

WORKFORCE RACE EQUALITY STANDARD Christmas newsletter

Better patient care, improving
staff experiences and reducing
workforce inequality

Issue 2 December 2019



Welcome

Like most of you, my year has been varied and very busy. I have been fortunate enough to meet with people I have met and worked with before as well as some new and very interesting people, like our new CPO and deputy CPO.

In 2019, NHS England and NHS Improvement have focused on the NHS Long Term Plan, the joint working programme (coming together of NHS England and NHS Improvement) and the people plan, as well as weathering those external factors that have impacted on us all, Brexit and the recent general election.

As the people plan takes shape and we look to its implementation, the WRES team will be increasing our focus on improving the working lives of all our staff, regardless of background, through the new people plan. Fairness, dignity and respect along with equity must be at the forefront of people's minds when developing policies and plans for the future.

As we head fast towards Christmas break and New Year, do take a moment to reflect on the amazing work of all NHS staff. The NHS constitution says it all really.

The NHS belongs to the people.

It is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill and, when we cannot fully recover, to stay as well as we can to the end of our lives. It works at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health. It touches our lives at times of basic human need, when care and compassion are what matter most.

I wish you, your families and loved ones a very merry Christmas and a happy healthy and prosperous New Year.



Yvonne Coghill
Director
WRES Implementation

Publications



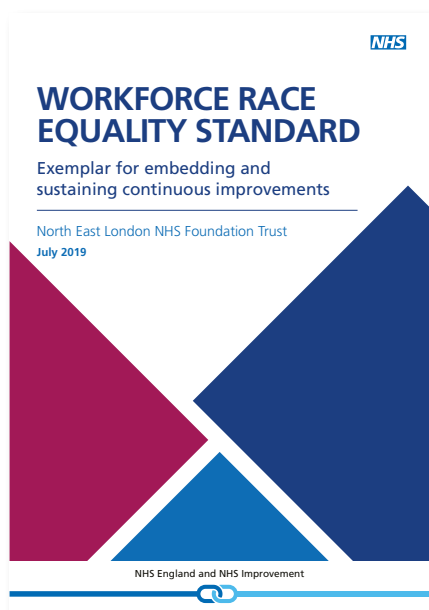
A fair experience for all

Closing the ethnicity gap in rates of disciplinary action across the NHS workforce

Senior leaders at NHS England and NHS Improvement have reaffirmed commitments set out in the Interim People Plan to make the NHS the best place to work

A fair experience for all; Closing the ethnicity gap in rates of disciplinary action across the NHS workforce; outlines clear aspirational goals for each NHS organisation, including healthcare arm's length bodies, to make a concerted focus to close the gap in the disproportionate rates of disciplinary action between BME and white staff across the healthcare system by 2022.

Clinical commissioning groups (CCGs) along with other NHS organisations are expected to implement this very important piece of work to meet the aims set over the coming years.



Case Studies: North East London NHS foundation Trust

The WRES team has always strived to support the system by sharing replicable best practices from across the NHS.

In the last few months, a number of case studies on good practice on workforce race equality in the NHS have been published to provide examples of practical interventions across the WRES indicator themes.

Grouped into themed areas we aim to cover all nine WRES indicators which will cover recruitment and staff development, disciplinary action, bullying, abuse and discrimination and board representation.

All available case studies can be found on the [NHS England website](#)

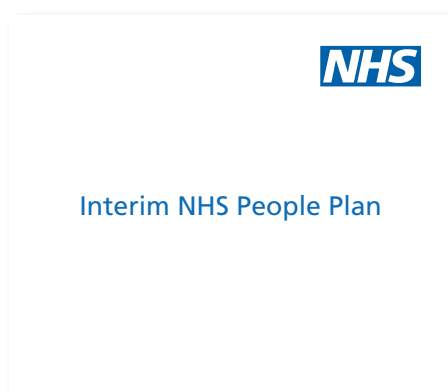


WRES independent report

BME In January 2019, a Workforce Race Equality Standard (WRES) [Independent evaluation](#) report was carried out by The University of Sheffield and Lancaster University to analyse what differences, if any, the WRES programme has made to the NHS.

Some of the findings were:

- It is important that the WRES continues with the same commitment and momentum; it is vital to retain the same indicators and methodology so that trusts can learn as much as possible from their data, by monitoring change over time, and to help them embed the culture change that is needed to ensure greater race equality within the NHS
- In order to maintain positive views of the WRES, steps should be taken to ensure that “monitoring fatigue” is kept to a minimum by allowing greater use of existing data and procedures
- It is essential that the future leadership of the WRES is considered a priority, both in terms of ensuring continuity at the national level in terms of decentralised leadership so there is more expertise at a local level
- There was universal agreement from all data sources that WRES was helpful in opening eyes and putting race equality on the board agenda.



