

Workforce Race Equality Standard (WRES)

Experts programme cohort one biographies



March - November 2018



The aim of the NHS Constitution is clear, to treat everyone, regardless of background with kindness, respect and care. The WRES is built on the values of the constitution and aims to ensure that all members of staff regardless of background have the opportunity to be the best that they can be. The evidence is that closing the gaps on workforce race equality in the NHS improves patient care, patient safety and patient satisfaction, saves money and saves lives



Yvonne Coghill CBE, OBE, FRCN (Hon) Fellow KCL, Hon DUni (Bucks)
Director, Workforce Race Equality Standard Implementation
NHS England

Foreword



I am delighted to introduce you to the first cohort of WRES experts that have completed the WRES experts programme and are an unmatched resource to support the system to embed best practice with regards to race equality.

As WRES experts they will support your organisation and the wider health economy in your area to improve race equality and fairness in your patch and in so doing, as the evidence shows improve patient care, patient satisfaction and patient safety.

We look forward to working with you to effectively embed the WRES across the NHS.

Yvonne Coghill CBE, OBE, FRCN (Hon) Fellow KCL, Hon DUni (Bucks)
*Director, Workforce Race Equality Standard Implementation,
NHS England*

The NHS Workforce Race Equality Standard

The NHS Workforce Race Equality Standard (WRES) was introduced in April 2015 to ensure employees from black and minority ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

Through the collection of data against the nine WRES indicators, the programme has helped NHS trusts to hold up a mirror with regards to their performance on this agenda. Work has been focused on enabling trusts to understand what they need to do to improve workforce race equality and embed the WRES within their organisations.

Phase one of the WRES focused on supporting the system to understand the nature of the challenge we have with regards to improving race equality. Almost one in five NHS staff in England is from a black and minority ethnic (BME) background. Yet research and evidence show that the treatment, representation and opportunities of BME staff in the workplace often do not match the values and principles that the NHS represents; a fair and equitable health and care system for all.

This is important because overwhelming evidence shows that a valued, included and supported workforce delivers high quality patient care, improves patient satisfaction and patient safety.

Phase two of the WRES began in April 2017 with the agreed priorities over the next two years:

Enable people to work comfortably with race equality by developing effective communications and engagement on the need to shift the deep-rooted cultures of race inequality in the system, learn more about the importance of equity and to build NHS capacity and capability to work positively with race.

The continuous embedding of accountability to ensure key policy levers have race equality built into their core, so that eventually workforce race becomes everyday business.

Finally, we will continue to work to evidence the outcomes of the work we have done and are doing, publishing data and intelligence and supporting the system by sharing replicable good practice. Like Phase one, phase two of the WRES is built on the values of the NHS constitution, and its aim is simple, to close the gaps in workforce race equality across the NHS and in so doing improve patient care, patient safety and patient satisfaction, it will also improve staff engagement, reducing the cost of continuous rounds of recruitment and high agency costs due to people leaving the service.

This next phase of the programme focuses upon sustainability of the WRES and spreading replicable good practice at local level. With those points in mind, we have developed a WRES experts programme which aims to equip NHS organisations with in-house expertise to improve workforce race equality.

About the WRES experts programme

The WRES expert:

- is conversant and an expert on all aspects of the WRES and is equipped to share that knowledge with others to effect change.
- has a wealth of knowledge on best practice in implementing WRES and is aware of the latest evidence in what works in closing the race equality gap.
- has an in-depth understanding of how the WRES indicators were developed and how they work with your organisation and the NHS.
- has developed and improved their ability to confidently and clearly articulate the reasons for workforce race equality and implement change.
- is part of a network of professionals across the NHS who will advocate, oversee and champion the implementation of the WRES and improving the experiences of BME staff and patients.
- has increased knowledge, capacity and confidence to lead strategies for systemic and cultural change that will embed the WRES within your organisation.
- is able to explore the understanding of the psychology of individuals within organisations as a means of gaining greater understanding of individual responses to diverse existence - racial identity, multicultural competence.
- has a deep understanding cultural intelligence and competence enhancing the expert's ability and capability to work effectively in culturally diverse situations.
- has unique personal influencing and negotiating skills to use day-to-day that will inspire confidence with senior leaders and the workforce about the potential for change.

East Midlands



Name: Diana Belfon

Title: Equality and Inclusion Manager / Project Manager

Organisation: Northamptonshire Healthcare NHS Foundation Trust

Contact: diana.belfon@nhft.nhs.uk

Prior to joining the NHS in 2003, Diana worked for an international company in the commercial industry. She has acquired over 30 years' experience in business and administration. Since joining the NHS, she has held various management and leadership roles.

She is proud that her role currently has a clear focus on promoting and driving forward the equality agenda, of which she is very passionate about. This role includes chairing the BME network, co-chair along with the trust chief executive of the diversity network

group and freedom to speak up champion amongst many others.

As co-chair of the East Midlands Leadership Academy - 'Visible Leaders Network for BME staff'. Diana's diverse involvement has enabled her to evolve into a visible champion for BME staff. Equality is important to her and is driven by a strong desire to go beyond the ordinary to make a difference. Her goal is to leave a legacy of enabling and empowering BME staff within the NHS and that their talents are not undervalued or underestimated.



Name: Tim Couchman

Title: Equality, Diversity and Inclusion Lead

Organisation: United Lincolnshire Hospitals NHS Trust

Contact: tim.couchman@ulh.nhs.uk

Tim is the professional lead for equality, diversity and inclusion in a multi-site acute NHS hospitals trust. Here he provides strategic, inspirational leadership and expertise for

all matters relating to equality, diversity and inclusion.

Following a career in business management for a German multi-national organisation, he trained and was ordained as a minister of religion. After three years in the parish, he joined the NHS as a hospital chaplain. He enjoyed five years as a chaplain, before taking in the role as senior chaplain at United Lincolnshire Hospitals NHS Trust. Serving in the chaplaincy for a total of 16 years, during which time he undertook national chaplaincy roles around recruitment and led significant non-chaplaincy related projects for the hospital's trust.

In 2016, he was asked by the trust to take on the equality, diversity and inclusion role

initially as a project manager, which then became a substantive position.

"Good chaplaincy is about fairness and respect and as a person who is passionate about fairness and justice, there has been a logical progression from chaplaincy to the equality lead role".

Tim is delighted to be on the WRES expert programme and is looking forward to enabling and supporting improvements in the trust's WRES work locally and providing leadership as a WRES expert to the East Midlands Equality Leads forum.

"If I were to sum up equality, diversity and inclusion in one

word, it would be 'fairness'. The WRES has highlighted that sadly, for a whole range of reasons, unfairness still exists in the NHS in relation to race. As a WRES expert, I want to work

with our black and minority ethnic staff network and our trust leadership, to improve the experience of our staff, and thereby ultimately improve the experience of our patients."

In his spare time Tim enjoys attending his local gym and travelling.



