

# Midlands Inclusivity and Diversity Award Scheme

MIDAS 2023

## CONFERENCE PACK

**Friday 22 March 2024**  
12pm to 4.30pm

**The Institute of Mental Health**  
Nottingham University

MIDAS 2023 is a hybrid event and can be viewed live at:

<https://vimeo.com/event/4147717>

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# Welcome to MIDAS 2023

Good afternoon. Welcome to the second Midlands Inclusivity and Diversity Award Scheme (MIDAS) event.

As Assistant Director of EDI for the Midlands, I'm delighted to highlight and showcase innovative equality work across the Midlands.

The judges acknowledged some inspirational submissions, praising everyone's passionate, impactful, and proactive efforts to foster a more diverse workplace.

Given the significance of creating an inclusive environment, teams, organisations, and individuals should be recognised for their exceptional commitment to promoting the equality, diversity, and inclusion (EDI) agenda.

Recently, there has been a much-needed shift towards the awareness and acceptance of the benefits that EDI in the workplace and society can bring. As our

organisations become more diverse and inclusive, they will better serve the needs of our communities.

Raising awareness of colleagues doing excellent work, whether combating racism in the workplace, enhancing the employee experience with disabilities or supporting the LGBT+ community, allows us to highlight their outstanding work, and everyone benefits from sharing best practice developed across the region.

The MIDAS is for people and organisations who have inspired others to embed and promote equal opportunities or demonstrated a passion for ensuring colleagues feel appreciated and respected. Their work benefits everyone and the systems they work in.

Finally, a special 'thank you' to the judges and EDI Midlands staff for their excellent work preparing for today's event.



**Kuvy Seenan**  
Assistant Director,

NHS England Midlands ED&I Team

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## Our Host for the day

### Dr Joan Myers, OBE

Joan has over 38 years experience as a strategic nurse leader, consultant, and educator in community children's nursing services across London.

She is an advisor to Chief Nursing Officer for England in the NHS, and was also the Chair of the CNO BME Strategic Advisory Group for five years up until 2017.

As well as being a Queen's Nurse and Fellow, Joan is also a Trustee with the Queen's Nursing Institute. Previously she was Director and Trustee with the Florence Nightingale Foundation.

Joan is a multi-award-winning nurse who received an OBE for services to children and nursing in the Queen's Birthday Honours List in 2013. She is a Queen's Nurse with an honorary doctorate from Middlesex University. Joan was voted among the top 50 most influential BME figures in the NHS by the HSJ in 2020 and 2021

Joan founded a children's charity in Kenya, providing education and support for over 25 vulnerable children and their families.

She is an inspirational keynote speaker, passionate about motivating and challenging people to excel in their careers. Her independent consultancy company offers mentorship, coaching and career support.

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# MIDAS 2023

## Your agenda for our celebratory afternoon

12.00-13.00	<b>Registration</b>
13.00	<b>Welcome and housekeeping</b>
13.10	<b>Introduction</b>
13.20	<b>Awards segment to start –</b> <ul style="list-style-type: none"><li>• Outstanding Staff Network of the Year</li><li>• Best Ally of the Year</li><li>• Unsung Star of the Year</li><li>• Excellence in Executive Inclusive Leadership of the Year</li></ul>
14.30	<b>Comfort break</b>
14.45	<b>Guest Speaker - Paul Deemer, Head of Diversity and Inclusion, NHS Employers</b>
15.00	<b>Award segment</b> <ul style="list-style-type: none"><li>• Inclusive ICS of the Year</li><li>• Inclusive Recruitment and Talent Management of the Year</li><li>• Changemaker of the Year</li><li>• EDI Champion of the Year</li></ul>
16.15 – 16.30	<b>Final remarks and close</b>

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# MIDAS Judges

## List of judges for each of the categories

### Excellence in Executive Inclusive Leadership of the Year

- **Clare Price-Dowd**,  
Leadership and Management Review Implementation Team, NHS England
- **Roger Kline**,  
Research Fellow, Middlesex University Business School

### Outstanding Staff Network of the Year

- **Cavita Chapman**,  
Managing Director - Inclusive Leadership and Talent, Cavita Chapman Consultancy
- **Matthew James**,  
Head of OD - Staff Experience, NHS England - Northeast and Yorkshire region

