Green and Sheila Marriot
- Self belief, promotions, secondments, Matron, Head of Paeds, DH National Lead (GOATO) CQC, publications and regional roles
- HRH Queen, Sir Trevor McDonald, politicians
- National flu TV ad, vaccination champion increased uptake in BAME staff

# What can be done better?



- Accountability. Need to show you care about this as much as KPI's/targets.
- Consequences (if any) for perpetrators and transparency around this victim are they lost in the processes designed to protect them YES s
- Understand Privilege
- Listen and hear then ACT, we are tired of telling our stories
- Increased leadership visibility, reciprocal mentoring and shadowing
- CPD equity
- CEO/DON scrutinise exit interviews
- Increased BAME NEDS and Governors (Executive Challenge)
- Design Ally programme for all staff
- The NHS belongs to all the people (source: NHS Constitution)





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## New forum aims to promote ethnic issues affecting the NHS

NURSES in a new national forum to promote black and minority ethnic issues in the NHS aim to make their views heard at the highest levels. The

was launched last week to influence national and local policies.

Beverly Malone, RCN general secretary (pictured centre with forum

nurses move 'from bedside to boardroom' and added: 'Support and encouragement from people in senior positions can be pivotal for black nurses to progress



## Clinical leader speaks up

JENNIFER PEARSON, RCN Clinical Leadership Facilitator, will be talking about leadership at the South Birmingham branch meeting, UCE Bevan House on Wednesday 4 September, at 18:30.



Follow the leader: Jennifer Pearson (right)



Client appro  
/ N

### Flu TV 30"

**JUST THE FLU?**

We open in a large room. The words 'JUST THE FLU' stand on the floor.

The warm and empathetic female VO says: "Just the flu? I hear people say it every year. But there's no 'just' about it."

**JUST THE FLU**

In a dramatic moment, the word JUST explodes.

**THE FLU**

The woman we heard talking walks into the room. We see she is a nurse.

"In an average year, the flu virus kills 11,000 people. And this isn't an average year."

**THE FLU**

As she talks, the of the red letters

It says: THE FLU

The nurse walks toward camera.

"The flu vaccine is the best protection for you and those around you."

"That's why, it's free to those most at risk. Ask your pharmacist or GP if you're eligible for a free flu vaccine. Help us help you"

*terence  
Gwister.*

**NHS**

See if you are eligible  
Ask your pharmacist or GP

**Flu** help us help you

**Flu  
vaccine**

**help us  
help you**





**VACCINE®  
CONFIDENCE  
DIALOGUES ONLINE**  
Informed • Reassurance • Choice  
*Workforce & Communities*

**Q & A Covid-19 Vaccines**

AN ONLINE SESSION WITH FAITH EXPERTS AND GRASSROOT ORGANISATIONS: An opportunity for the West Midland community to ask questions in relation to the Covid-19 vaccination

Paul Watson



Enterprise Homes Group

Jennifer Pearson



Lead Chief Nursing Officer

Elizabeth Kardynal



European Welfare Association

Dr Masood Ahmed



Chief Medical Officer

Mariana Plamadela



Romani Uniti din Anghia CIC

Pastor José Galindez



The Place of the Nations Christian Centre

Book your free ticket

Thursday 25th March at 6pm

<https://vaccine-and-faith3.eventbrite.co.uk>





# Regional Context



**Dale Bywater**  
Regional Director – Midlands  
NHS England and NHS Improvement – Midlands

NHS England and NHS Improvement





**Jenni Douglas-Todd**  
Director of Equalities and Inclusion  
NHS England & Improvement

NHS England and NHS Improvement





# The Midlands Workforce Race, Equality and Inclusion Strategy



**My name is**

.....Philippa Hunt.....

**I pledge**

To share the truth, no matter how uncomfortable the message, to act with integrity, and promote honest conversations that promote and encourage us all to work together to deliver the Midlands Workforce Race, Equality and Inclusion Strategy

**Date:** .....26<sup>th</sup> May 2021 .....





## The Midlands Workforce Race, Equality and Inclusion Strategy

**My name is**  
Steve Morrison

### I pledge

To continue to do all I can to further the cause of equality and diversity in the NHS workforce and to speak up whenever I see unfairness or discriminatory practices that need to be challenged



## The Midlands Workforce Race, Equality and Inclusion Strategy

**My name is**  
Melanie Lloyd

### I pledge

to push myself out of my comfort zone, to learn from others and challenge thinking and processes that do not support change

**Date:** 25 May 2021



## The Midlands Workforce Race, Equality and Inclusion Strategy

**My name is**  
Abigail Pride

### I pledge

to ensure equality, diversity and inclusion underpin all the work of the Midlands Workforce Intelligence Team, building and reporting key datasets to enable transformation and track the impact of the Race, Equality & Inclusion Strategy