Name: Monica Jacot

Title: Equality and Diversity Lead

Organisation: Cambridge University Hospitals NHS Foundation Trust

Contact:

monica.jacot@addenbrookes.nhs.uk

Monica has 30 years' experience working in the NHS since graduating at Leeds University where she studied history and politics. Monica is a chartered member of the Chartered Institute of Personnel and Development (CIPD) and has a qualification in equality, diversity and inclusion management. She has worked in a variety of HR operational, policy and project roles including responsibility for workforce equality. Since 2007, she has been leading on service and workforce equality, diversity and inclusion, implementing EDS2 and the WRES at Cambridge University Hospitals (CUH).

Monica works with senior leaders and staff diversity champions of various staff networks. She is involved with LGBT and straight alliance, the "It's Not Just You" mental health staff support group, Time to Change group, CUH Women's network and the CUH black, and minority ethnic (BME) staff network. The BME staff network was officially launched in July 2017 after a series of focus groups that were held jointly with board of directors to coproduce the latest WRES action plan.

Monica is passionate about ensuring her trust is a personal, fair, diverse service and workplace where everyone counts. She has valued being part of the NHS Employers diversity partner programme in 2010/11 and 2017/18. She is keen to continue learning, sharing knowledge and actively engaging in building relationships with networks locally and nationally.



Name: Su Lapper

Title: Project Nurse

Organisation: University Hospital of North Midlands NHS Trust

Contact: su.lapper@uhnm.nhs.uk

Su Lapper came to the United Kingdom in the 1970s from Malawi in Africa, but of Indian origin. Her parents who were teachers had been invited to seek new opportunities and relocated the family on two occasions. Nursing was a natural choice for Su according to her parents, as from the age of seven she talked of little else, and to finally get the qualifications and wear the staff nurse's uniform was not only a proud and emotional moment for her, but also for her parents. Sadly the achievement of becoming a ward sister was something her father was not able to see.

Su currently works as a project nurse and started working for the Royal Stoke in 1984.

She started out as an enrolled nurse and quickly progressed onto becoming a registered nurse, she worked in many specialties including acute surgery and medical admissions and became a senior staff nurse.

Su was then head hunted for a sister's post in respiratory medicine on a 12 months secondment which resulted her being offered a permanent post.

Su has always worked for the NHS, developing leadership skills and qualifications, acting as a senior lead and supporting staff in their leadership development. A key achievement has been the ability to take on failing wards and departments and turning them around. During the early part of 2004, she was once again head hunted to work with colleagues from the Department of Health to tackle the infection issues facing the trust and in particular the endemic issues with C-Difficile which she was able to bring under control within two years.

Being involved in the trust's ethnic minority work, engaging the wider community and raising the profile of BME staff has added to another element to the role meaning she can work at all levels. Supporting staff through work stress and employment issues adds a sense of satisfaction to an already challenging role. She feels strongly that as a nurse there she uses this opportunity to provide care and compassion to all her patients. She also takes this opportunity to show the same care and compassion to her fellow colleagues and is keen to develop this further as her role and involvement with WRES increases.



Name: Jackie Moore
Title: Assistant Director of Workforce Planning, Compliance and Governance
Organisation: East Midlands Ambulance Service NHS Trust
Contact:
jackie.moore@emas.nhs.uk

Jackie has been in the NHS for 30 years starting within an ambulance control centre before working through patient transport service and progressing to become a paramedic. Her passion for delivering quality clinical care has seen her become one of the first emergency care practitioners (ECP) in 2004. As an ECP she has worked with GP practices, accident and emergency (A&E) services and walk in centres delivering clinical care and developing services to meet the increasing demands of urgent care. In 2007, she moved into an education manager role

becoming more focussed on workforce development leading her to her current role. Jackie's portfolio today centres around workforce development, planning, clinical education, quality compliance and metrics.

She has responsibility for the equality agenda within her trust, including the production and delivery of the WRES and associated actions.

Her role enables her to have direct access to the trust board and associated committees to raise awareness and deliver equalities in the right way.



Name: Ema Ojiako
Title: Deputy Director of People and Culture
Organisation: East of England Ambulance Trust Work
Contact:
ema.ojiako@eastamb.nhs.uk

Ema Joined the NHS in 2014 from a private sector background in private healthcare, food retail and facilities management.

She is a strong HR generalist with a BA (Hons) in Marketing

with Business Information Systems, a master's degree in human resource management and is a fellow of the Chartered Institute of Personnel and Development (CIPD).

Alongside her full time role she is also a lay member of the Employment Tribunals Service (ETS) participating alongside the judge and second lay member in the resolution of tribunal cases at public hearings.

Ema is passionate about people and seeing them reach their full potential. Given that many spend the majority of their time in the workplace, she is committed to ensuring that organisations are working in ways that bring out the best in their teams.

"People are the greatest asset in any organisation, and I feel

privileged in my role to be in a position of influence to drive strategy and change to make working lives better, and I'm excited about the role the equality, diversity and inclusion agenda plays in this".



Name: Sabrina Richards

Title: Equality and Inclusion
Business Partner

Organisation: Midlands and
Lancashire Commissioning
Support Unit

Contact: sabrinarichards@nhs.net

Sabrina has a background in senior roles in the public, private and voluntary sector, including the NHS and local government.

Sabrina's area of expertise is in organisation development and inclusion and diversity and this is what she is most passionate about: the ability to support people to grow in their leadership roles and helping them to achieve their career goals.

Sabrina's experience has enabled her to easily connect with people from different backgrounds and at all levels across organisational boundaries. Sabrina is a very engaging and approachable individual who easily connects vision and strategy with concrete actions and results.

She has led on several successful organisational strategic programmes such as

the NHS Staff Survey, achieving a response rate of 68% over a period of considerable organisation change and has designed and delivered positive action programmes for underrepresented groups which has resulted in several BME staff obtaining promotions or finding senior roles with different organisations. She has also gained experience in setting up successful BME staff networks and is passionate about race equality. In her professional career as an executive coach and senior manager, Sabrina has refined and developed her technical skills over time and is always keen to learn new skills and take on new challenges.

Sabrina has had several years' experience of coaching individuals in the work place by carrying out one to one coaching sessions, action learning set facilitation, and is a 360-degree feedback facilitator. Sabrina has also worked with board members across the NHS, local government and charity sector and is passionate about helping people to realise their potential.

Sabrina's particular passion and interests are travelling, yoga, meditation and zumba.

Training and qualifications;
Executive coaching, mentoring skills, 360 degree feedback facilitator, action learning set facilitator, BA (Hons) Modern Languages, post graduate diploma in management studies.

London



Name: Harjit K Bansal

Title: Equality and Diversity Manager

Organisation: North East London NHS Foundation Trust

Contact: harjit.bansal@nelft.nhs.uk

Harjit is the equality and diversity (E&D) manager in the trust, and has been in this post since 2010. She has worked in the NHS for 25 years, securing her first job in child and adolescent mental health

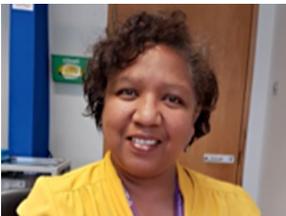
services (CAMHS) in Newham, after migrating from Kenya.