### Unsung Star of the Year

- **Clare Price-Dowd**,  
Leadership and Management Review Implementation Team, NHS England
- **Paul Vaughn**,  
Deputy Director, Community and Primary Care Nursing, NHS England

### Inclusive ICS of the Year

- **Lyndsay Bunting**,  
Head of Talent and Leadership, NHS England (Midlands)
- **Matthew James**,  
Head of OD - Staff Experience, NHS England - North East and Yorkshire region

### Best Ally of the Year

- **Paul Vaughn**,  
Deputy Director, Community and Primary Care Nursing, NHS England
- **Cavita Chapman**,  
Managing Director - Inclusive Leadership and Talent, Cavita Chapman Consultancy

### Changemaker of the Year

- **Anton Emanuel**,  
Professor in Neuro-gastroenterology, University College London Hospitals
- **Paul Deemer**,  
Head of Diversity and Inclusion, NHS Employers

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## EDI Champion of the Year

- **Anton Emanuel,**  
Professor in Neuro-gastroenterology,  
University College London Hospitals
- **Roger Kline,**  
Research Fellow, Middlesex  
University Business School

## Inclusive Recruitment and Talent Management of the Year (New)

- **Lyndsay Bunting,**  
Head of Talent and Leadership,  
NHS England (Midlands)
- **Paul Deemer,**  
Head of Diversity and Inclusion,  
NHS Employers

The logo features the text "Midlands Inclusivity and Diversity Award Scheme" in a large, white, sans-serif font, centered on a dark background with a bokeh effect of golden light spots. Below the text is a white horizontal line with arrowheads at both ends.

# Midlands Inclusivity and Diversity Award Scheme

MIDAS 2023

## And the MIDAS goes to...

We had almost 150 nominations this year. Here's who has been shortlisted by our judges for the eight MIDAS categories and the reasons why.

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# Outstanding Staff Network of the Year



## Jayne Evans

### Enable Staff Network Chair

Northamptonshire NHS Foundation Trust

Jayne has led a network that values its members and improves their working lives. She is an outstanding leader, and her commitment to the network and its members has meant that staff feel valued, supported, heard, and included.

She influenced the development of a two-year strategy and supported projects such as disability reverse mentoring, embedding the health passport, creating a neurodiversity toolkit and improving declaration rates for disability. She influenced the Purple Space and No Drama Llamas. The network has influenced the reverse mentoring programme with eight executive directors.

Her work resulted in declaration rates on ESR rising from 5% to 7% over 18 months. The network experienced a 10.25% increase in membership over eight months, ranking 8th out of 220 against the WDES National Benchmark.

**Reflecting on Jayne's leadership, two core values shine through: dedication and inclusivity.**



## **The International Shared Decision-Making Council (ISDMC)**

Northampton General Hospital

ISDMC is a group of internationally educated nurses (IENs) fostering a supportive community within Northampton General Hospital (NGH).

They have created a more inclusive and supportive environment, especially for IENs, by addressing inequalities and barriers to inclusion within our workforce.

ISDMC provides training and resources to enhance communication skills and break language barriers. 'Picnic in the Park' provides a welcoming platform for newly arrived IENs.

They introduced monthly meetings where core members from different wards represent the voices of their colleagues. They also introduced mentorship, support networks, and tailored workshops to facilitate career progression.

The council's involvement in supporting IENs with interview preparation, application processes, and participation in career workshops resulted in career advancements among its members. Staff surveys and feedback showed an increased sense of belonging and wellbeing and reduced feelings of isolation.

**Inclusivity and community are guiding principles that exemplify the ISDMC values.**

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## ULHT Women's Network

United Lincolnshire Hospitals NHS Trust (UHLT)



The ULHT Women's Network, led by Sally Robinson, has over 1,500 members who engage with each other in various ways. She has been a true ally to networks such as Pride+, RE&CH, MAPLE, and Armed Forces, offering support at events, mentoring individuals, and suggesting ways to extend the impact of networks to enhance the staff experience.

The Network initiated the first Doctor-led staff menopause clinic in the NHS and introduced the 'Every-Body Every-Menopause' package. They have provided support and resources for staff members, enhancing wellbeing and overall experience. The Women's Network supported the intersectionality of black women's health and menopause.

Despite its recent launch in July, the clinic has already made significant positive impacts, with 272 colleagues receiving specialist advice and support.