**Date:** 25<sup>th</sup> May 2021



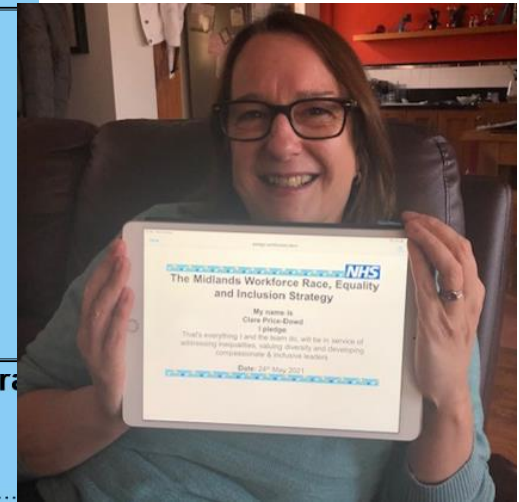
## The Midlands Workforce Race, Equality and Inclusion Strategy

**My name is**  
Natalie Burbidge

### I pledge

I want the NHS to be a place where diverse communities work in harmony and everyone regardless of their background can realise their full potential. I am committed to both challenging discrimination and celebrating diversity

**Date:** 24<sup>th</sup> May 2021



## and inclusion Strategy



**My name is**

.....Philippa Hunt.....

### I pledge

To share the truth, no matter how uncomfortable the message, to act with integrity, and promote honest conversations that promote and encourage us all to work together to deliver the Midlands Strategy



## The Midlands Workforce Race, Equality and Inclusion Strategy

**My name is**

.....LYNDSAY BUNTING.....

### I pledge

to share my lived experience and passionate ability and inclusion in the workplace and in society



**Date:** 24<sup>th</sup> May 2021



## The Midlands Workforce Race, Equality and Inclusion Strategy

**My name is**  
Emily Steventon

### I pledge

I will demonstrate my commitment to the provision of good equality and inclusion practices through leading by example, listening to and acting on ideas to enable us as a regional organisation to take the positive steps that make a difference in changing hearts and minds

**Date:** 24<sup>th</sup> May 2021

**Please return in five minutes**

# Leadership in action: CEO lived experience



**Ifti Majid**

Chief Executive, Derbyshire  
Healthcare NHS Foundation Trust

NHS England and NHS Improvement



# Leadership in action: a system perspective



## **Shajeda Ahmed**

Director of People, OD & Inclusion (North Staffordshire Combined Health Care NHS Trust)

Executive Lead, Systems OD, Leadership and Inclusion  
(Staffordshire & Stoke-On-Trent ICS)

NHS England and NHS Improvement







Transforming health and care for  
Staffordshire & Stoke-on-Trent



# Midlands Workforce Race, Equality and Inclusion Strategy Launch Event

27th May 2021

**Shajeda Ahmed**

Executive Director

Staffordshire and Stoke-On-Trent ICS

OD, Leadership and Staff Health & Wellbeing



# Staffordshire and Stoke-on-Trent ICS



**We Are Ambitious!**





# Influencing Culture



## Winter Inclusion School Series

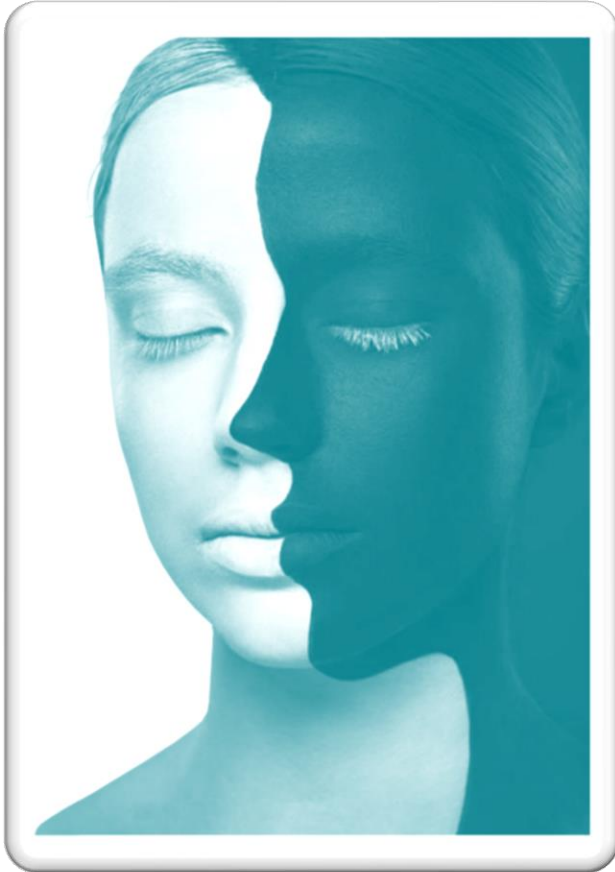
Session	Attendance	Overall Participant Score (Out of 10)
Let's Talk about Race	96	8.3
Women through a Leadership Lens	126	8.7
All of us and LGBT+: Mind, Body and Spirit	136	8.9
<b>Overall Series Score</b>		<b>8.6</b>

## Summer Inclusion Masterclasses

- Unconscious Bias and Micro Behaviours (27<sup>th</sup> May)
- Authenticity, True Self and Imposter Syndrome (24<sup>th</sup> June)
- Understanding Privilege and the Power of Allyship (29<sup>th</sup> July)
- Staff Networks
- Reverse Mentoring
- Equality, Diversity & Human Rights Week



# Recruitment



- Values Based Recruitment.
- Diverse Apprenticeships.
- Outreach work.
- Targeting communities seldom heard.
- Working closely with System Recruitment and EDI Leads.