She first came to North East London NHS Foundation Trust (NELFT) in 2004, as a clinical governance manager and patient engagement. Harjit is passionate about the equality agenda, and is privileged that the trust is committed to equality and diversity and that she still holds the position as an E&D manager in public sector organisations, where many trust have opted to omit these posts as part of their saving strategies or restructures.

She is the WRES lead in the trust, and has won various awards for the development and implementation of the trust ethnic minority staff network strategy. She has an honours degree in public

sector management which she achieved at City University, later in life (in fact when she was pregnant with her second child). Currently working to have systems in place to improve diversity at senior levels within the organisation, improving diversity monitoring of our patients, to monitor the health inequalities, and ensure that the needs of our patients are appropriately met. Recently she has undertaken a certificate in mediation, so that she can support staff through an informal process of resolving conflict.

She is engaged in various initiatives in the trust and somehow manage to make links with these with equality and diversity. Working hard to ensure and strive for better ways of working.



Name: Sandra Bennett

Title: Lead Nurse: Integrated sexual health

Organisation: Barts Health NHS Trust

Contact: sandra.bennett@bartshealth.nhs.uk

Sandra currently works as the nurse manager for the Integrated Sexual Health

Service at Whipps Cross and Newham University Hospitals. She has qualifications in general, psychiatric and community nursing. She is also a non-medical prescriber as well as a lecturer and clinical tutor, having obtained her post graduate certificate in education. She is very active in the continued education of all staff especially nursing staff within the BME group.

Sandra will say that her post graduate diploma in leadership and innovation has been instrumental to contributing to her confidence in leadership roles and leading her teams to

many successes for example being recognised as a finalist in the NHS Leadership awards for providing excellent patient experience. Having been in the health system for 30 years she has acquired a substantial amount of experience that she uses to give back to the organisation in terms of leadership, staff development and mentoring individuals. She is very passionate about the empowerment of people and is aware of the issues facing the BME community in the workplace and her mission is to empower as many people as she can to achieving or realising their best potential.



Name: Arleen Brown
Title: Equality & Inclusion Manager
Organisation: Croydon Health Services NHS Trust
Contact: arleenbrown@nhs.net

Arleen's career began in local government and she has a background in housing management. She qualified as a housing practitioner in 2003 and obtained a BA (Hons) in Housing Management and Development; and the Institute of Housing Test of Professional Practice.

During her career in local government she worked in many departments leading on equality and diversity namely, housing, education, social services and planning. During this period she completed many equality accreditations and assessments, with peer local authorities. Over the years she has developed a full understanding of the strategic and financial operations of central government, and the role of other government agencies. As a manager in local government, she has worked with many councillors and members of parliament, which has provided her with invaluable insight into politics locally and regionally.

After 24 years of working in local government Arleen joined the NHS where she currently works for Croydon Health Services NHS Trust in the human resource department.

She is the equality and inclusion manager which covers service delivery and staffing. An active learner, she is currently in her second year studies for a MA in Human Resource Management and CIPD 7, which she hopes will assist her in furthering her career.

Arleen is extremely passionate about addressing inequality and working towards an inclusive society, where all people can be the very best they can, regardless of their socio economic status and race.

She is very enthusiastic and feels honoured to be part of the journey to improve the experience of BME staff in the NHS. She hopes that she is able to bring her past experience, as well as the new learning from others to make a difference to improve outcomes for staff, patients and other service users in the NHS.



Name: Dr Christopher Gonde
Title: Senior Liver Transplant Scientist
Organisation: King's College Hospital, NHS Trust Foundation
Contact: chrisgonde@nhs.net

Dr Christopher Gonde is a senior liver transplant scientist at King's College Hospital NHS Foundation which is the largest liver transplant centre in the UK. He is published widely and has presented scientific work at national and international conferences. He is also a member of the Royal College of Pathologists, British Transplant Society, British Immunology Society and the British Association of Study of the Liver.

Dr Gonde is actively involved in the local community and has campaigned for free

healthy school meals in Southwark as a means of promoting healthy eating to combat obesity among school children. For over 15 years he has supported, fund raised and championed Refugee, a charity supporting women and children experiencing domestic violence. When he was a local authority councillor he campaigned and championed issues affecting BME communities. In the council he held several positions including chair of standards committee, planning committee and vice chair of community council. From 2010-2015, he was a

director of London Mutual Credit Union where he played a pivotal role to its expansion becoming one of the largest credit union in the UK with assets in excess of £25m and thirty thousand membership.

Dr Gonde is vice chair of the BME network at King's College NHS Foundation Trust.

Dr Gonde resides in London, with his wife and two children who attend a local school

where he is governor and chairs the finance committee. Dr Gonde has run over 12 London Marathons raising funds for charity.



Name: Anthony Jemmott

Title: Community Matron

Organisation: Camden and Islington NHS Foundation Trust

Contact:

anthony.jemmott@candi.nhs.uk

Anthony qualified as a registered nurse in mental health in 2001 from St Bartholomew's School of Nursing and Midwifery (City University) and has been practicing since then. He works as a community matron. Since 2006, he has been an independent nurse prescriber in mental health and runs a nurse led, prescribing clinic at a GP practice.

He leads on the integration of physical health and mental health. He holds a BSc (Hons) in Medical Biochemistry

from King's College London, advanced diploma in family focused interventions and a Professional Graduate Certificate in Post Compulsory Education (PGCE). He is also a registered mentor with the London NHS Leadership Academy and leads on professional development of nurses and return to practice nurses within the division.



Name: Agatha Nortley-Meshe

Title: GP and Assistant Medical Director

Organisation: London Ambulance Service NHS Foundation Trust

Contact: agatha.nortley-meshe@lond-amb.nhs.uk

Agatha is a practising GP in south London and an assistant medical director at The London Ambulance Service (LAS) where she leads on integrated urgent care. She has a wealth of experience in clinical leadership, clinical governance and service redesign.

As co-director of Doctors Advancing Patient Safety (DAPS) Global she has presented nationally and internationally on patient safety, leadership and quality improvement, delivering training and empowering frontline staff to improve patient care.

Between 2011 and 2016, she provided mentoring to women from several different countries via the Cherie Blair Foundation for Women.

Agatha chairs the LAS black and minority ethnic (BME) forum and is LAS clinical lead for WRES. She also sits on the national ambulance BME forum. Her passion for race equality began over 20 years ago supporting the Southwark Diocese Race Relations Commission and African Caribbean Education and Resource Centre (ACER) organising events and workshops for young people.

From 1998 to 2006, she was a member of The First Martin Luther King 12 - championing race equality and organising annual Martin Luther King Memorial Lectures. She

was secretary of the African Caribbean Medical Society from 2004 to 2008.

She is looking forward to completing the WRES expert

programme, building networks and really making a difference to BME staff experience and opportunities in the NHS.



Name: Sinead O' Neill

Title: Senior Nurse Workforce, Regulation & Revalidation

Organisation: Imperial college Healthcare NHS, London

Contact: sinead.o'neill1@nhs.net

Sinead joined the Nursing Directorate team as senior

nurse workforce, regulation and revalidation in April 2018.

