

# WRES and Bradford District Care NHS Foundation Trust



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# Background and data



# Black and Minority Ethnic (BME) Staff

- 1.4 million people work in the NHS
- ~20% staff from BME backgrounds
- 28% GPs from BME backgrounds
- 40% of Hospital Doctors are from BME backgrounds
- 20% Nurses and Midwives (qualified and unqualified), rising to 50% in London

## Yet across the 234 NHS trusts in England we have:

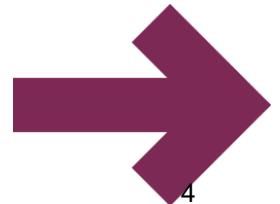
- 5 BME CEOs
- 9 BME Chairs
- 37 BME Medical Directors
- 7 BME Directors of Nursing
- 11 BME Directors of Finance



# Sir Robert Francis QC – Freedom to speak up, a report into whistleblowing in the NHS

- More BME staff are unsatisfied with the outcome of workplace investigations than white staff (40%:27%)
- BME staff are more likely to be victimised by management than white staff (21%:12.5%)
- BME staff are less likely to be praised by management after raising a concern than white staff (3%:7.2%)
- BME staff are more likely than white staff to not raise a concern for fear of victimisation (24%:13%)

**Impact on patient care....!**



# The consequences for people

- Disillusionment
- Unhappiness
- Depression
- Lack of confidence
- Anger/Rage
- Lack of belief in the system
- Lack of engagement and buy in
- Resentment
- POOR PERFORMANCE

**Impact on patient care....!**



# The reasons for tackling workforce race inequality in the NHS

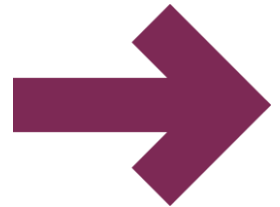


## THE QUALITY CASE

- Helps ensure high quality care, patient satisfaction and patient safety
- Link between staff satisfaction and patient outcomes

## THE FINANCIAL CASE

- Staff engagement and organisational efficiency
- Implications for boards



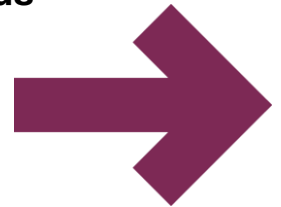
# WRES – Simon Stevens appointment in May 2014

## NHS boss Simon Stevens criticises lack of diversity in management

New chief executive says there is a lack of managers from black and ethnic minority backgrounds involved in running hospitals



**"It can't be right that 10 years after the launch of the NHS race-equality plan, while 41% of NHS staff in London are from black and ethnic minority backgrounds, similar in proportion to the Londoners they serve, only 8% of trust board directors are, with two-fifths of London trust boards having no BME directors at all. Similar patterns apply elsewhere, and have actually been going backwards"**



# The 9 WRES indicators

## Indicator 1

- Percentage of staff in each of the AfC Bands 1-9 or Medical and Dental subgroups and VSM compared with the percentage of staff in the overall workforce

## Indicator 2

- Relative likelihood of BME staff being appointed from shortlisting compared to that of white staff being appointed from shortlisting across all posts

## Indicator 3

- Relative likelihood of BME staff entering the formal disciplinary process, compared to that of white staff entering the formal disciplinary process

## Indicator 4

- Relative likelihood of BME staff accessing non mandatory training and CPD as compared to white staff

## Indicator 5

- Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

## Indicator 6

- Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

## Indicator 7

- Percentage believing that trust provides equal opportunities for career progression or promotion

## Indicator 8

- Percentage of staff experiencing harassment, bullying or abuse from manager/team leader or colleague

## Indicator 9

- Percentage difference between the organisations' Board membership and its overall workforce



# WRES data 2016 & 2017 comparison

Indicator type	WRES indicator	Metric description	2016 score	2017 score	
W O R K F O R C E	1	Percentage of BME staff in Bands 8-9, VSM (including executive Board members and senior medical staff) compared with the percentage of BME staff in the overall workforce	All	17.70%	16.30%
			8-9 VSM	11.10%	10.40%
	2	Relative likelihood of White staff being appointed from shortlisting compared to that of BME staff being appointed from shortlisting across all posts	1.57	1.60	
	3	Relative likelihood of BME staff entering the formal disciplinary process, compared to that of White staff entering the formal disciplinary process.	1.56	1.37	
	4	Relative likelihood of White staff accessing non mandatory training and CPD compared to BME staff	1.1	1.22	
S U R V E Y	5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.	28.8%	28.7%	
	6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.	26.5%	26.3%	
	7	Percentage believing that trust provides equal opportunities for career progression or promotion.	73.8%	75.5%	
	8	In the last 12 months have you personally experienced discrimination at work from a manager / team leader / colleague	13.6%	13.8%	
BOARD	9	Percentage of BME Board membership	7.10%	7.00%	

