

Respect & Dignity @ Work

Project Update

Including Covid 19, Race and Privilege

We care

We respect

We are inclusive

Respect and Dignity @ Work Campaign

Phase 1

A Mile in My Shoes



Phase 2

Through My Eyes



Phase 3

Through Someone
Else's Eyes



Phase 4

We've Heard You

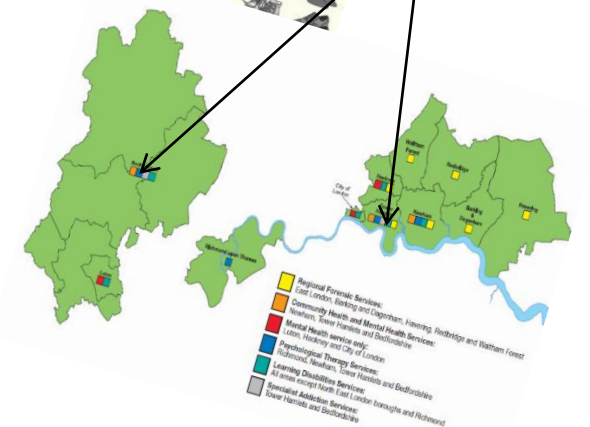
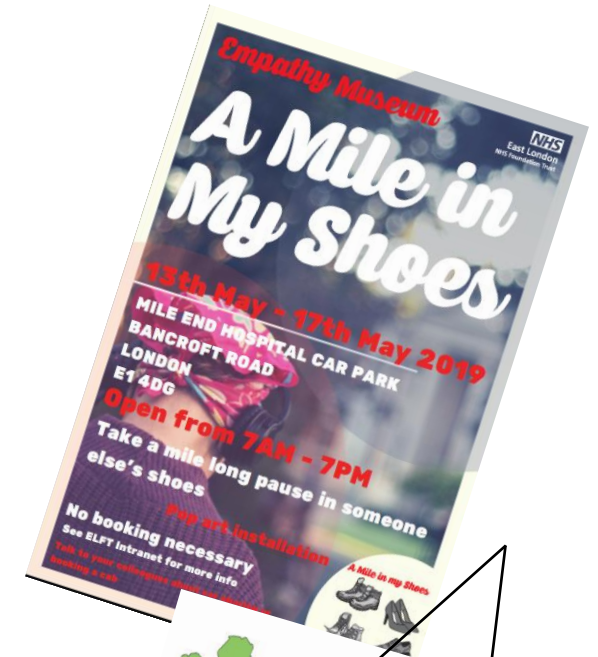


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A Mile in My Shoes



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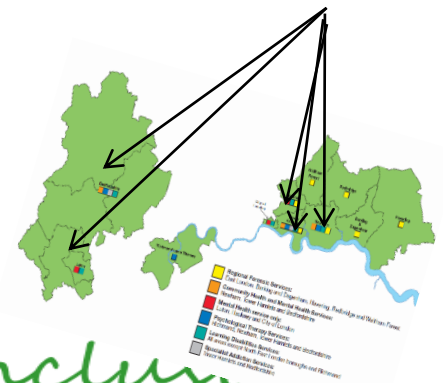
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Through My Eyes

- 50 staff stories and illustrations

7 Themes:

- The Administrator stories;
- The Black Women's stories;
- Stories from those with mental health problems;
- The Bradford score stories
- Stories following an incident of violence or suicide;
- I love my job;
- One person can make all the difference.



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Executive Pledges May 2019

"I will ensure that respect and dignity is at the heart of the way we do things at ELFT."

Dr Anvita Evans
Chief Executive

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"I pledge to directly challenge behaviour that is not in keeping with the values of ELFT."

Paul Wilby
Chief Medical Officer

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"I will reduce the number of BAME staff going through formal disciplinary processes."

Tanya Carter
Director of HR

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"I will be respectful in every interaction that I have."

Markus Reginald
Director of Planning and Performance

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"I will be using reverse mentoring to listen, understand and learn from the experience of others."

Amal Shah
Chief Quality Officer

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"I am going to create senior management opportunities for women and BAME staff in finance."