There has also been a reduction in staff turnover and the gender pay gap, particularly for staff over 45 years old, where the gender pay gap is often the widest—an increase in wellbeing and a reduction of burnout was evidenced in the staff survey.

**At the heart of their endeavours lie two fundamental values: empathy and innovation.**



## **Matt Clarson**

### **Disability Network Lead**

**South Warwickshire University NHS Foundation Trust**

Under Matt Clarson's leadership, the Disability Network at the South Warwickshire University NHS Foundation Trust (SWFT) and the George Elliot Hospital NHS Trust have brought significant value and impact to the organisation, addressing challenges and improving inclusivity.

Matt took a targeted approach by utilising the inclusive recruitment toolkit and EDI integrity tests to tackle the issue of a lower representation of people who declare a disability at senior levels and a fairer and more transparent recruitment process. He successfully advocated for increased accessibility of estate facilities.

This work markedly increased disability declaration rates and a cultural shift towards openness, trust, and the absence of fear of discrimination. A robust, reasonable adjustment process provided tailored support to disabled staff, and there were improvements in appointment rates of BAME and disabled applicants from shortlisting.

**Matt's leadership, dedication, and commitment to inclusivity have profoundly impacted the organisation.**

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## Best Ally of the Year



### **Christy Botfield** Operational Lead

Midlands Partnership University NHS Foundation Trust

Christy's commitment to equality goes above and beyond expectations, advocating for reasonable adjustments, flexible working, neurodiversity, sensory needs, menopause awareness, inclusive recruitment processes and more.

She has secured senior buy-in on equality initiatives and engaged with various minority groups on social media platforms.

Christy advocated for reasonable adjustments so that policy and practice addressed systemic biases. She intervened in the recruitment process to add an advantage to recruiting nursing staff and offered better support to dyslexic and dyspraxia staff. She has also provided bespoke support for clinical areas, including palliative care.

These initiatives improved staff experiences overall, with disability declaration rising from 67% to 76% over 12 months. After Kirsty's intervention, 26 nurses were recruited and are still in post.

There has been improvement in clinical areas of palliative care, particularly improving the experiences of patients with learning disabilities

**Christy's dedication to disability advocacy shows us that everyone has a place, has talent, and is included.**



## **Tom Warner**

### **Equality, Diversity and Inclusion Manager**

**NHS England - Midlands**

Tom is probably the kindest, most approachable, and most well-liked ally and a WRES expert. From conducting research advocating for pastoral support across the Midlands to collaborating on anti-racist efforts and championing the rights of marginalised groups, he motivates, supports and inspires others to be allies.

Tom co-designed the award-winning Developing Aspirant Leaders (DAL) programme and led the pastoral care evaluation of international nurses across the Midlands. He project managed Hexitime, a skills exchange programme and influenced anti-racism training materials for the CNO CMIDO BME SAG.

The programmes Tom led have been very successful. For example, 90% of Cohort 1 participants secured promotions on the DAL programme, and 33% of Cohort 2 gained promotion after completing the programme in November 2023.

All delegates reported a positive experience and growth, while 83% agreed the programme benefited their career progression. Five hundred and seventy-five nurses and midwives participated in Tom's pastoral evaluation.

**His commitment to creating a workplace where everyone feels valued, supported, and included sets a remarkable standard for allyship and positive change**

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## **Kirsty Harper**

### **AHP International Recruitment Lead**

**Chesterfield Royal Hospital**

An equality advocate and an Allied Health Professional, Kirsty works beyond her day job to ensure that internationally recruited staff have a positive experience throughout the recruitment journey. She also ensures that staff get high-quality and well co-ordinated pastoral care

Her research on staff experiences led to a pastoral care booklet, a team-based welcome, and plans for ongoing preceptorship. At the same time, her engagement with senior leaders resulted in better support for international AHPs. Kirsty also worked with key stakeholders who managed various recruitment touchpoints.

As a result of Kirsty's work, medical graduates and AHPs reported improved experience for 'settling in' and 'happiness on the job'. She streamlined the AHP recruitment process and improved the quality of resources so that the organisation could offer better induction and support.