In this role she supports and assists in shaping the nursing workforce for the future at Imperial College Healthcare NHS Trust. Similarly, the role ensures that all aspects of the Nursing and Midwifery Council (NMC) code are adhered to across the organisation.

She has a background as an advanced nurse practitioner, working in sexual health and HIV for over 15 years, of which 12 years have been with Imperial College Healthcare NHS Trust.

She has a vast experience in operational and people management as well as clinical leadership roles working with small and large teams.

Sinead has a passion for education and supporting the development of staff, ensuring that it is fair and equitable at all levels.

She has undertaken a master's degree in healthcare management and education and is currently a faculty trainer supporting medical and nursing colleagues working in the areas of sexual and reproductive health.



Name: Loverne Oredeko

Title: Senior Nurse – Women's Services and Head of Nursing - Gynaecology services

Organisation: Royal London Hospital, Barts Health Trust

Contact:

loverne.oredoko@bartshealth.nhs.uk

Loverne has over 30 years' NHS experience both in clinical and leadership roles across NHS acute and community based services. She is currently the lead nurse for violence against womens and girls and for gynaecology network at the Royal London Hospital.

She has led numerous nursing teams through major services redesigns and hospital mergers, her nursing teams have won various achievement awards for nursing innovation and excellence in clinical care.

Loverne is a mentor and also teaches on staff developmental

programmes. She has completed post graduate leadership courses at City University London and the NHS Leadership Academy. Loverne is wholeheartedly, passionate about equality, equity within the workplace and defines herself as a bold catalyst for positive change; she is deputy chair of equality and inclusion working and a member of the trust BME subgroup.

Loverne's career is dedicated to supporting NHS staff becoming masters of their own destiny and breaking through possibility blindness of unfilled career ambitions. She

encourages staff to see their potential for progress and fulfilment.

Loverne also supports cancer research charities and nurse education internationally. She is a student of Napoleon Hill,

Lisa Nichols and Simon Sinek teachings.



Name: Manal Sadik

Title: Head of Equality, Diversity and Inclusion

Organisation: Guy's and St Thomas' NHS Foundation Trust

Contact: manal.sadik@gstt.nhs.uk

Manal's career in health and social care started in 1995 working in a specialised residential school for children with autism. This passion for helping people continued and she went to work as a rehabilitation assistant in the Royal Hospital for Neuro-disability. This appointment further fed her interest in people and how sudden trauma to the brain could manifest in various forms and behaviour.

In 2000 she joined Sure Start as a project manager with a particular focus on supporting families with children under four who had English as an additional language. This was the pivotal point in her career as she discovered she had a real passion and

need to tackle inequalities in health, education and its social impact. Since joining Guy's and St Thomas' in 2004, her portfolio has grown from establishing the language and accessible support, to managing the trusts ward clerks and outpatient service. With all her roles, her focus has been in ensuring all patients received fair and equitable access to service, information and care. Over the years her reputation and responsibility grew trust wide and she became the responsible person for accessible communication and the patient equality lead.

In 2017, Manal was asked to cover for the associate director of equality and human rights. This role expanded on her current remit including workforce equality.

In April 2018, Manal was appointed as head of equality, diversity and inclusion for staff and patients. She prides herself in making a positive difference and ensuring every person has a voice. She has worked hard in building up a reputation of always being fair, always striving to be the best, and respecting everyone.

Manal is Arabic with a passion for travelling and experiencing and exploring other cultures. She has a BSc

(Hons) Psychological Sciences and a master's degree in management as well as being a WRES expert and championing WRES at her trust.



Name: Dan J Whalley
Title: Equality & Human Rights Lead
Organisation: NHS North and East London Commissioning Support Unit
Contact: dan.whalley@nhs.net

Dan has held senior roles in equality, inclusion and human rights for over five years working for a range of provider and commissioner NHS

organisations. Currently, he is working for NHS North and East London Commissioning Support Unit with responsibility to support Northamptonshire NHS Commissioners with their equality, diversity and inclusion (EDI) duties. This includes regular work with the clinical commissioning group (CCG) senior leaders in embedding the EDI across their functions and in the wider system including sustainability and transformation partnership (STP) and transformation agendas.

Dan has a passion for EDI work and constantly working to constructively challenge practices to further support inclusive practices in service delivery and professional

working relationships. Dan considers the WRES experts programme as a key activity to build on better working practices across the system. Working with CCGs, he supports them to understand their WRES position, not only as an employer but as commissioners for their region.

As a participant on this WRES experts programme, he is very much looking forward to collaborating with others on the programme and wider to influence inclusive practice across the NHS, including CCGs he work directly with, and his CSU and EDI colleagues.

South East



Name: Sharon Akinkunmi
Title: Specialist Practitioner Psychologist and Chartered Counselling Psychologist
Organisation: Essex Partnership University Trust
Contact: sharon.akinkunmi@nhs.net

Sharon is a chartered counselling psychologist and practitioner psychologist

with the Health Care Professionals Council (HCPC) and associate fellow of the British Psychological Society (BPS). Her experience in mental health spans over 20 years, working with children, young people, adults and the elderly from diverse backgrounds, in various contexts - inpatient, low secure, community and educational settings.

She has over ten years of management experience working in the public and private sector, managing a youth counselling service and working as a psychologist in a private secure hospital. Sharon currently works in the NHS as a specialist practitioner psychologist. She has worked

with people with moderate to severe mental health, learning difficulties, autistic spectrum conditions (ASC) including older adults with dementia and their carers.

She is also the vice chair of the black and minority ethnic (BME) network in her trust and presently a participant on the WRES expert programme. The programme involves, raising awareness about the WRES amongst staff and senior leaders. As well as looking at practical solutions within her working environment in relation to the WRES. This is in order to help close the gaps between the BME and white staff experience in relation to the nine WRES indicators.



Name: Pami Bains
Title: Assistant Director of HR, Business Partnering
Organisation: Ashford and St Peter's Hospitals NHS Foundation Trust
Contact: pami.bains@nhs.net

Pami is a chartered member of the Chartered Institute of Personnel and Development (MCIPD) with over 15 years'

experience of working in the public sector. Pami is a generalist HR professional with significant demonstrable experience in areas of project management, workforce transformation, TUPE, policy writing, OD, trade union negotiation, complex employee relations cases and employment tribunal cases. She has a track record of successfully leading large scale change programmes working in partnership with trade unions and in collaboration with management.

As the assistant director of HR, she leads the HR business partnering function, an internal consultancy, advisory and support to the divisional and corporate teams across a

number of hospital sites with around 4,000 strong workforce. Amongst other things Pami provides senior leadership to clinical teams in relation to workforce implications of clinical service transformation and leads on policy development, pay and conditions negotiation and staff side interface.

She is passionate about inclusion and is the operational workforce equality and diversity lead. She provides the overall support for the programme including WRES implementation across the trust. Pami is a trained Sixteen Personality Factor licensed psychometric practitioner, Myers Briggs step one practitioner, mediator and coach.



