

BUILDING INCLUSIVE LEADERSHIP @ BARTS HEALTH



WELCOMING



ENGAGING



COLLABORATIVE



ACCOUNTABLE



RESPECTFUL



EQUITABLE

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Background

- Barts Health, created on 1 April 2012, brought together a group of five hospitals across four London Boroughs in East London
- 16,000 staff, of which 40% live locally. 50% of workforce from BAME background and 49% disclose as being White/White other
- High levels of local deprivation and inequality (but gloriously rich diversity too!)
- *A challenged but improving Trust;*
 - CQC rating improved from Inadequate 2015 to Requires Improvement 2017
 - Reducing £ deficit
 - Improving staff engagement



Summary Inclusion Challenges

- Trust **WRES** figures for 2014/15 and 2015/16 showed need for change
 - under representation of BAME staff in Bands 7 and above
 - disproportionate representation of BAME staff facing disciplinarys

HSJ Hospital Transformation

- Concerns for bullying

Barts Health Trust

In Association with

MHI

Bullying and race discrimination alleged at Barts, report finds

3 October, 2014 | By [Sophie Barnes](#)

PERFORMANCE: Staff at Barts Health Trust have been subject to bullying behaviour, race discrimination and ill treatment, according to a report commissioned by the trust.

The study of 2,000 employees by Plymouth University's Graduate School of Management also found 23 per cent of respondents considered themselves the subject of gossip or malicious rumours.

Researchers received accounts from Barts' employees of discrimination based on religion, disability, and race - with the latter named as "the most prevalent".

Both black minority ethnic and white staff perceived themselves as being discriminated against.

Barts commissioned the survey, which was carried out between April and June, after a report by the Care Quality Commission described "a perception of a closed culture and bullying" at the trust.



What are we trying to accomplish?

Global Aim:

To improve the representation of BME staff in Senior positions

Specific Aims:

10% increase in number of BME in Bands 7 and 8 by July 2018 ([WRES 1](#))

10% increase in percentage of staff believing that the Trust provides equal opportunities for career progression or promotion ([WRES 7](#))



“ The development programme designed to support Black, Asian and minority ethnic staff had **won national recognition**. ”

Barts Health NHS Trust CQC Report 2017

2017



Barts Health NHS Trust
2017 CQC overall rating

Requires improvement

“

Staff from Black, Asian and minority ethnic groups reported that they felt **more engaged and included**.

”

Barts Health NHS Trust CQC Report 2017



Focus and Method

- Felt we needed to establish and develop a credible programme of activity aimed at staff who identify themselves as
 - i. having hit the ‘ceiling’ or
 - ii. need support in ‘*climbing the glass slope*’ or
 - iii. are experiencing the ‘*sticking floor*’ and need help in pulling free.
- Multidisciplinary steering group drawing from established staff diversity network
- An empowering programme of practical and motivational workshops was co-designed and delivered by a leading life coach
- Data collection for baseline and evaluation
- Embedding a Quality Improvement (QI) approach
- Developed a film on BME experiences to share with everyone



CAREER DEVELOPMENT WORKSHOPS

- Each cohort member participates in a series of three half day workshops covering:
 - Personal Effectiveness;
 - Career Planning and
 - Job interview skills
- Participants include both clinical and non-clinical staff ranging from Bands 2 to 8c. The workshops take place across all sites
- A member of the senior leadership team attends at least one of the three sessions to share the story of their career journey
- Annual celebration / graduation event



- 293 participants across 20 cohorts
- 59 participants have been successful in achieving higher bands since completing programme (20%)
- Some participants are on secondments, attending NHS Core Leadership Programmes such as Edward Jenner, Ready Now and Mary Seacole
- One participant presented in Cape Town South Africa to the International Scientific Committee of the World Confederation of Physical Therapy
- Another participant has been interviewed by the Nursing Times
- Other achievements include pursuing Masters programmes, CIPD, writing articles for Nursing publications including Journal of Community Nursing
- 1 participant passed her driving test and attributed this to her new found confidence!

WIDER IMPACT

Headcount	Clinical		Non-Clinical		Total		BME Change from 2016 to 2017
	2016	2017	2016	2017	2016	2017	
Total BME afc 6 March	1352	1341	121	148	1473	1489	+16
Total BME afc 7 March	706	708	62	63	768	771	+3
Total BME afc 8 March	142	150	146	184	288	334	+46

We recognise that the positive results reported sit within the wider context of activity going on within the organisation, however the number of transitions to higher bands i.e. reported moves from Bands 4 to 8 provides us with the confidence that this intervention is making a difference.