**In Kirsty, we see more than just a healthcare professional; we see someone who embodies the values of altruism, dedication, and empathy in everything she does.**

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## Unsung Star of the Year



### **Alistair Weston** EDI Engagement Officer

Northampton General Hospital

Alistair advocates for more inclusive group policies and supports colleagues, managers, and leaders in creating a safe space for trans staff. He has demonstrated a remarkable ability to engage with all relevant stakeholders, ensuring that different voices and perspectives are heard and considered.

He led the development of the Trans and Non-Binary workforce policy and created bespoke staff training. He worked closely with Maternity Services and supported the development of Northampton's Trans clinical services. He is the LGBTQ+ ambassador at Northampton General Hospital and Kettering General Hospital.

Through the new Trans policy, Alistair has made it easier for Trans staff to be themselves at work. Maternity staff reported feeling more confident and competent to support trans patients. He successfully gained NHS England's Gender Inclusive Maternity Training Funding, which will increase trans-focused training in Maternity services.

**For Alistair, inclusivity is not just a goal - it's a guiding principle informing every decision and action.**

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## **Maisun Elftise**

### **EDI Lead - Training Hub**

Coventry and Warwickshire Training Hub

Mai's influence spans the primary care landscape of 121 GP practices, 19 PCNs, four places and two large 'at scale' primary care employers to embed equality, diversity, inclusion and belonging, including working with the Local Medical Council and Integrated Care Board. She also works with local charities that engage with deprived communities.

Mai led the equality strategy for the training hub, hosted an EDI conference and delivered training sessions for primary care. She implemented the learning disability-friendly badge, supports staff networks, and is now the Freedom to Speak Up Guardian for primary care.

As a result of Mai's work, 75% of the doctors trained in Racism in Medicine, Active Bystanders and Learning Disability Friendly Practices reported increased competence and confidence. Also, the training hub is more inclusive, following an extensive equality impact assessment process, and has a more influential and authoritative voice regarding equality, diversity, inclusion, and belonging.

**Mai's commitment to equality and inclusion strategically positions the Training Hub as a leading advocate for cultivating a diverse and inclusive workforce.**



## **Deborah Rich**

### **Recruitment Administrator and Disability Staff Network Lead**

North Staffordshire Combined Healthcare Trust

Deb's courage in sharing her journey and embracing her neuro-differences has inspired positive cultural shifts and actively championed a culture of acceptance and empowerment within our Combined Ability Network.

Deb's presentation to the People Culture and Development Committee provided invaluable insights into her dual role as a Trust staff member and a patient/carer.

By highlighting the intersectional challenges she navigates, she emphasised the importance of considering the human element in decision-making processes, ultimately contributing to the Trust's best-ever results in WDES 2023.

Disability declaration has increased to 8.3%, giving North Staffordshire Combined Healthcare Trust the top ten ranking in the country. Additionally, they have seen an increase in disabled staff who believe there are equal career development and progression opportunities. Employees' self-reporting indicates an increased confidence to speak up about concerns over disability issues.

**Deb's work has not only positively impacted the lives of our staff but has also enhanced patient care within the organisation.**

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## **Hailey Pottinger**

### **Improvement Programme Lead (Medicine and Emergency Care)**

**Chesterfield Royal Hospital**

Hailey Pottinger is the Co-Chair of the Race Equality and Cultural Inclusion Network. She has shown passion, resilience, commitment, and leadership, going above and beyond for equality, diversity, and inclusion. She led the development and implementation of the first Anti-Racism strategy at the Trust.

She promoted Race Equality Week and led The Big Promise solution, where people and organisations committed to creating meaningful and positive change. She took part in listening events, shared the learning in meetings and discussion groups, facilitated workshops, and influenced successful communication campaigns.

Hailey's work has improved the staff and patient experience following the Big Promise statement—clinical staff feedback about the shift in mindsets following workshops. Chesterfield Royal Hospital NHS Foundation Trust was awarded the prestigious Trailblazer status from Race Equality Matters, a not-for-profit organisation seeking to improve racial equality.

**Hailey's exemplary leadership, inclusivity, and commitment to diversity and equality make her an unsung star.**

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# Excellence in Executive Leadership of the Year



**Paul Draycott**  
Chief People Officer

North Staffordshire Combined Healthcare NHS Trust

Paul is an extraordinary leader, and his commitment to justice, equality, diversity, inclusivity and belonging has transformed the organisation.