Steven Coates
Chief Finance Officer

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"I will listen deeply, and always endeavour to be kind and respectful to other people."

Richard Pringle
Director of Integrated Care

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"I will champion for fairness and transparency in the access to stretch opportunities, in-role development And career progression."

Lorraine Simons
Chief Nurse

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"I will work to ensure that equity and dignity are at the heart of how We treat people."

Paul Robinson
Chief Operations Officer

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"I pledge to support the development of a culture where disabled staff and service users are treated fairly."

Mukhi Vasudevan
Executive Director of Commercial Development and Performance

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Executive Pledges 2020

"To use my power, privilege and position to help amplify the voices of those that are not heard."

Paul Gilluley
Chief Medical Director

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"I will ensure that equity is at the heart of how we operate, and that we address the way that racism and privilege affect the lives of our service users and staff."

Paul Calverton
Deputy Chief Executive



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"I will listen deeply and always endeavour to be kind and respectful."

Richard Fradgley
Director of Integrated Care

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"I will champion for fairness and transparency in the access to stretch opportunities, in-role development and career progression."

Lorraine Sunduza
Chief Nurse

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"I will use my power to help create a fairer and more equitable place to live and work."

Amer Shah
Chief Quality Officer

Dignity And Respect@Work





"To radically change processes that feed in to structural inequalities."

Tenya Carter
Director of People & Culture

Dignity And Respect@Work





"I pledge to champion equal career opportunities for all staff in digital, and to value the strength that comes with difference, and the positive contribution that comes from our diversity."

Phillipa Graves
Chief Digital Officer

Dignity And Respect@Work








"I will use my role and background to role model ELFT's values and champion transparency and honesty in our processes and conversations."

Edwin Ndlovu
Director of Operations

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"I'm going to ensure equal opportunity for all staff in all that we do in finance."

Steven Course
Chief Finance Officer

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"I pledge to support the development of a culture where disabled staff and service users are treated fairly."

Dr Manjit Wankarum
Executive Director of Organisational Development and Performance

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NED Pledges 2020/21

"I pledge to be led by the voice of our service users and frontline teams and to help empower them to improve our care."

Aamir Ahmad
Non-Executive Director

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"I pledge to champion our values to care, to respect and to be inclusive."

Ken Batty
Non-Executive Director

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"I pledge to constructively challenge the status quo to focus on reducing inequalities for our staff and service users."

Eileen Taylor
Non-Executive Director

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"I will ensure ELFT leads the way in listening to communities and tackling health inequalities."

Mark Lam
Chair

Dignity And Respect@Work

"I will champion joy, friendship and 'assuming it is possible.'"

Professor Sir Sam Everington
Non-Executive Director

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"I pledge to respect and celebrate the differences that make us a better team."

Anil Chandarana
Non-Executive Director

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BAME Network outputs

Testing Reporting
Reverse Mentoring
Resources
Vit D

Support
Manager Response
Staffing Shielding
Inclusivity

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What is working?

Remote Working

External Inclusion Working
BAME Network
Connection

The Job
Dialogue
Safety Comms
Management Support
Recognition
Support Team

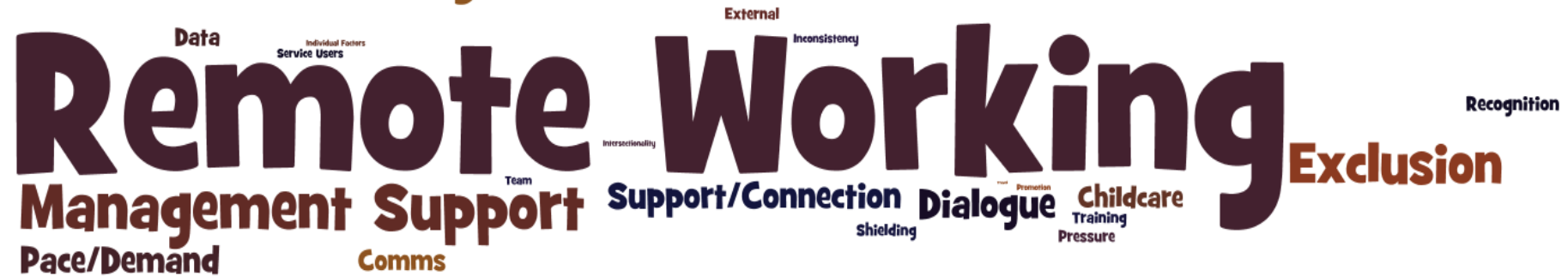
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What is not working?

