Changing The Narrative:

How the NELFT BME Strategy is working and leading the way nationally
The Snowy White Peaks report found:

- Of 40 NHS Trust Chairs and CEOs in London – none were BME
- 17 of 40 Trusts have all white Boards but over 40% of the workforce and patients are BME
- Decrease in BME Board members
- No BME executive directors in Monitor, CQC, NHSTDA, NHS England, NHSLA, HEE
- Decrease in BME senior managers and nurse managers in recent years.
The startling facts: Treatment of staff

- White staff 1.74 times more likely to be appointed once shortlisted than shortlisted BME candidates (Kline 2013).

- BME staff twice as likely to enter disciplinary process and more likely to be disciplined for similar offences (Archibong et al 2010).

- Black nurses take 50% longer to be promoted (RCN) and are less likely to access national training courses (NHSLA).
Staff survey confirms our workforce data

Key Finding 18. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

- 28
- 29

Key Finding 19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

- 21
- 26

Key Finding 27. Percentage believing that trust provides equal opportunities for career progression or promotion

- 90
- 77

Key Finding 28. Percentage of staff experiencing discrimination at work in the last 12 months

- 9
- 25
Breaking down the barriers:

What have we done to be more inclusive?

.......It’s not about black and white, It’s about how we can be fair and inclusive
Understanding the problem

Barriers to progression:

- Staff felt excluded from organisational culture
- Lack of BME role models at senior positions
- Lack of awareness of different cultures, backgrounds of staff
- Lack of confidence in staff to apply for jobs
- Lack of transparency by interviewing panels
- Lack of appropriate mentoring and coaching facilities.
- Lack of access to training and development
Seven steps we took to become more inclusive

1. Invited diversity and leadership expert Yvonne Coghill to talk to the Board and give them a BME perspective.

2. CE John Brouder began working closely with nurse Wellington Makala, who had been on the Breaking Through Leadership course, designed to help BME staff reach their potential.

3. A formal strategy to make the trust more inclusive and remove barriers to BME staff was launched in 2012.

4. Changes include: All interview panels for posts at band 8A and above must include a BME representative.
5. Award-winning Ethnic Minority Network meets monthly, and holds two conferences a year.

6. Mentoring scheme: BME staff at band 9C and above mentor staff on lower bands

7. Improved management of staff, with performance problems picked up early.
From Good to Best Action Plan

2016 – 2020
NELFT continues to address the under representation of:

- BME Non-Executive Directors
- BME Executive Directors
- BME Staff at Pay Band 8c and above

NELFT to continue addressing the reasons for a disproportionate number of BME staff involved in:

- Disciplinary
- Grievances
- Bullying and harassment
- Tribunals and Dismissals
From Good to Best

Proportion of BME staff:
- Applying
- Shortlisted
- Recruited
- Promoted
- Trained for professional and personal development
- Leadership development programme for BME Band 6 and 6 staff
- Mentoring, coaching and reverse mentoring
Hard work begins to pay off ….
Ethnicity and Banding – here is the real test.....

Increase in EMS at Bands 8

Band 2
2014: 58.7
2013: 62.4

Band 3
2014: 75.4
2013: 76.6

Band 4
2014: 76.8
2013: 81.1

Band 5
2014: 53.5
2013: 58.8

Band 6
2014: 60.3
2013: 60.6

Band 7
2014: 69.1
2013: 68.6

Band 8 & 9
2014: 73.4
2013: 81.6

White
Mixed
Asian
Black
Undefined

Best care by the best people
% of BME Staff in Bands 8 – 9 compared with the % of BME (Black and minority ethnicity) staff in the overall workforce

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<tr>
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<th>2013</th>
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<tbody>
<tr>
<td>BME Staff</td>
<td>18.4 %</td>
<td>19.4 %</td>
<td>25.6 %</td>
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<tr>
<td>White Staff</td>
<td>81.5 %</td>
<td>83.6 %</td>
<td>74.4 %</td>
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<td>2013</td>
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<tr>
<td><strong>BME Staff</strong></td>
<td>52.8%</td>
<td>60%</td>
<td>35.3%</td>
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<tr>
<td><strong>White Staff</strong></td>
<td>47.2%</td>
<td>40%</td>
<td>64.7%</td>
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% believing that trust provides equal opportunities for career progression or promotion

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<th>2014</th>
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<tbody>
<tr>
<td>BME Staff</td>
<td>37.8%</td>
<td>71%</td>
</tr>
<tr>
<td>White Staff</td>
<td>56.7%</td>
<td>87%</td>
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From Good to Best: The journey continues

Living our values, best employer for BME staff

NELFT hosting the first ever national BME conference in November 2016 - *Changing the Narrative*

Development of BME Ambassadors role to mirror organisation leadership structure

Lift as you climb

Supporting staff from countries affected by natural disasters or epidemics
NELFT’s BME work praised by NHS chief
NELFT’s ethnic minority staff programme secures national prize

13:15 01 December 2015 | Ajay Nair

NELFT staff at the awards ceremony in Manchester.
Picture: NELFT

A health provider in Redbridge has been named the best in the UK for promoting
Thank you

Best care by the best people