He shed light on critical issues, from the disproportionate impact of COVID-19 on workers from ethnically diverse backgrounds to the importance of allyship for ethnic minority staff.

Paul tackled challenges around disability, LGBTQ+, race and other equality challenges in terms of representation, bullying and harassment as an executive sponsor and through his role as a CPO.

His work influenced the 'No More Tick Boxes' for inclusive recruitment and the RACE Code to promote race equality and combat discrimination.

Chairing the organisation's ENRICH network, he influenced the NHS Rainbow Badge accreditation, a focused drive on making North Staffordshire Combined NHS Trust an anti-racist organisation, a Differently Abled Buddy Scheme with 'see me first' badges and reciprocal Mentoring, and the first ever ICS WRES Champions programme.

**His passion and values live on through all of us.  
Let us honour Paul's legacy - a catalyst for positive change.**

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**Richard Mitchell**  
Chief Executive

**Clare Teeney**  
Chief People Officer



University Hospitals of Leicester NHS Trust and University Hospitals of Northamptonshire NHS Group

Richard and Clare's efforts have transformed their organisation. They have championed several initiatives, including indicators from WRES/WDES around harassment, bullying and abuse towards staff, zero tolerance and speaking up. They also worked with the British Association of Physicians of Indian Origin (BAPIO) / British Indian Nurses Association (BINA) to support the international workforce.

They influenced the long service awards, better access to car parking, Friday-focused listening sessions, and ongoing support for the events from the cultural calendar. They partnered to develop initiatives with Occupational Health services, AMICA, Freedom to Speak Up guardians and wellbeing teams.

Their work resulted in pathways for career advancement and equitable access to recruitment, promotion, and training opportunities for ethnic minority and disabled staff, reduced disparities, increased representation, an increase in psychological safety, and improved metrics about access to services.

**Richard and Clare epitomise exemplary executive leadership in the pursuit of equality**



## **Shajeda Ahmed**

### Chief People Officer

Black Country Integrated Care Board

Shajeda's key ambition is to ensure everyone feels they belong to the NHS. She actively uses her positional power, authority, and influence to challenge senior leaders to think differently about workforce representation and equity of opportunity, access, and treatment.

Shajeda has influenced the launch of the Board Apprentice positive action leadership programme across the ICS. Her leadership and championing an anti-racism approach in the Black Country has supported the wide-scale adoption of a suite of anti-racism e-learning education packages across the whole of the Black Country Region.

Her work resulted in improvements in national workforce performance data, for example, an increase in a more diverse workforce representation, reduced bullying/harassment, staff feeling like the organisation was fairer, and better overall board diversity.

Success measures from the talent programme showed progression in assistant and Director roles: a 16% increase in those identifying as BAME and a 10% increase in those identifying as LGBTQ.

**An exceptional leader whose commitment to inclusivity has left an indelible mark within the Black country system. In Shajeda's hands, inclusion becomes transformation.**

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# Inclusive ICS of the Year



## Lincolnshire Integrated Care System

Since the launch of its Belonging Strategy in 2021, Lincolnshire ICS has been on a journey to advance equality for all.

With a clear focus on reducing bullying and harassment, reforming recruitment and progression practices, fostering just cultures, and strengthening networks, they led a six-month engagement process with staff.

They established a dedicated governance structure, implemented an Allyship support program and built it into the executive portfolio. They initiated EDI Fireside chats, ran the Be The Change campaign, and offered Lunch and Learn sessions around active bystanders, all geared towards embedding allyship principles.

Over 308 staff members attended the training. The Allyship Toolkit won the national HPMA Capstick award for innovation and has been viewed by over 3,000 staff members, with 130 pledges. Everyone who pledged felt visible as an ally and 20% supported someone else. Most staff felt that they could speak up about organisational discrimination.

**Their ongoing commitment is to foster staff wellbeing and productivity by integrating allyship principles into the organisation's culture.**



## The Black Country Integrated Care System (Healthier Futures)

The Black Country ICS has established an EDI strategy, led extensive engagement, and implemented robust governance infrastructure to eliminate workforce inequality, tackle discrimination, and improve staff experience.

The ICS developed the One Workforce System First process, where they strengthen their relationships with partners to sustain changes. They organised successful EDI events, championed initiatives such as anti-racism approaches, allyship, and the Menopause at Work charter, and embraced the Care Leavers Covenant. They proactively engaged in positive action talent programmes.