# Leadership



- Developing a Talent Management Framework.
- Stepping Up Programme.
- Stepping Up Alumni.
- High Potential Scheme (HPS).
- Coaching Collaborative (Broadening diverse coach pool).
- Cultural RACE Development Programme.
- System OD Diagnostic – Executive System Leaders Programme.

# We ARE Creating Change.....



# Leadership in action: a system perspective



## **Ashi Williams**

Director of People, Black Country  
Healthcare NHS FT  
SRO – Leadership and Culture  
Workstream  
Black Country and West  
Birmingham ICS People Board



## **Sabrina Richards**

Talent Inclusion and  
Resourcing Lead, NHSE/  
WRES Experience  
Walsall Healthcare

NHS England and NHS Improvement





# Healthier Futures

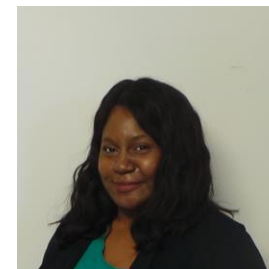
Black Country and West Birmingham



**Ashi Williams- Director of People**  
**Black Country Healthcare NHS Foundation Trust**  
**SRO- Leadership and Culture Work stream**  
**Black Country and West Birmingham ICS People Board**



**Our journey towards becoming  
an anti-racist system  
Black Country and West  
Birmingham ICS**



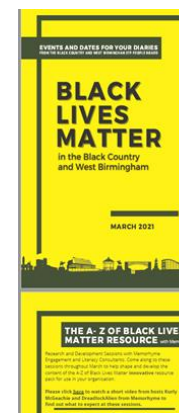
**Sabrina Richards – Talent Inclusion  
and Resourcing Lead-NHSE/I WRES  
Expert**  
**Walsall Healthcare**



Building Healthier, Happier Communities

# The Black Country and West Birmingham ICS – How are we implementing the WREI Strategy?

- ICS Board Development Programme
- ICS Black Lives Matter Reverse Mentoring Scheme
- Development of a system wide EDI Strategy linked to the Midlands Strategy and national People Plan priorities
- ICS Cultural Ambassador Programme
- ICS People Board Black Lives Matter News letter
- **Black Lives Matter Steering Group** established – 4 Key work streams which includes;
- ✓ ICS Board Development supporting our senior leaders to understand what it means to be an anti- racist system ( this also includes our Black Lives Matter Reverse Mentoring Programme)
- ✓ BAME Engagement and Experience
- ✓ Education and Awareness
- ✓ BAME system wide Network
- Planned implementation of the Race code at a system level



# The Black Country and West Birmingham ICS – what have we done so far?

## BAME Engagement and Experience

- Listening events- capture the views of colleagues & system wide inclusion & lived experience survey
- Mapping of mental health service provision for BAME communities in the region & production of a directory of culturally sensitive mental health service provision for BAME colleagues and their families
- BLM Recruitment campaign

## Education and Awareness

- Race & Space Podcasts- race in a safe space
- The A-Z of Black Lives Matter
- Introduction to micro aggressions and gaslighting
- The effective ally- train the trainer programme – how to recognise racism in the workplace, how to deal with this and how to become an effective ally

## Networking- Established a system wide BAME Network



# The Black Country and West Birmingham ICS

## Challenges

- Resources and funding
- Staying power – Tackling racism and discrimination needs to be top of the agenda- (Sustainability)
- Prioritisation- busy schedules and taking time out to educate ourselves and learn more about why it is important to actively work towards becoming an anti racist system
- Engagement of colleagues in the wider social care sector with the work we are doing across the system



# Sharing progress to date

- Please share your examples of good practice in the chat box
- Please include your name and organisation



# Making our pledges

## WREI Pledges

First, we ask you to make your pledge by using the code in the Chat box, or by scanning the QR code here to the right.



Next, please use the template that was sent with the meeting invite or download it from the chat box and take a picture of yourself with your pledge and send it to [Gurwinder.singh@nhs.net](mailto:Gurwinder.singh@nhs.net)

# Next steps and thank you

- Please click on the link in the Chat box to access the evaluation form for today (please note, you may receive an error message first but will be re-directed in 2-3 seconds).
- Please select Equality, Diversity and Inclusion from the second box and then select today's event
- We will send you a reminder of your pledge over the Summer.
- Closing words, Dale Bywater, Midlands Regional Director.