Interim NHS people plan

This [Interim People Plan](#) sets out the vision for people who work for the NHS to enable them to deliver the [NHS Long Term Plan](#), with a focus on the immediate actions needed to be taken. Some of the key aims include, making the NHS the best place to work and improving the leadership culture of the NHS. The full people plan will be published in the New Year.

Some of our work

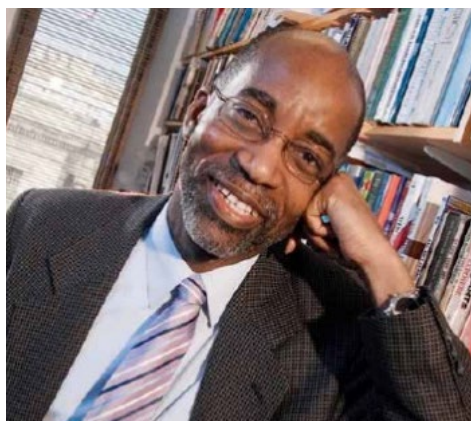
Professor David Williams: seminar on inequality, inclusion and high-quality healthcare for all

On Thursday, 28 November, we had the pleasure of hosting [Professor David Williams of Harvard University](#), for a seminar on 'race and health – the global overview'.

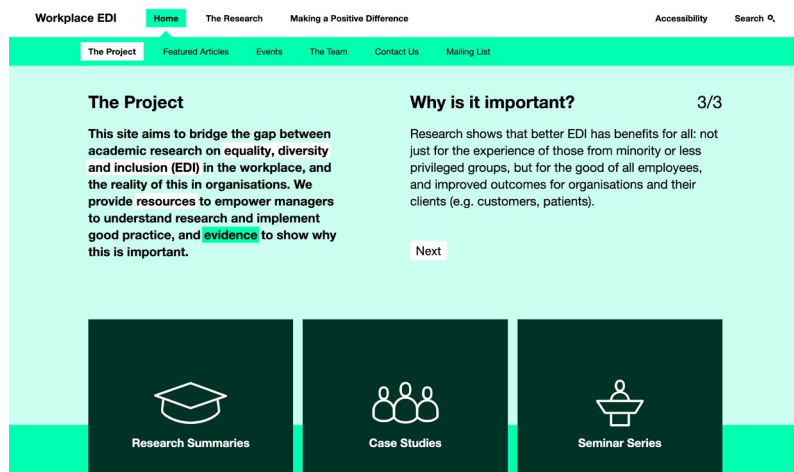
Senior leaders from across the NHS including our chief people officer, Prerana Issar and deputy chief people officer, Professor Em Wilkinson-Brice, were in attendance.

For those who could not make it, the slides and [full video](#) of the seminar are available.

You can also watch a [short clip](#) of the importance of race equality, diversity and inclusion in our NHS.



Best practice – workplace EDI



In July, a free [resource www.workplaceedi.com](http://www.workplaceedi.com) was launched. This free to access website will catalogue academic research, practical action plans, policies and procedures along with HR reviews which have proven successful in the workplace. The collection of information, research and action plans - designed to improve staff equality, diversity and inclusion - will be accessible to all organisations.

Experts in healthcare research and equalities - including Professors Michael West and Jeremy Dawson - will use Workplace EDI to impart ideas

on how organisations can take practical action, share best practice and produce clear examples and guidance on what has made a positive difference to lives of employers, staff, patients and service users.

Case studies from NHS trusts and what they are doing to improve their WRES data are also available on the website. The WRES team will continue to publish case studies on good practice on workforce race equality in the NHS, to provide further in-depth evidence and examples of practical interventions across the WRES indicator themes.

The WRES team wins HSJ award for workforce

You may have heard that the WRES team won an award at the annual HSJ awards ceremony in London on Wednesday 6 November.

We were absolutely delighted to have won the 'Workforce Initiative of the Year' award, beating stiff competition from NHS trusts and other healthcare providers.

Over the last few years, the WRES has continued to show improvements in closing gaps in experiences

for our BME colleagues across the system. There is still a lot of work to be done to improve race equality in our NHS and the team is as dedicated and determined as ever to keep striving to make a difference and see continued improvements. We could not do what we do, without the ongoing commitment from our colleagues and stakeholders across the system. Thank you for all your ongoing support.



LGBT – Are you in or out?

Richard Watson, data analyst for the WRES team reflects on inclusivity in the NHS and the wider community during London Pride.

[To find out more, read Richard's blog.](#)

Celebrating our second cohort of WRES experts



The We are pleased to introduce the second cohort of WRES experts to you.

On Thursday 18 July, NHS chief executive Simon Stevens and NHS Improvement chair Dido Harding joined us to celebrate the hard work of the experts as well as to reflect on their journeys, the WRES programme and the real-life impacts of race inequalities.