A co-ordinated, first-of-its-kind virtual health and wellbeing festival for one week across the ICS saw 4,600 staff take part in the live sessions and 7,600 staff accessing the on-demand sessions.

Engagement from the festival led to the development of a health and wellbeing strategy and menopause-friendly workplace sessions for staff of different genders, ages, ethnicities, and disabilities.

**The ICS has paved the way for developing and implementing a comprehensive Health and Wellbeing strategy, ensuring that these values are not just ideals but tangible realities for all.**

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## **Integrated Care Northamptonshire (ICN) EDI Workstream**

Over the past 20 months, the Inclusive Culture and Leadership Workstream, under the guidance of the ICN People Board, has been at the forefront of driving positive change. They have piloted a Safe To Speak Up listening into action event, which will have representation from over 12 organisations.

They led initiatives such as a four-day Leadership Development opportunity for EDI Leads and Staff Network Leads, virtual drop-in sessions, and self-assessment audits, implemented a reverse mentoring programme with 33 pairs from 10 organisations, and piloted the Carers Digital Package to help managers support their working carers.

Greater engagement with over 200 system colleagues led to the launch of the Diversity Staff Network, which is open to all staff and other networks like primary care and social care.

There has been positive feedback on the reverse mentoring programme, and a detailed evaluation will follow. The creation of the Inclusive Culture and Leadership Workstream (EDI Workstream) made systems partnership work much easier.

**As they continue on their journey, initiatives like Reverse Mentoring and Safe to Speak Up events are paving the way for a more inclusive workplace culture where every individual feels respected, supported, and empowered to thrive.**

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## Changemaker of the Year



### **Bina Kotecha**

Deputy Chief Officer - Culture,  
OD and Inclusion

NHS Leicester, Leicestershire and Rutland Integrated  
Care Board

Bina's dynamic leadership and dedication to advancing key EDI initiatives have created a culture of inclusivity and accountability. She is a cultural competency enabler, a reverse mentor, an active bystander, a 360-degree Feedback Facilitator, an MBTI Step II Practitioner, an Occupational Profiling Questionnaire Practitioner and an ILM Accredited coach.

She has influenced and led initiatives such as a Cultural Competency Programme, Developing Diverse Leaders talent programme, Reverse Mentoring, and Active Bystanders training. She also launched the IDMF EIA Toolkit on independent decision-making and equality impact assessments and delivered the Race Equality and Cultural Intelligence Learning set to the ICS.

Over 4,000 people were involved in the Wellbeing Box campaign that Bina promoted. Forty BAME staff members developed their careers through the Developing Diverse Leaders (DDL) programme and training offered to over 40 Health Inequalities Champions. Over 200 participants across all protected characteristics participated in reverse mentoring. Both race and disability metrics improved over the last year

**Bina's impactful leadership as a changemaker is evident in her relentless efforts to advance EDI initiatives within the system. She champions continuous self-development and inclusive innovation.**

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## The EDI Team

### Birmingham Women's and Children's NHS Foundation Trust

The remarkable achievements of the EDI Team at Birmingham Women's and Children's Hospital, mainly through the By Your Side Programme, have significantly contributed to the organisation's commitment to fostering diversity, reducing inequalities, and promoting inclusive care.

The By Your Side Programme addresses barriers in recruitment, progression, speaking up and retention by pairing staff with protected characteristics with senior leaders. This inclusive and flexible initiative goes beyond traditional mentoring, providing tailored support and opportunities for career development.

Seventy per cent of By Your Side participants reported increased confidence and assertiveness, 50% in strategic thinking, 80% in better networking opportunities, and 50% in seeking new opportunities. All participants would recommend the programme to others.

The Trust has steadily improved BAME representation from 14% in 2021 and 17% in 2022 to 19% in 2023.

**Two standout values exemplified by the EDI Team and the By Your Side Programme are 'innovation' and 'dedication to advancing equality'.**



## **Trish Tsuro and the United Against Discrimination Working Group**

United Lincolnshire Hospitals NHS Trust

In just 16 months, Trish has transformed the RE&CH network and sparked crucial conversations surrounding race and cultural heritage in the Lincolnshire system, while the collaborative efforts of the Working Group, alongside the EDI team and Staff Network Leads, have led to tangible improvements in inclusivity and culture, as demonstrated by staff survey results.