Name: Gemma Genco
Title: Head of Equality, Diversity and Inclusion
Organisation: University Hospital Southampton NHS Foundation Trust
Work Contact: gemma.genco@uhs.nhs.uk

Gemma is head of equality, diversity and inclusion at University Hospital Southampton NHS Foundation Trust. She received her

bachelor degree with honours in business and international management from Oxford Brookes University in 2000, which included a semester studying at the Copenhagen Business School, Denmark. After completing her degree Gemma volunteered in Akrodie, Ghana, living with a Ghanaian family and working alongside the village elders setting up a vocational centre for young people. Gemma completed her post graduate in 2005 with an MSc Social Development, Planning and Management from the Centre for Development Studies, from the University of Wales. Her thesis, "Fertility Declines with Urban Experience – An Urban Myth? A Case Study of Ghana" was published

shortly after. She began her career as a community development worker for BME communities in Bournemouth and Poole, working for Dorset Healthcare NHS Foundation Trust delivering the NHS Race Equality in Mental Health agenda. Gemma was promoted to equality and diversity manager for Dorset Primary Care Trust (PCT) and subsequently moved into the further education sector as equality, diversity and community engagement manager for Bournemouth and Poole College. Gemma also undertakes consultancy work around equality, diversity and inclusion. With a passion for culture, travel and equality Gemma is championing WRES at her trust.



Name: Barbara Harris
Title: Head of Equality, Diversity & Inclusion
Organisation: Brighton & Sussex University Hospitals NHS Trust
Contact:
 barbara.harris@bsuh.nhs.uk

Barbara has been the lead for equality, diversity and inclusion within Brighton and

Sussex University Hospitals NHS Trust for 11 years. In 2007 she started a six month secondment as an equality, diversity and inclusion advisor, and has through promotion moved in to this senior management position as head of equality, diversity and inclusion, and manages a small team. Barbara works to support the local workforce of over 8,000 staff and a patient base of approximately 500,000 covering Brighton & Hove and Mid Sussex (as well as patients from East and West Sussex who may require specialist cancer services).

Barbara became interested in equality issues (specifically

race) whilst working as an administrative assistant within the organisation, through reading up on the race equality legislation and consequently became the first chair of the black and minority ethnic network in 2002/3. Whilst in that role she became more aware of the wider equality issues and worked to increase her knowledge through staff and public engagement events.

Since 2010 she has led on eight of the protected characteristics and look forward to having the full remit on nine during 2018/19.



Name: Vicky Kypta
Title: Practice Development Lead
Organisation: South East Coast Ambulance Service NHS Foundation Trust
Contact:
 vicky.kypta@secamb.nhs.uk

Vicky started working for the ambulance service in 1997 as a technician before becoming a paramedic in 2000. During her career she has been fortunate enough to

spend three years working on helicopter emergency medical service (HEMS) covering Kent, Surrey and Sussex. Since then, she has qualified as a specialist paramedic in urgent and emergency care working on a single response vehicle for five years. After five years, she found working alone too isolating and went onto spending a couple of years working in the emergency operations centre providing clinical advice to crews out on the road.

For the last four years she has worked in the clinical development team, initially looking after the trust's specialist paramedics and now working on practice development and is the falls prevention lead for the trust.

She is currently in her final year of studying for her master's degree which will enable her to become an advanced paramedic.

Outside of work, she has a newfoundland dog called Kitty who is trained in water rescue. They travel all over the south east of England for water rescue displays and meet and greet events where people can meet the dogs and learn all about the newfoundland breed. She is also a volunteer crew member of my local RNLI lifeboat station in Whitstable.



Name: Nolan Victory
Job: Equality Human Resources Manager
Organisation: Berkshire Healthcare NHS Foundation Trust
Contact:
nolan.victory@berkshire.nhs.uk

Nolan has been championing equality, diversity and human rights issues for over 20 years with a proven track

record of achieving change in public and voluntary sector organisations.

Nolan has worked with all key stakeholders internally and externally within organisations to develop models of excellence and best practice around equality and inclusion linked to bottom line business benefits and organisational vision and values.

Nolan is presently leading on a change management project called Making It Right. The programme is aimed at removing some of the inequities faced by black and minority ethnic (BME) staff in Berkshire Healthcare NHS Foundation Trust. He plans to extend the programme to

other staff groups who share a protected characteristic with a vision to mainstream to all staff.

He holds Bachelor of Arts (BA) and Bachelor of Law (LLB) degrees and is presently the vice chair of the Health and Social Care Black and Minority Ethnic Network, a national body that advocates for the rights of BME staff in the NHS.

He is also a trustee of the Clitoris Restoration and Fistula Repair Fund, a charity that advocates against the practice of Female Genital Mutilation (FGM).

West Midlands



Name: Daniele Jean Brennan
Title: Recruitment Engagement Officer
Organisation: West Midlands Ambulance Service NHS Foundation Trust
Contact:
daniele.brennan@wmas.nhs.uk

Daniele is the recruitment engagement officer for West Midlands Ambulance Service NHS Foundation Trust (WMAS). She is involved in the implementation of the WRES, working with internal and external partners, to promote WMAS as an employer of choice to BME communities, and must encourage them to apply. Tasked with increasing the percentage of BME candidates who apply, are shortlisted, and are successful at interview, Daniele is an executive board member of the WMAS BME network "one", and a member of the Equality, Diversity and Human Rights steering group chaired by chief executive, Anthony Marsh.

Born to parents who immigrated from Jamaica and Ireland in the 1970's she is a first-generation British born dual heritage member of society, with a true belief in equality for all, irrespective of race, religion, socio-economic background, or whichever protected characteristic people "fall" under.

She started her career in the public sector in 2016, working for local council recruiting people from BME backgrounds, and working with local government incentives, to help those who were not "British born" to obtain employment with the council. This spurred her

interest in tackling inequalities in employment for BME members of staff, and since joining WMAS, she has specifically been focusing on BME communities.

Daniele studied law at Coventry University, and since leaving in 2014, she has had

various roles in recruitment and workforce planning, with most of her time being spent in public sector. Although relatively new to equality and diversity, Daniele will become a leader in this field for the NHS, and hopes in 20 years' time, she can reflect back on the NHS WRES expert programme,

as the trail blazer, that really set the cogs in motion for change in the treatment of BME staff within the NHS.

Daniele enjoys eating, holidays, spending time with her parents, and has a passion for different cultures, real ales, and criminal psychology.



Name: Gerald Dickson

Title: Hospital Ambulance Liaison Officer

Organisation: West Midlands Ambulance Service NHS Foundation Trust

Contact:

gerald.dickson@wmas.nhs.uk

Gerald is a hospital ambulance liaison officer for West Midlands Ambulance Service NHS Foundation Trust (MWAS). He is based within an acute hospital to manage the turnaround of ambulances in the emergency department and medical assessment unit.

Gerald has worked in the NHS for over thirty years with West Midlands Ambulance Service, starting on patient transport. He progressed to a paramedic role and has held various operational roles; clinical supervisor, clinical support officer and group station manager. He has also

sat on East & North Birmingham and Solihull Primary Care Trust (PCT) project group for urgent and emergency care. Gerald achieved a secondment to South Birmingham PCT as a project manager in the education directorate. He turned around a failed project, successfully merged community and primary care training and moved the GP paper based appraisal system under the same training database. Gerald is involved with WMAS BME network and is also involved with the WRES frontline staff forum. In early 2018 he was successful in obtaining a place on the WRES expert programme.

