Multicultural London and the importance of an inclusive workforce

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The 1st Principle of the Constitution

The NHS provides a comprehensive service, available to all irrespective of gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity or marital or civil partnership status. The service is designed to diagnose, treat and improve both physical and mental health. It has a duty to each and every individual that it serves and must respect their human rights. At the same time, it has a wider social duty to promote equality through the services it provides and to pay particular attention to groups or sections of society where improvements in health and life expectancy are not keeping pace with the rest of the population.
London

- Nations capital
- 8 million residents with an additional 14 million visitors
- Teaching hospitals
- 40% BME Population
- Over 200 languages spoken
- Black and Asian children outnumber white children in schools
- Multicultural
The NHS in London

40% of Hospital Drs
½ of all GPs
30% of Nurses and Midwives

RCM report on disciplinarians
Kline report on appointments
Black and Minority Ethnic (BME) Staff

- 1.3 million people work in the NHS
- 18% staff from BME Backgrounds
- 28% Drs from BME backgrounds
- 38% of Hospital Drs
- >5% senior managers from BME backgrounds
- 20% Nurses and Midwives (qualified and unqualified)
  Rising to 50% in London
- 4 BME CEOs
- 1 Exec & 4 Director of Nursing
- >3% Medical Directors

Source: Health and Social Care Information Centre
The NHS has a problem

- You are more likely to be disciplined and dismissed if you are from a BME background.
- Less likely to be selected for development programmes
- More likely to be performance managed
- You are less likely to be shortlisted and appointed if you are from a BME background
- You are more likely to be in the lower bands of AfC
- Over your career you will be paid less and afforded fewer opportunities
- BME doctors are more likely to be struck off.
- BME patients report receiving a poorer service
Trust board members in London analysed by gender

<table>
<thead>
<tr>
<th>Role</th>
<th>Male</th>
<th>Female</th>
<th>Unknown</th>
<th>% female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>28</td>
<td>10</td>
<td></td>
<td>26.3</td>
</tr>
<tr>
<td>Chef exec</td>
<td>29</td>
<td>12</td>
<td></td>
<td>30.8</td>
</tr>
<tr>
<td>Executive members</td>
<td>132</td>
<td>96</td>
<td></td>
<td>42.1</td>
</tr>
<tr>
<td>Non executive members</td>
<td>137</td>
<td>89</td>
<td></td>
<td>39.4</td>
</tr>
<tr>
<td>Board total</td>
<td>326</td>
<td>207</td>
<td></td>
<td>38.8</td>
</tr>
</tbody>
</table>
The NHS

- Nursing students from a BME background (particularly black Africans) 50% less likely to secure a first job first time than white nurses – Professor Ruth Harris, Kingston University
- You are more likely to be disciplined and dismissed if you are from a BME background. Less likely to be selected for development programmes (Bradford University Report – Dr Udy Archibong)
- More likely to be performance managed (Diversity Issues Among Managers - Juliette Alban-Metcalfe)
- You are less likely to be shortlisted and appointed if you are from a BME background (Discrimination by Appointment, Roger Kline)
- You are more likely to be in the lower bands of AfC (HSCIC)
- Over your career you will be paid less and afforded fewer opportunities
- BME doctors are more likely to be struck off. (GMC E&D Group)
- BME patients report receiving a poorer service (NHS patient satisfaction surveys)
Trust Board members in London analysed by ethnicity – Jan 2014

<table>
<thead>
<tr>
<th>Position</th>
<th>White</th>
<th>BME</th>
<th>Unknown</th>
<th>% BME</th>
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</thead>
<tbody>
<tr>
<td>Chair</td>
<td>37</td>
<td>1</td>
<td></td>
<td>2.5</td>
</tr>
<tr>
<td>Chief executive</td>
<td>37</td>
<td>1</td>
<td></td>
<td>2.5</td>
</tr>
<tr>
<td>Executive members</td>
<td>195</td>
<td>17</td>
<td></td>
<td>8.7</td>
</tr>
<tr>
<td>Non executive members</td>
<td>194</td>
<td>22</td>
<td></td>
<td>11.3</td>
</tr>
<tr>
<td>Board total*</td>
<td>463</td>
<td>41</td>
<td></td>
<td>8.9</td>
</tr>
</tbody>
</table>
The consequences for people

- Disillusionment
- Unhappiness
- Desperation
- Lack of confidence
- Anger/Rage
- Lack of belief in the system
- Depression
- Sadness
- Lack of engagement and buy in
- Resentment
- Poor performance
There is a spiral of positivity in the best performing NHS trusts. The extent to which staff are committed to their organisations and to which they recommend their trust as a place to receive treatment and to work is strongly related to patient outcomes and patient satisfaction. Climates of trust and respect characterise these top performing trusts.
This is best evidenced by the link between ethnic discrimination against staff and patient satisfaction. **The greater the proportion of staff from a black or minority ethnic (BME) background who report experiencing discrimination at work in the previous 12 months, the lower the levels of patient satisfaction.** Where there is less discrimination, patients are more likely to say that when they had important questions to ask a nurse, they got answers they could understand and that they had confidence and trust in the nurses. Where there was discrimination against staff, patients felt that doctors and nurses talked in front of them as if they weren’t there; that they were not as involved as they wanted to be in decisions about their care and treatment; and that they could not find someone on the hospital staff to talk to about their worries and fears. Most importantly, they did not feel they were treated with respect and dignity while in hospital. **The experience of BME staff is a very good barometer of the climate of respect and care for all within NHS trusts.**
Why is this important

• More for less
• Changes in demography
• More demanding population
• Using all the talents
• Motivating and inspiring work environments
• Fairness and equity
• Care in, care out
• Delivering high quality patient care and satisfaction

“maximising potential is about considering everyone as an individual”
Care and Compassion

“It’s ludicrously simple, if you look after the staff, they look after the patients. Love and leadership saves lives.“

Peter Lees, Founding Director of FMLM
A ludicrously simple equation!

High quality care and patient satisfaction

Motivated, enthusiastic committed workforce

Inclusivity and Engagement