She has influenced campaigns such as Racism Doesn't Belong Here and the See Me First badge scheme as part of their anti-racism approach.

These initiatives have led to increased confidence in incident reporting, a decline in staff-to-staff racism, and improvements in compassion and inclusivity indicators. Three hundred See Me First badge holders have pledged support as part of the anti-racism approach.

There were also improvements in staff experience based on the statement "We are compassionate and inclusive" and "We each have a voice".

**Trish and the United Against Discrimination Working Group have demonstrated ongoing accountability to create a culture of inclusivity, compassion, and equity.**

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## **Subhrajit Das**

### **Jr. Director of Workplace Safety and Employee Development**

Langdale Care Homes Group

Subhrajit influenced policy and training programmes, promoted inclusivity, prevented discrimination, created a safe and respectful environment for staff and residents, and played a pivotal role in inclusive recruitment.

He implemented a zero-tolerance policy for bullying and harassment and reviewed and refreshed the recruitment, promotion, and development processes, including customised support for mental health challenges. Subhrajit also established a talent management programme for underrepresented staff.

After these new projects, employee feedback surveys highlighted improved work-life balance, a sense of belonging, career development opportunities, and a positive work environment.

In addition, employee turnover went down by 20%, productivity increased by 17%, ethnic minority staff increased by 13%, the percentage of long-term employees increased by 65%, and staff felt safer because they could speak up.

**Subhrajit's determination and commitment have created a safe workplace where everyone can pursue a career and have a healthy work-life balance.**

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## EDI Champion of the Year



### **Zaynab Rauf**

#### **Speech and Language Therapist**

Midlands Partnership University NHS Foundation Trust (MPFT)

As a community Adult Speech and Language Therapist at MPFT, Zaynab's journey as a Muslim woman with a physical disability has fueled her commitment to equality, diversity, and inclusion.

Her tireless efforts have developed an inclusive workplace, and an intersectional lens informs her staff advocacy.

Zaynab has influenced the EDI agenda and attitudes to equality data through her membership of a trust-wide working group and actively supporting the Differently Abled Staff Equality Network.

By actively involving local mosques, charity events, and community groups, Zaynab helped to improve access and patient engagement. For example, she influenced practice through her insights into dietary requirements and fasting during Ramadan.

She has impacted staff at forums such as AHP events, trust-wide events, and newsletters and as an equity mentor at Leeds Beckett University.

**Zaynab's dedication to EDI has inspired positive change and paved the way for a more inclusive future.**

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## **Angela Stockwood**

### **Lincolnshire System EDI Lead and Value Our People Programme Manager**

One Workforce Lincolnshire ICS People Hub Team

Angela's focus on staff experience has led to a cultural shift in attitudes towards staff as caregivers from a patient and staff perspective.

She advances equality through active involvement, good stakeholder engagement, and management, with a keen eye for performance and monitoring.

Angela promoted the Belonging Strategy and worked closely with stakeholders to address inequality gaps. She led the Allyship Toolkit launch, aligned with the To Be The Change campaign, and launched a community of practice to tackle racial inequalities and deliver active bystander training.

Three hundred and eight staff completed the active bystander training, and Executives included the training in their appraisals. Three thousand staff viewed the allyship toolkit, and 130 made pledges to be an ally.

All staff who took the bystander training course felt more confident and visible as an ally; 80% felt more confident to speak up, and 40% felt able to be an active advocate. Lived experiences and stories were shared using the human library.

**Angela takes a proactive approach to nurturing compassionate workplace cultures.**



## **Anamika Joshi**

### **Equality and Engagement Manager**

**Northamptonshire Healthcare NHS Foundation Trust**

As an equality and engagement manager, Anamika works closely with the learning and development team, communications team, staff networks, and senior executives. In their role, they spot opportunities for innovation to advance equality for staff.

As a cultural ambassador lead, they recruited ten cultural ambassadors who could support the disciplinary and grievance process. They also designed the in-house training that the ambassadors would offer.

Anamika designed two toolkits: one for the ambassadors and one for the recruiting managers. They are currently coaching eight staff members from minority groups and have created key policies around equality.

Twenty-eight recruitment ambassadors now support interview panels for senior roles from band 8a and above. Anamika also enhanced the effectiveness of staff networks by devising a short strategy for each network, setting up budgets, offering psychological support for network chairs and forming an HRBP link for each network.