He graduated from the senior NHS leadership development programme, obtaining a post graduate certificate in health studies. He then went on to complete his post graduate diploma and a master's degree in social and healthcare management.

North West



Name: Tasnim Ali
Title: Business Manager
Organisation: Yorkshire Ambulance Service NHS Trust
Contact: tasnim.ali@yas.nhs.uk

As a nurse that has worked in a number of different healthcare settings (acute,

community, primary care and ambulance) Tasnim has gained in-depth knowledge of the health inequalities faced by the BME population.

As a manager in the NHS for over 20 years she has had first-hand experience of the inequalities faced by BME staff. The stories that staff share demonstrate not only their harrowing experiences but the resilience they develop over time. The struggle is very real.

As a BME leader she is incredibly clear on her purpose in life and that is to help people. For her this includes her peers, both junior and senior staff

and ultimately the patients.

She does this by creating opportunities, nurturing talent and providing feedback to all those she has the pleasure of coming across. By being part of the WRES experts programme she hopes to help her organisation and the wider system make some real measurable change and difference.

The ambulance sector is full of committed patient focussed staff; and her aim is to help the service be the best in delivering patient care and taking care of all members of its staff.



Name: Samina Arfan
Title: Strategic Equality Diversity and Inclusion Lead
Organisation: Heywood Middleton and Rochdale Clinical Commissioning Group
Contact: samina.arfan@nhs.net

Before working in the NHS, Samina worked as a college lecturer, curriculum manager for community learning and a race equality advisor for the Race Equality Council in Rochdale.

She started working in the NHS as a public health improvement manager in 2001 and went on to established a community grant allocation programme as part the health improvement initiative for ethnic health across Rochdale and Bury with monitoring and performance arrangements.

Samina is educated to master's degree level holding an MSc Healthcare Leadership and recently completed the Elizabeth Garrett Anderson Leadership programme, achieving an MSc (Merit) in Senior Healthcare Leadership.

Her learning has provided her with an understanding and appreciation of what is needed to support the transformation across health and social care

and new ways of working including: systems leadership, working across organisational boundaries, asset based approach, collaboration and co-production.

She has over 17 years NHS transferable management experience including programme, change and project management within health and social care settings and commissioning. Over the years she has lead and delivered large complex programmes of work.

Since 2001 her key area of interest and focus has been equality and inclusion.

Samina began her NHS journey as a health improvement manager for the Health Action

Zone for BME communities across Bury and Rochdale Health Authority and worked on a number of race equality initiatives including delivering race equality in mental health and Race for Health.

She holds a bachelor and masters degree and has successfully completed the Breaking Through Programme and is committed to working toward reducing health disparities and securing the

best possible health outcomes for black minority ethnic communities and staff.



Name: Ruby Bansel

Title: Diversity and Inclusion Project Manager

Organisation: Leeds and York Partnership NHS Foundation Trust

Contact: ruby.bansel@nhs.net

Ruby is a diversity and inclusion project manager at Leeds and York Partnership NHS Foundation Trust. Her role and remit is varied and expansive, spanning both workforce and clinical service improvement and working across a range of trust directorates as well as with external partner organisations. Ruby has a first class business studies degree from Leeds University and is passionate about service improvement, communications and particularly international cross-cultural management.

As a first generation British Indian to Sikh parents, she is the eldest of four girls who

has experienced a somewhat challenging journey toggling between two cultures whilst growing up in Leeds.

Ruby is passionate about making a positive difference in the delivery of effective services in both interrelated fields of equality, diversity and inclusion along with health and wellbeing, through aligning partnership approaches across a range of sectors and industries. She is a trained health coach and is passionate about health and wellbeing in the workplace.

Ruby chairs the trust's workforce race equality network (WREN) meetings and is involved in the project management delivery of equality, diversity and inclusion strategic priorities in the trust. She is also a facilitator and has developed and delivered a range of equality, diversity and inclusion training on behalf of the trust, including mental health recovery with a focus on spirituality and culture and has also produced a range of good practice guidance, for example religion and spiritu



Name: Stephanie Chadwick
Title: HR Advisor – Workforce and Equality
Organisation: North West Ambulance Service NHS Trust
Contact:
stephanie.chadwick@nwas.nhs.uk

Stephanie has worked in a variety of HR roles in different

NHS settings, including primary care, acute, mental health and now the ambulance sector. Her experience includes recruitment, medical staffing, HR casework and more recently, policies and workforce equality.

Her current role is the equality and diversity lead for the North West Ambulance Service NHS Trust. As part of her role, she is responsible for ensuring that the WRES data is collated and published by her organisation. Through statistical analysis, she develops action plans in collaboration with colleagues from various departments that may assist in improving diversity measures in existing

practices and subsequently chair progress meetings. Her work comprises of a variety of projects that all relate to diversity and the creation and maintenance of an inclusive workforce. For example, the pre-degree paramedic experience programme and work on the EDS2 framework. She enjoys the variety of working with a range of staff and managers inside the organisation, as well as getting out into communities to meet our future workforce.

Stephanie is passionate about her organisation becoming an employer of choice for everyone and for everyone reaching their potential in the workplace.



Name: Mandy Davis
Title: Blended Learning Manager and Equality, Diversity & Inclusion Lead (Workforce)
Organisation: Lancashire Teaching Hospital NHS Foundation Trust
Contact:
amanda.davis@lthtr.nhs.uk

Mandy has over 15 years' experience of supporting people to enhance their personal impact or effectiveness in addition to helping develop their

leadership skills and abilities. She holds a BSc (Hons) Psychology and is an accredited and skilled communicator, mediator, coach and mentor who can assert effective, constructive and appropriate challenge.

As part of the organisational development team at Lancashire Teaching Hospitals, Mandy has designed, delivered and evaluated leadership and management development programmes; she is an experienced and competent facilitator. She currently leads the blended learning team and has responsibility for delivering organisational wide projects such as, talent management strategy and implementation of online appraisal. Mandy has recently adopted the lead role for equality, diversity and inclusion at the trust. She is

dedicated to bringing about positive change as she strongly believes difference should be celebrated and valued. She feels every one of us has the right to be valued for who we are, what we can bring, and should be supported to achieve our full potential.



Name: Tara Hewitt
Job Title: Equality, Diversity and Inclusion Lead
Organisation: Manchester University NHS Foundation Trust
Contact: tara.hewitt@mft.nhs.uk

While studying law at the University of Liverpool, Tara became the first trans person to be elected to a vice president role at a Russel Group student union.

She has gone on to take up a variety of leadership roles including: chair of governors at Mosslands School, national and local trade union positions, a deaf charity director, elected officer roles across two major political parties and included on one political party's approved parliamentary candidate list.

In 2016 Tara co-founded the UK's only coalition of trans activists and human rights lawyers the Trans Equality Legal Initiative (www.teli.org.uk) and now leads their health campaigns and judicial training work.