Nursing Times Awards 2016





Lessons learnt



Barts Health
NHS Trust

- **Leadership buy-in** and **visible leadership** required for promotion of equality and inclusion in the workplace
- **Staff engagement** and **involvement** is key for the development of effective and sustainable staff development programmes
- **Effective communication** of **rationale** required for significant take-up
- **Career Development** and **Talent Management** are highly effective for retention and wellbeing of staff
- Value of **staff networks & collaborative working**



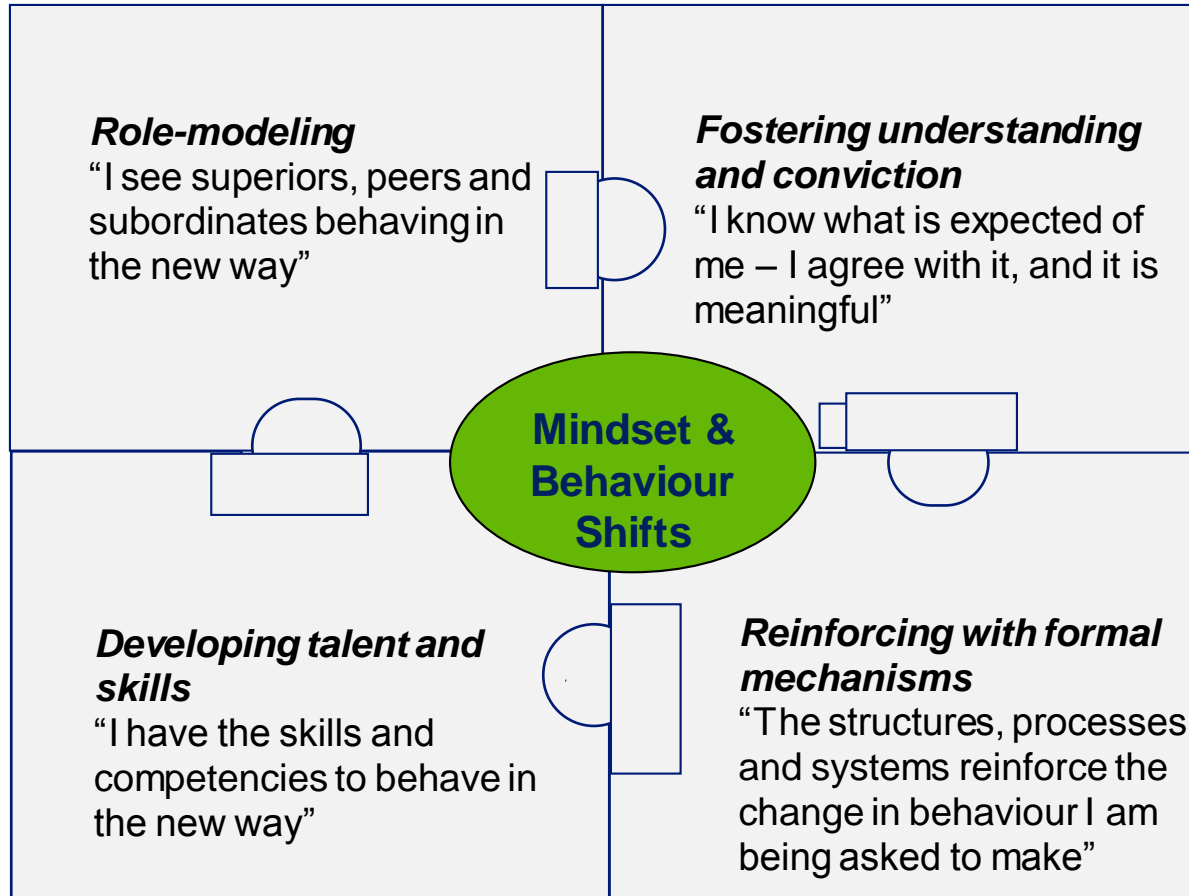
... and the Challenge



We recognise our need for systemic change to make a further step change

Systemic change

There are a number of levers to help build effective working across the model



System change - looking ahead

Leadership

- Inclusion Boards, chaired by Executives, joined by networks
- iLab pilot site; compassionate leadership

Fairness

- Disciplinary triage process
- Recruitment selection processes

Progression

- Career Development Programme
- Careers Service

Psychological Safety

- Measurement pilot
- Speaking up services
- Staff led change



Our ask of partners

Pan London HRD and I&D Networks:

- Agreed in Dec 17 to test and evaluate models for change in disciplinary process
- Ambition to neutralise likelihood of disciplinaries by April 2021
- Scoping recruitment programme

The Equality and Diversity Council:

- Amplifying good practice and innovation across the country
- Focus support for intervention, incentivising collaboration on local priorities



Finally

Although we can see
some positive changes,
we recognise that we
have a long way to go

We are enrolling new
help, all the time

#BAME challenge

Thank you



Picture: Speaker of the House of Commons #BME Challenge – July 2017