# BME staff representation

Organisation Name	BME %	BME % 8-9 & VSM	BME % Board
AIREDALE NHS FOUNDATION TRUST	11%	8%	7%
<b>BRADFORD DISTRICT CARE NHS FOUNDATION TRUST</b>	<b>20%</b>	<b>10%</b>	<b>8%</b>
BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST	36%	13%	19%
CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST	15%	4%	6%
HARROGATE AND DISTRICT NHS FOUNDATION TRUST	7%	1%	0%
LEEDS COMMUNITY HEALTHCARE NHS TRUST	10%	2%	0%
LEEDS TEACHING HOSPITALS NHS TRUST	17%	4%	0%
MID YORKSHIRE HOSPITALS NHS TRUST	13%	5%	9%
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FOUNDATION TRUST	8%	4%	6%
National Score	16%	10%	7%

# Relative likelihood of white candidates being appointed when compared to BME

Organisation Name	Relative Likelihood of White Appointments	
AIREDALE NHS FOUNDATION TRUST	1.13	Parity
<b>BRADFORD DISTRICT CARE NHS FOUNDATION TRUST</b>	<b>3.32</b>	<b>1.00</b>
BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST	0.84	
CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST	1.87	
HARROGATE AND DISTRICT NHS FOUNDATION TRUST	1.11	
LEEDS COMMUNITY HEALTHCARE NHS TRUST	2.17	
LEEDS TEACHING HOSPITALS NHS TRUST	1.58	
MID YORKSHIRE HOSPITALS NHS TRUST	1.93	
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FOUNDATION TRUST	1.93	
National Score	1.60	

# Relative likelihood of BME staff entering the formal disciplinary process when compared to white staff



Organisation Name	Relative Likelihood of BME Disciplinary	
AIREDALE NHS FOUNDATION TRUST	0.00	Parity
<b>BRADFORD DISTRICT CARE NHS FOUNDATION TRUST</b>	<b>1.98</b>	<b>1.00</b>
BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST	0.92	
CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST	1.89	
HARROGATE AND DISTRICT NHS FOUNDATION TRUST	1.21	
LEEDS COMMUNITY HEALTHCARE NHS TRUST	3.41	
LEEDS TEACHING HOSPITALS NHS TRUST	1.26	
MID YORKSHIRE HOSPITALS NHS TRUST	0.93	
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FOUNDATION TRUST	1.36	
National Score	1.37	

# Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months



Organisation Name	BME	White	BME Gap
AIREDALE NHS FOUNDATION TRUST	21%	23%	-1%
<b>BRADFORD DISTRICT CARE NHS FOUNDATION TRUST</b>	<b>28%</b>	<b>28%</b>	<b>0%</b>
BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST	29%	34%	-5%
CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST	14%	28%	-14%
HARROGATE AND DISTRICT NHS FOUNDATION TRUST	22%	24%	-1%
LEEDS COMMUNITY HEALTHCARE NHS TRUST	25%	27%	-2%
LEEDS TEACHING HOSPITALS NHS TRUST	24%	26%	-2%
MID YORKSHIRE HOSPITALS NHS TRUST	26%	27%	-1%
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FOUNDATION TRUST	31%	28%	4%
National Score	29%	28%	1%

# Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months



Organisation Name	BME	White	BME Gap
AIREDALE NHS FOUNDATION TRUST	27%	24%	3%
<b>BRADFORD DISTRICT CARE NHS FOUNDATION TRUST</b>	<b>24%</b>	<b>20%</b>	<b>4%</b>
BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST	28%	24%	4%
CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST	23%	24%	-1%
HARROGATE AND DISTRICT NHS FOUNDATION TRUST	15%	21%	-6%
LEEDS COMMUNITY HEALTHCARE NHS TRUST	15%	16%	-1%
LEEDS TEACHING HOSPITALS NHS TRUST	27%	22%	5%
MID YORKSHIRE HOSPITALS NHS TRUST	21%	21%	1%
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FOUNDATION TRUST	16%	22%	-6%
National Score	26%	23%	3%