Tara's current role is based within the UK's largest NHS trust employing over 20,000 staff

across nine hospitals where she is passionate about embedding inclusion through the use of coaching and unconventional engagement techniques.

She recently described herself at an away day as "mischief managed" and her latest mischievous interest is utilising the concept of "guerrilla networking" to help professionals hack the complex hierarchies that now exist across health and social care.

Tara has continuously tried to amplify the impact of inclusion work by her time spent as a diversity consultant and in the media across television and radio and the written press.



Name: Dr Krishnaprasad Karnad
Title: Consultant Anaesthetist
Organisation: University Hospitals of Morecambe NHS Foundation Trust
Contact: karnad.krishnaprasad@mbht.nhs.uk

Krishnaprasad is a consultant anaesthetist working in the University Hospitals of Morecambe NHS Foundation Trust.

His interest in inclusion and diversity stems not just from a moral perspective, but also from an evidence based scientific reason for providing a safe high quality care to our health population. Co-designing services, involving people with different perspectives has improved the quality of care that he is providing to his patients. This work has also improved staff moral and engagement, along with improving patient experience and satisfaction.

He has been involved in the BME matters in his organisation for many years and this has led to the formation of the BME network in the organisation and also helped in building

external partnerships to enable his trust to learn from others experience to improve and innovate their approach in inclusion and diversity within the organisation. Krishnaprasad was involved in the formulation of the trust's five-year inclusion and diversity strategy.

He is a serving medical staff governor and chair of the quality and patient experience sub-group of foundation trust governors. This has given him a wider perspective of inclusion in the health economy especially as they are moving towards an integrated approach of healthcare delivery with the formation of integrated care communities involving many partner organisations.

He has been the clinical lead for anaesthetic, intensive care and pain medicine in the organisation for the last six years. This has provided him with an insight of the impact of inclusion and diversity in service design, planning and delivery.

In 2018, he became part of the NHS WRES frontline forum representing University Hospitals of Morecambe NHS Foundation Trust and was really moved by the passion of the NHS frontline BME staff and their real desire to make a difference to the healthcare

delivery to our population by engaging both staff and patients equitably. He believes WRES experts will be the main driving force for change within NHS who will make inclusion meaningful in healthcare delivery benefiting both staff and patients.



Name: Safina Nadeem

Title: Equality Diversity and Inclusion Lead

Organisation: Stockport NHS Foundation Trust

Contact:

safina.nadeem@stockport.nhs.uk

Safina is a highly experienced and skilled equality, diversity and inclusion (EDI) specialist, having worked in the field for over 20 years. She has extensive experience in the design, delivery and management of policies, strategies and large scale organisational programmes.

Safina has a master's degree in managing diversity and promoting equality and is currently working as EDI lead at Stockport NHS Foundation Trust. She is deeply passionate about embedding EDI into organisational systems and

processes, encouraging it to become 'business as usual.'

Safina has recently been recognised by the Northern Power Women Awards 2018, through its power list, which highlights women who are influencers, leaders and change makers of the future.

Safina is chair of the Greater Manchester EDI professionals' forum, a regional network of professionals across sectors, working in collaboration on the EDI agenda.

She also sits on the Greater Manchester Race Equality Standard steering group, which is leading on the development of a workforce race equality strategy across public sector organisations in the region.

Safina is a specialist adviser for the Care Quality Commission, inspecting EDI in organisations under the 'Well Led' domain and was part of the initial pilot of advisers inspecting the WRES. She is an honorary member of the university of Sheffield and is supporting the University with the evaluation of the WRES programme.

Safina is deputy chair of the board for Black Health Agency (BHA) for equality, a national organisation focusing on HIV prevention and health inequalities, as well as a freelance trainer and consultant.



Name: Naheed Nazir

Title: Head of Equality and Engagement

Organisation: Northern Care Alliance (Pennine Acute and Salford Royal Group)

Contact: naheed.nazir@pat.nhs.uk

Educated to master's degree level in equality and recently graduated from the Ready Now programme, Naheed also holds executive coaching qualification. She has worked within the public sector for 20 years, supporting and empowering communities. With a diverse range of experiences putting equality and diversity at the forefront of her focus throughout her career, not only within the NHS but local authority and the third sector. Her NHS career started as a commissioner lead on equality and now leads equality and engagement across Northern Care Alliance. Naheed has acquired and developed

many skills in becoming a subject matter expert today. She continues to mentor and coach people from a variety of cultures and backgrounds, which includes staff as well as local community groups. She is recognised as a role model and was a finalist in the National Diversity Awards. She volunteers as an executive member for local community groups such as Asian Women's Centre. Naheed's passion lies with supporting and empowering people and ensuring that inclusion and equality is embedded to ensure that everyone receives fair treatment.



Name: Wendy Ann Tangen

Title: Clinical Team Manager

Organisation: Leeds and York Partnership Foundation NHS Trust

Contact: wendyanntangen@nhs.net

Wendy describes herself as being of an Asian-Caribbean ethnicity, born in Trinidad to parents who are of an Indian heritage. She is a Trinidad and British citizen and has lived in the UK most of her adult life, married to a Norwegian and

proud of her connection to different ethnicities and cultures.

She is a registered mental health nurse of 23 years and has experienced in different care pathways. She leads a diverse team working with service users from diverse backgrounds who experience stigma due to their mental health conditions and involvement with the criminal justice system.

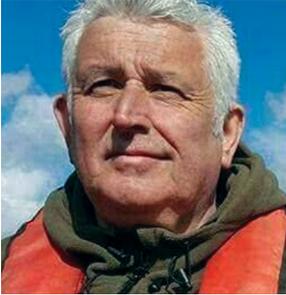
Wendy leads on the services Quality Improvement Plan (QIP) on equality and diversity. In her report she outlined the workforce population compared with the service users' population, and the identifying gaps to improve care delivery and staff's wellbeing.

She has participated in the WRES group within her organisation to debate

and scrutinise the gaps identified in the trust's survey pertaining to the WRES indicators. She has interviewed staff about their experience as BME staff members and presented the findings to the WRES group.

She is a member of the trust's equality inclusion group, offering input and support from a frontline staff's perspective.

She co-chairs the workforce race equality network (WREN) and promotes engagement with BME staff members to address disparities identified in the trust WRES reports.



Name: Richard Worlock

Title: Equality and Diversity Manager

Organisation: Leeds Community Healthcare NHS Trust

Contact: richard.worlock@nhs.net

Richard Worlock is the equality and diversity manager for Leeds

Community Healthcare NHS Trust. During his nine years tenure, he has led on the organisation's Stonewall Diversity Champions programme, NHS EDS2 reporting, WRES, the development of staff networks, Disability Confident Leaders and the Trust's interpretation and translation provision.

In 2013 Richard was the recipient of an organisational award for outstanding contribution, for his work on patient equality data. He has also received an accolade from NHS Employers for his work as an NHS Personal Fair and Diverse Champion.