**Anamika's initiative increased diversity on panels, reduced bias and discrimination, and boosted efforts to promote inclusive practices and develop further training for senior leaders.**

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## **Laura Cowley**

### **Network Co-ordinator**

The Dudley Group NHS Foundation Trust

As the staff network co-ordinator, Laura has contributed to building an inclusive environment and a workplace where individuals from diverse backgrounds feel valued, respected, and included. She leads campaigns, supports staff network chairs, influences policies and is instrumental in shifting the culture through her strategic positioning of improvement areas.

Laura advocated for an anti-racism policy, organised educational activities to raise awareness and promote understanding and used data to conduct accessibility audits. She implemented projects to improve accessibility and has facilitated diversity and inclusion initiatives through robust employee feedback mechanisms.

The disability and women's networks have grown by 35%, while the LGBTQ+ and EMBRACE networks have grown by 43%. Declaration rates for disability and LGBTQ+ have improved, while Laura's training sessions for international staff have enhanced awareness of unconscious biases, increased cultural competence, and promoted allyship.

**Laura's support for international nurse induction programs, accessibility projects, and diverse training sessions reflects her commitment to positive change.**

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# Inclusive Recruitment of the Year



## LLR Developing Diverse Leadership Team

NHS Leicester, Leicestershire and Rutland (LLR)  
Integrated Care Board

The mission of the LLR leadership programme is to: “create a future where diversity thrives, leadership knows no boundaries, and communities benefit from equitable healthcare outcomes.”

LLR realised senior leaders from global-majority backgrounds were significantly under-represented in the region and the organisation. So, they launched a comprehensive programme to develop future leaders, breaking down barriers to career progression and instilling a culture of inclusivity.

The programme led to increased promotion rates, elevated confidence levels, and enriched career conversations among ethnic minority participants in the first year.

Ninety-six per cent of participants recommended the programme, with 72% reporting better communication with their line managers.

**Everyone who completed the leadership programme reported increased confidence and networking skills. Line managers applaud the programme for its deep understanding of cultural diversity and unconscious bias.**

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## Midlands Developing Aspirant Leaders Programme

NHS England Midlands

The Midlands Developing Aspirant Leaders (DAL) programme was designed for the nursing and midwifery workforce to address barriers to progression and underrepresentation in leadership roles from ethnic minority staff groups.

The programme offers support for 12 months and includes onboarding sessions, a leadership stretch assignment, a writing skills workshop, and the Mary Seacole NHS Leadership Academy programme.

Several initiatives emerged from the programme, including executive-level sponsorship, reciprocal mentoring with sponsors, regional nurse sponsor support, which includes an informal peer network, action learning sets, career development workshops, clinical and non-clinical masterclasses, financial management including a personal budget of £1,500 and talent management such as interview skills and preparation of supporting statements.

Ninety per cent of Cohort 1 participants who took part in the programme secured promotions, and 33% of Cohort 2 gained promotion after completing the programme in November 2023.

All delegates reported a positive experience and growth. Eighty-three per cent of respondents said they improved their networking and financial skills, their social and emotional awareness, and developed more confidence to work with senior leaders.

**The programme participants reported increased job applications, improved skills, and high satisfaction levels, while prestigious awards have recognised their achievements.**



## Langdale Care Homes Group

Elena Martin, Director of Operations and Commissioning

Despite the challenges posed by COVID-19, Langdale Care Homes Group remains committed to inclusivity, diversity, and innovation in the healthcare sector.

A key factor is the involvement and dedication of senior leadership and the HR department, who have played a pivotal role in inclusive recruitment and creating an environment where everyone feels valued and supported.

Across their seven care homes in Derbyshire and Leicestershire, Langdale Care Homes Group seeks candidates from diverse backgrounds, ensuring that staff reflect local communities.

The Langdale Learning Programme offers fully funded courses such as the Healthcare Practitioner Course, while proactive strategies include international hiring programs, sponsorship, relocation packages, and specially designed immersion programmes.

**Langdale Care Homes Group has overcome challenges and is embracing healthcare innovation.**

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## Contacts and useful information

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### **Visit**

<https://www.england.nhs.uk/midlands/wrei/>



# Midlands Inclusivity and Diversity Award Scheme

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