# Percentage of staff experiencing discrimination at work from their Manager or team



Organisation Name	BME	White	BME Gap
AIREDALE NHS FOUNDATION TRUST	10%	5%	5%
<b>BRADFORD DISTRICT CARE NHS FOUNDATION TRUST</b>	<b>16%</b>	<b>8%</b>	<b>8%</b>
BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST	17%	6%	11%
CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST	14%	5%	10%
HARROGATE AND DISTRICT NHS FOUNDATION TRUST	4%	3%	1%
LEEDS COMMUNITY HEALTHCARE NHS TRUST	9%	4%	5%
LEEDS TEACHING HOSPITALS NHS TRUST	16%	6%	10%
MID YORKSHIRE HOSPITALS NHS TRUST	11%	6%	5%
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FOUNDATION TRUST	9%	5%	4%
National Score	14%	6%	8%

# Percentage believing that trust provides equal opportunities for career progression or promotion



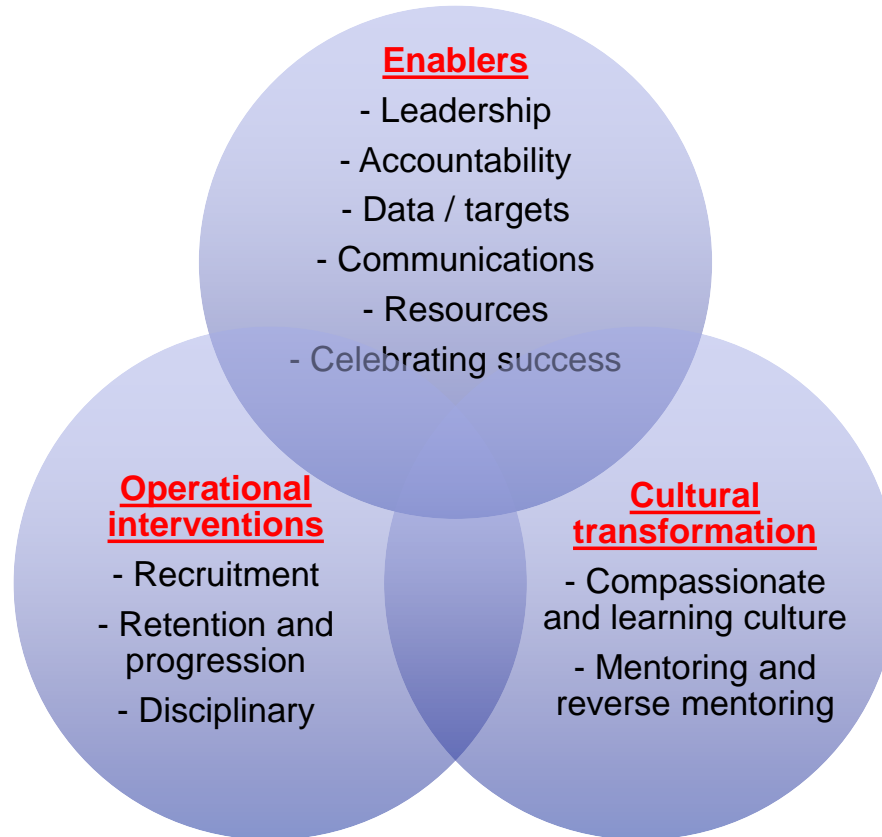
Organisation Name	BME	White	BME Gap
AIREDALE NHS FOUNDATION TRUST	76%	89%	-13%
<b>BRADFORD DISTRICT CARE NHS FOUNDATION TRUST</b>	<b>61%</b>	<b>85%</b>	<b>-24%</b>
BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST	73%	88%	-15%
CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST	75%	88%	-13%
HARROGATE AND DISTRICT NHS FOUNDATION TRUST	83%	93%	-10%
LEEDS COMMUNITY HEALTHCARE NHS TRUST	75%	94%	-19%
LEEDS TEACHING HOSPITALS NHS TRUST	86%	88%	-2%
MID YORKSHIRE HOSPITALS NHS TRUST	86%	86%	0%
SOUTH WEST YORKSHIRE PARTNERSHIP NHS FOUNDATION TRUST	79%	90%	-11%
National Score	75%	88%	-13%