Prior to the NHS, Richard had a 20 year career in the prison service, this culminated in a role as the diversity development coordinator for the Yorkshire and Humber region. In this role he developed a number of diversity initiatives including a race equality development session for senior prison service operational managers.

Richard has enjoyed a number of voluntary roles, as chair of governors and trustee for a primary school. He is currently a leader in the Scout Association, supporting the work of a scout troop and leading an Explorer Scout Unit.

Arm's Length Bodies



Name: Liz Fenton

Title: Deputy Chief Nurse

Organisation: Health Education England

Contact: liz.fenton@hee.nhs.uk

Liz Fenton (MSc, BSC (Hons), RN, QN) joined Health Education England (HEE) in July 2015 and took on the

role of deputy chief nurse in 2017. Having completed nurse training at King's College Hospital, London, Liz qualified as a registered nurse in 1981 and subsequently held a number of clinical and leadership roles in both acute and community settings including at board level. Liz was awarded the title Queen's Nurse in 2017.

Liz is passionate about nursing and quality improvement that ensures the best outcomes for those that use our services as well as enabling health and care staff to maximise their potential. Liz plays a lead role within the equality and diversity team at HEE

as well as supporting the Patient Advisory Forum. Additionally, Liz works with the Care Quality Commission as a specialist advisor and is an elected member of the Community Hospitals Association leadership team. Liz undertakes national and international peer accreditation, benchmarking clinical services against best practice, most recently in Portugal.



Name: Merleen Frank
Title: Corporate Diversity and Inclusion Manager
Organisation: NHS England (West Midlands)
Contact: merleen.frank@nhs.net

Merleen has great aspirations of making a difference in every individual's life and has worked in the field of diversity and equalities for over 34 years. She is an advocate for individuals who experience discrimination, harassment and unfair treatment and has utilised

emotional intelligence and resilience to achieve positive outcomes for individuals in her career by also, developing a Black Country helpline in Sandwell, Dudley, Walsall and Wolverhampton to provide advice and support anonymously.

In her career so far, she has been involved in voluntary community developments, for example, representing under-privileged children applications on the Prince's Trust assessment panel voluntarily.

In addition, she participated in the application for inauguration of West Bromwich Afro-Caribbean Resource Centre, where she then went on to become a manager.

She is a recognised coaching practitioner who has provided coaching and mentoring

for a number of colleagues including two chief executives and a number of directors.

Merleen voluntary undertakings also extend to the workplace where she has been on NHS England's BME staff network executive committee, led on coaching, mentoring and shadowing programmes and an Equality and Diversity Representative (EDR) for NHS England, West Midlands region, but to name a few.

She has recently graduated with a master's in business administration which focused on strategic management - "Exploring the relationship between organisational change and health and well-being in NHS England, West Midlands Region", at De Montfort University.



Name: Yasmin Khan MBE
Title: Diversity & Inclusion Manager
Organisation: Public Health England
Contact: yasmin.khan@phe.gov.uk

Yasmin joined Public Health England (PHE) as diversity and inclusion manager seconded from Her Majesty's Revenue and Customs (HMRC) in July 2017.

At PHE, she provides strategic diversity and inclusion advice and direction and has worked on tackling the gender pay gap, launching and developing staff diversity networks and writing board level papers and organisational policies.

In previous roles as national race co-ordinator for HMRC she was instrumental in setting direction

for the race agenda and working with directors to create better working environments and race related outcomes for the business. For this she was awarded an MBE in recognition of significantly advancing the race agenda in HMRC.

To support her continued professional development and growth, she has recently completed her master's degree in diversity management at the University of Bradford, achieving this whilst working full time in a busy diversity and inclusion posts. Her learning and work based experience

includes looking objectively at perceptions, bias, common misunderstandings and managing cultural engagement across multiple cultures and identities to help deliver a

cohesive, effective and happy workforce.

She also volunteers as an independent advisory group member for the West Yorkshire

Police where she advises on equality and diversity initiatives relating to local policing issues, community relations and efforts to improve social cohesion.



Name: Joy Okunnu

Title: Communications and Editorial Manager

Organisation: NHS Confederation

Contact:

Joy.okunnu@nhsconfed.org

Joy is a communications and editorial manager at the NHS Confederation, where

she leads the organisation's editorial and publishing function. A communications professional with more than eight years' experience in the NHS, Joy commissions, writes, edits and manages content aimed at the UK's healthcare leadership community. She is also the editor of NHS Voices, one of the leading blogs for the health and care sector.

Prior to joining the confederation, she was a member of PA Consulting, an international firm specialising in consultancy, technology and innovation.

A keen writer from a young age, Joy has written and edited content for charities and faith-

based organisations since her teens, always ready to use her passion to effect change. Having spent much of her childhood living in Zimbabwe and Kenya, Joy has a particular interest in cultural studies and languages, of which she speaks three.

In 2007, she graduated with honours from King's College London, with a BA English Language and Communication.

This was followed five years later by a master's degree in globalisation and development. She is an accredited member of the Chartered Institute of Public Relations.



Name: Shahana Ramsden

Title: Head of Diversity and Inclusion

Organisation: NHS England

Contact: shahana.ramsden@nhs.net

Shahana has held leadership roles as director of NHS Employer's Positively Diverse programme and deputy director of the National Delivering Race Equality in Mental Health programme.

She has extensive experience of supporting programmes which enable patients and carers to have choice and control and to live independent lives. This includes working with the Department of Health's Putting People First

programme, advising on equality, diversity and user engagement issues.

More recently, whilst employed in NHS England's strategy team, Shahana has been involved in supporting development of the next steps on the Five Year Forward View document, co-design of personal maternity budget templates and development of a sustainability and transformation partnerships (STPs) assurance template for the mental health delivery

programme. Shahana has worked as an action learning set facilitator for the NHS graduate management trainee programme and is now facilitating action learning programmes for the Future-Focused Finance and Aspiring

Finance Leaders talent pool.

She has completed the NHS Leadership Academy's Nye Bevan programme with a certificate in Executive Healthcare Leadership, has been recognised by the

Health Service Journal (HSJ) as a BME pioneer and was highlighted as one of 100 virtual change activists for health and social care through NHS Improving Quality(The Edge).



Name: Tracey Thomas

Title: Diversity and Inclusion Programme Lead / Head of Professional Personal and Professional Development (PPD)

Organisation: NHS Digital

Contact: tracey.thomas15@nhs.net

Tracey Thomas is the programme lead for equality, diversity and inclusion at NHS Digital and also became head of profession in October 2017. Joining NHS Digital in 2015, Tracey has over 14 years' experience working in the NHS: as a primary care engagement lead within NHS England's regional team and leading a patient experience team focusing upon patient, carer and service user involvement within an acute trust.

Her master's degree, which she completed nearly 15 years ago, introduced Tracey to the concept of putting patients,

services users, carers and the workforce at the heart of NHS decision making.

Tracey is passionate about inclusive leadership development and since October 2016 has supported graduates as an action learning set facilitator on the national NHS graduate management training programme (GMTS) at the NHS Leadership Academy.

Tracey's ambition is to encourage independent thinking, lead with compassion, courage and integrity whilst being a positive role model to her three children.

