Making the Difference: Inclusion in the NHS

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Have you ever ‘googled’ (image) NHS Chief Executive....?
“The snowy white peaks of the NHS”

Lord Nigel Crisp, 2003
A survey on discrimination in governance and leadership.

Looked at all NHS trusts in London.

Found that the BME population are largely excluded from NHS leadership.

This included national bodies such as NHS England, Monitor, NHS Trust Development Authority, CQC, Health Education England.
NHS Improvement leadership team

The King's Fund
Ideas that change health care
The picture in London...

- **1 BME Chair** (out of 40) and no CEO in London NHS is BME
- **17 of 40** trusts have all white Boards
- **Decrease** in BME Board members
- **Decrease** in BME senior managers and nurse managers

BUT...

41% of the workforce and patients are BME in London
45% of population is BME in London
So what?

• Experience of BME staff linked to patient experience
• How staff are cared for impacts on care they provide
• Diversity improves innovation + teamwork
• Simon Stevens, national policy, Workforce Race Equality Standard and Well Led domain
• Business case - growing evidence that more diverse companies perform better (Diversity Matters, McKinsey, 2014)
“The experience of black and minority ethnic NHS staff is a good barometer of the climate of respect and care for ALL within the NHS. Put simply, if BME staff feel engaged, motivated, valued and part of a team with a sense of belonging, patients were MORE LIKELY to be satisfied with the service they received”.

Making the Difference

• West, Dawson & Kaur, December 2015

• The King’s Fund & NHS England

• Seeks to established extent of discrimination amongst NHS staff

• Addresses the question of how to make a difference at individual, team, organisational and national levels
Method

• 2014 NHS NSS

• Responses from 255,150 individuals across 284 organisations

• 157 acute trusts, 57 mental health/learning disability trusts, 40 CCGs, 19 community trusts and 11 ambulance trusts

• The data looked at discrimination within the NHS, between
  • managers and staff
  • between colleagues and
  • from patients and members of the public
Key findings

• Discrimination highest in ambulance trusts
• Men are more likely to report experiencing discrimination than women (except in the case of ambulance trusts)
• Discrimination on the basis of age is highest among the youngest age groups
• Discrimination is highest for black employees and lowest for white employees
• All other non-white groups are far more likely to experience discrimination than white employees
Key findings

- **Disabled staff** report very high levels of discrimination
- People from all religions experience discrimination on the basis of their faith, but this is by far the **highest among Muslims**
- Discrimination on the basis of sexual orientation is much greater for **non-heterosexual staff**
- Discrimination rates are higher in **London** than anywhere else
Ethnicity

Highest level of discrimination was reported by staff from black groups (30.9%).

Discrimination is experienced far more by people in non-white groups (25.6%) than by white staff (9.5%).

Differences are particularly pronounced in relation to discrimination from patients, relatives and members of the public: 21.7% for black staff, 16.6% for non-white staff and 4.1% for white staff.
Religion

Discrimination is reported most by **Muslim** (22.2%) and **Hindu** (19.4%) staff.

Reported discrimination on the basis of religion is highest by far among **Muslims**.

Muslims and Hindus also report a far higher rate of discrimination on the basis of ethnic background.
So what...

The work / life experiences of **non-White, disabled, Muslim and non-heterosexual staff** (among others) within the NHS are clearly much worse than their comparator groups and this experience of discrimination profoundly and pervasively damages the health, well-being and quality of work life of the many staff affected in the NHS. And this widespread discrimination is completely contrary to the stated values of the sector.
What can individuals do?

Role of **allies from non-disadvantaged/discriminated** groups in confronting discriminatory behaviours in ways that members of target groups cannot so effectively
What can teams do?

Teams are more inclusive and less discriminatory when they are well-structured and have effective processes including:

• Having a positive and motivating vision of the team’s work, and **clear objectives**
• Regular useful, **feedback** on performance in relation to the objectives
• A **team leader who reinforces** the value of diversity of voices, views, skills, experiences and backgrounds as vital for creativity, innovation, good decision making and team effectiveness
What can organisations do?

Leadership is the biggest determinant of culture...

- It is vital that top management establish effective diversity management policies, practices and procedures

- Visible top management support not just in terms of policies but demonstrated in behaviours and reinforced in every interaction at every level

And a culture where it is safe to talk about experiences of discrimination.
 Discrimination and NHS staff: stepping bravely into the grey

Sadly, but perhaps unsurprisingly, as our recent report for NHS England discusses, a significant number of NHS staff still experience discrimination as a result of being gay, or Muslim, or disabled, or black African.

Our report is based on data in the 2014 NHS Staff Survey. Data is, of course, important, in highlighting the issues but only tells part of the story. For me, what is missing is the conversation, the human part of the story: the real-life experience of the hospital porter, the nurse, the doctor, the patient.
Conclusions

• A clear and compelling need to cultivate a more diverse and effective NHS leadership and inclusive, non-discriminatory cultures

• The human costs are huge

• Impact on patient care is clearly negative and substantial

• If staff experience discrimination as a result of their identity as gay, or Muslim, or disabled, or Black African, patients who are members of these groups will experience similar discrimination
SEEK TRUTH
What is the picture like in your community, service, team, organisation and board?