# What works...



# An evidence based approach



# NELFT ethnic minority staff network 2020 strategy – *Stronger together*



- BME staff representation on interview panels for all Band 8a and above.
- Management and leadership training for BME staff at Band 6 and 7.
- Anti – discriminatory training for interviewers.
- Support non BME managers when dealing with grievances and disciplinary cases.
- Embed equality and celebration of diversity in the Trust - include equality in appraisals (not just race).
- Mentoring/reverse mentoring – all board members to mentor a BME staff member.
- Recommend/bring a friend to NELFT.



# When leaders lead on this agenda - NELFT

Indicator Type	WRES Indicator	Metric Description	2016	2017	Direction	2017 National
			Score	Score		
WORKFORCE	2	Relative likelihood of White staff being appointed from shortlisting compared to that of BME staff being appointed from shortlisting across all posts	3.12	1.59	▼	1.57
	3	Relative likelihood of BME staff entering the formal disciplinary process, compared to that of White staff entering the formal disciplinary process.	2.02	1.72	▼	1.37
	4	Relative likelihood of White staff accessing non mandatory training and CPD compared to BME staff	0.81	0.82	▲	1.22
STAFF	5	KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.	30.1%	29.8%	▼	28.0%
	6	KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.	27.8%	19.5%	▼	23.7%
SURVEY	7	KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion.	73.5%	80.7%	▲	85.5%
	8	Q17. In the last 12 months have you personally experienced discrimination at work from any of the following?b) Manager/team	14.7%	10.6%	▼	12.6%
BOARD	9	Percentage of BME Board membership	0.0%	17.6%	▲	7.0%

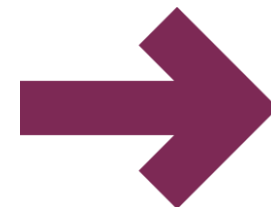
By having a comprehensive plan embraced by the whole Trust and championed by the board, all indicators improved between 2016 and 2017.



# NELFT compared to peers

Organisations name	% BME	Unify 2017 submission			Staff Survey 2017			
		Ind 2	Ind 3	Ind 4	Ind 5	Ind 6	Ind 7	Ind 8
<b>NORTH EAST LONDON NHS FOUNDATION TRUST</b>	<b>34.5%</b>	<b>1.59</b>	<b>1.72</b>	<b>0.82</b>	<b>29.8%</b>	<b>19.5%</b>	<b>80.7%</b>	<b>10.6%</b>
BARNET, ENFIELD AND HARINGEY MENTAL HEALTH NHS TRUST	48.1%	1.44	2.02	0.91	37.8%	30.5%	71.8%	13.3%
CAMDEN AND ISLINGTON NHS FOUNDATION TRUST	37.8%	-	2.91	0.79	41.1%	27.3%	61.7%	13.4%
CENTRAL AND NORTH WEST LONDON NHS FOUNDATION TRUST	40.4%	1.63	1.73	-	31.9%	26.5%	69.5%	13.7%
EAST LONDON NHS FOUNDATION TRUST	50.2%	1.09	3.19	0.94	32.6%	22.6%	72.6%	13.0%
OXLEAS NHS FOUNDATION TRUST	36.5%	1.60	2.71	0.98	41.2%	26.5%	72.7%	13.6%
SOUTH LONDON AND MAUDSLEY NHS FOUNDATION TRUST	40.5%	1.93	2.66	0.99	34.5%	26.5%	66.7%	14.1%
SOUTH WEST LONDON AND ST GEORGE'S MENTAL HEALTH NHS TRUST	46.1%	2.02	3.34	1.56	32.9%	30.2%	67.7%	16.0%
TAVISTOCK AND PORTMAN NHS FOUNDATION TRUST	23.6%	1.97	0.00	-	24.3%	31.5%	43.1%	21.6%
WEST LONDON MENTAL HEALTH NHS TRUST	46.5%	0.66	1.60	1.18	36.1%	30.4%	73.4%	13.1%
Trusts Median	40.5%	1.60	2.34	0.96	33.7%	26.9%	70.6%	13.5%

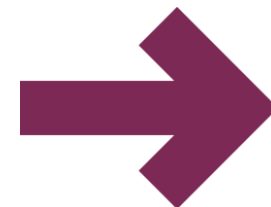
For all indicators, NELFT is better than the peer Trusts median.