The newly qualified experts concluded the day with a song to highlight their passion and drive to make a difference. Performed live (with no autotune), watch and sing along to '[One voice, one hope](#)'.

The WRES experts programme aims to develop

equality experts dedicated to addressing and advocating for issues related to workforce race inequality. It also supports experts with the implementation of the WRES within their organisation and the wider health economy.

At the end of the programme, participants will have an in depth understanding of the WRES, as well as the skills, knowledge and expertise in race equality to work confidently with this complex agenda. They will also develop their capability as system leaders and advocates for change. If you would like to know more about the programme and how your trust can take part, email us; england.wres@nhs.net

Meet the experts: [Cohort one](#) [Cohort two](#)

Reverse mentoring

Respect and compassion: Two of the core values of our healthcare services and for those working within healthcare. However, the challenge is to create a respectful and compassionate culture across our workplace for the NHS truly to become the best place to work for everyone.

A key enabler to creating more compassionate, respectful and inclusive workplace cultures is reverse (or reciprocal) mentoring. For decades, the health services' default position has been to expect, and encourage, minority staff to stand up and talk about their lived experiences of the workplace.

Although limited, this approach has its benefits, particularly so at the individual level. But if we are to see system-wide transformation on culture, then we must also be willing to talk about what it means to have privilege in the workplace and in wider society.

Reverse mentoring, if carried out in an appropriate way, can be a useful way to embark on what I

call: 'a journey of mutual benefit'. Both parties in the mentoring relationship should learn of the others perspective of how it feels to work in the organisation, and to live in the society that we live in.

Having started my own reverse mentoring journey this year, I am learning a huge amount and am beginning to advance my understanding of people and of organisational and societal cultures. Yet, as Professor Stacy Johnson (University of Nottingham) reminds me, the mentoring relationship is about having those difficult conversations – if you walk away from a session feeling all good and happy, then the chances are that it hasn't really worked.

This is very much about being comfortable with the uncomfortable. Many senior leaders across the NHS are beginning their own reverse mentoring journeys – I would encourage you to do the same.

Dr Habib Naqvi
Deputy Director WRES

Yvonne's reflection from Black History Month

Black history month, as always has been incredibly busy, from one end of the country, (Newcastle) to the other (Cornwall), speaking to staff about their importance and also remembering the BME people that came before them. One of the biggest celebrations I was lucky enough to be invited to was in Newcastle NHS Foundation Trust, over 200 people in the room, it was a great turn out with people from all backgrounds enjoying the celebrations.

BHM, is a time of celebration and remembrance and organisations all over England bring staff together to share food, discussion and debate in celebration of the enormous contribution BME people have made to this society. During the month we saw Lewis Hamilton, on the road to becoming the greatest formula one driver of all time, Simone Biles, the greatest Gymnast and undoubtedly one of the greatest golfers Tiger Woods, winning another PGA title and we saw Bernadine Evaristo win the Booker Prize for her novel Girl, Woman, Other. All great stuff but sadly, during BHM reports were also published showing that BME students and lecturers were more likely to racially abused, the number of



NHS staff racially abused has gone up by 145% and that footballers from a BME background were being terrorised from the terraces.

Clearly there is more work to be done to ensure that the experiences of our BME staff and BME people generally are able to live their lives free from fear of bullying, harassment and discrimination and are thus able to reach their full potential at all times of the year and not just during BHM.

Gloucester visit

One of the best things about being the director of the Workforce Race Equality Standard is that I am invited all over the country to speak to colleagues about the work we do. I would imagine that in the last year I have visited over 50 organisations.

In September, Habib Naqvi and I were invited to Gloucester by community activist Bren McInerney. This visit was different because Bren was keen to show us the work that was being done in the community by small community groups.

The visit commenced with us being shown around Gloucester Community Radio, a voluntary run organisation that works hard to ensure people across Gloucester for all the information they needed regarding health and social care. We then spent time with the Gloucester Refugee and Asylum seekers organisation. It was humbling to see how much was being done by so few people with relatively little resource to improve the lives of people recently arrived in the UK.

Bren has lived in the Gloucester area all his life and is well known within his community, he has made it his mission ensure senior leaders in the system are aware of the work that is being done by various community groups in Gloucester, it was a pleasure to meet some

of the people that he worked with and I would like to thank Bren for taking the time out of his busy schedule to show Habib and I around, for organising the visit and for the warmth of his kind hospitality.





From all of us
in the WRES team,
to you and yours...

*Merry
Christmas*

We greatly value your comments and feedback, please get in touch with us:

Twitter: @WRES_Team | Email: england.wres@nhs.net | www.england.nhs.uk/wres/