# BME Staff compared to white staff

Organisations name	Indicator 5		Indicator 6		Indicator 7		Indicator 8	
	White	BME	White	BME	White	BME	White	BME
<b>NORTH EAST LONDON NHS FOUNDATION TRUST</b>	<b>24.2%</b>	<b>29.8%</b>	<b>16.3%</b>	<b>19.5%</b>	<b>86.4%</b>	<b>80.7%</b>	<b>4.8%</b>	<b>10.6%</b>
BARNET, ENFIELD AND HARINGEY MENTAL HEALTH NHS TRUST	30.1%	37.8%	24.4%	30.5%	81.3%	71.8%	8.5%	13.3%
CAMDEN AND ISLINGTON NHS FOUNDATION TRUST	34.2%	41.1%	19.0%	27.3%	85.1%	61.7%	5.8%	13.4%
CENTRAL AND NORTH WEST LONDON NHS FOUNDATION TRUST	29.4%	31.9%	23.3%	26.5%	87.4%	69.5%	7.5%	13.7%
EAST LONDON NHS FOUNDATION TRUST	28.9%	32.6%	23.2%	22.6%	83.8%	72.6%	9.1%	13.0%
OXLEAS NHS FOUNDATION TRUST	29.8%	41.2%	17.0%	26.5%	89.0%	72.7%	5.3%	13.6%
SOUTH LONDON AND MAUDSLEY NHS FOUNDATION TRUST	32.6%	34.5%	22.6%	26.5%	81.5%	66.7%	7.0%	14.1%
SOUTH WEST LONDON AND ST GEORGE'S MENTAL HEALTH NHS TRUST	30.3%	32.9%	22.6%	30.2%	82.4%	67.7%	6.0%	16.0%
TAVISTOCK AND PORTMAN NHS FOUNDATION TRUST	21.8%	24.3%	15.9%	31.5%	76.3%	43.1%	5.9%	21.6%
WEST LONDON MENTAL HEALTH NHS TRUST	29.6%	36.1%	27.2%	30.4%	81.6%	73.4%	11.6%	13.1%
Trusts Median	29.7%	33.7%	22.6%	26.9%	83.1%	70.6%	6.5%	13.5%

Focus on WRES has not been at the expense of white staff. NELFT white staff have a better experience than white staff at peer Trusts.



# Considerations for the board



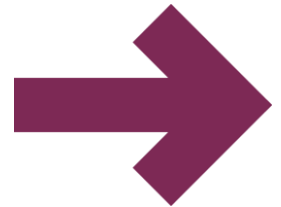
# Recommendations

- 1. Increasing diverse appointments / representation** – diverse interview panels; batch interviews; targets for representation along the pipeline
- 2. Improving opportunities for progression** – secondments; sponsorship; (reverse) mentoring; shadow boards
- 3. Reducing disproportionate rates of disciplinary cases** – triage panel led by director with BME representation to review potential cases
- 4. Reducing bullying and harassment** – communications; demonstrable leadership and voice of leaders



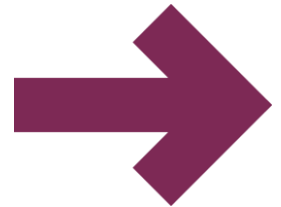
# Ten steps to support WRES implementation

1. Has the organisation completed and published its annual WRES data return
2. Have BME staff and local social partnership body been involved in discussions regarding the data
3. Is a robust action plan produced and published - reflecting the what the data show
4. Have meaningful discussions taken place on proposed actions in relation to key emerging issues
5. Is there a board member responsible for the WRES (and equality)



# Ten steps to support WRES implementation

6. Is there a BME staff group or network – are there formal arrangements to meet organisations HR team regularly
7. How robust and complete is workforce ethnicity monitoring
8. What steps is the organisation taking to ensure BME are supported to complete the NHS staff survey – is there a full staff census
9. To what extent is workforce race equality, and equality in general, embedded and mainstreamed within the organisation
10. Does the organisation link with other peer organisations to share learning and replicable good practice



# Resources and further information



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