Fear/Uncertainty



Remote Working

Other terms in the word cloud include: Data, Individual Factors, Service Users, External, Inconsistency, Intersectorality, Team, Support/Connection, Dialogue, Childcare, Training, Pressure, Recognition, Exclusion, Management Support, Pace/Demand, and Comms.

Safety

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What needs to be done?

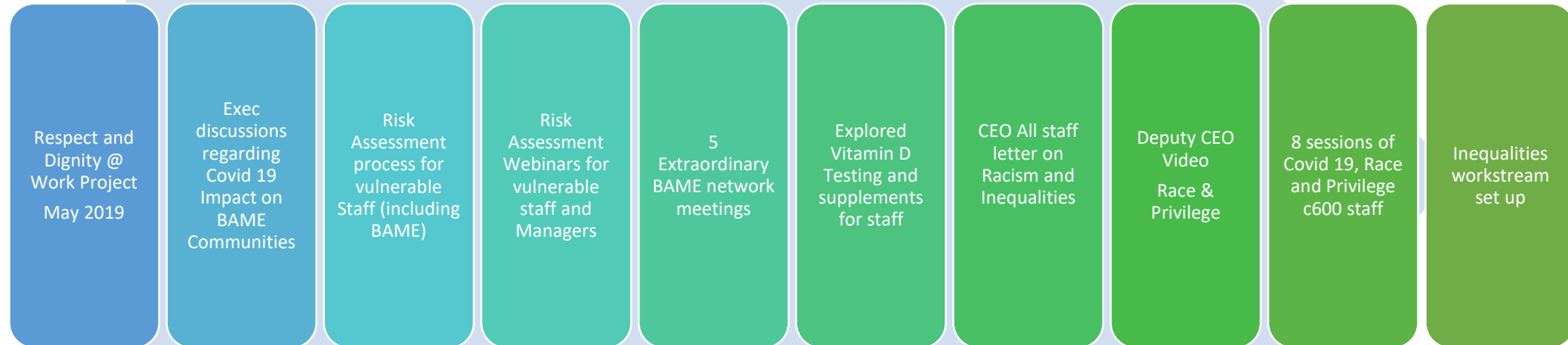


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Actions to date



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Covid, Race and Privilege

- 2 hour sessions opened up by the CEO or Deputy CEO to explain the context;
- Zoom breakout rooms 20-30 people.
- Each group facilitated by an Executive Director.
- Volunteer storytellers sharing a story - *Living and Working while BAME*, followed by discussion, reflections Q&A;
- Back into plenary and the Executive Director summarises the discussions;
- More discussions in the plenary group.
- Attend by around 600 staff

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CEO Discussion Groups

- 5 monthly sessions with the Trust's most senior leaders exploring:
 - Understanding White Privilege
 - What it means to be White?
 - White Fragility
 - Whiteness

What is White Privilege John Amaechi

<https://www.bbc.co.uk/bitesize/articles/zrvkbqt>

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What are you 'taking away' from today's session that you will do differently?

Theme	Frequency	Example
Dialogue	25	"Keep talking to people about these issues and don't let them slide under the carpet again" "Engage more in directorate to give opportunity to staff to share experience and discuss how to start support each other going forward"
Speak up	16	"Call out the institutional racism i have always seen in the Trust. I've learnt that most people just don't see it. Even the alleged perpetrators don't even realise the impact of their actions" "I am a BAME person but this powerful session is another reminder to ensure I do my bit to call out any form of discrimination whether it's towards another BAME person or vice versa"
Educate	11	"Read literature; links shared. Get involved (as a white person) to reduce inequalities" "I want to educate myself and the all of my experiences to add to the change"
Notice	7	"Reflect on the function of my team, what racism is present there, is it a place that BAME colleagues feel valued and safe. How can we improve this. How can we start to include experiences and impact of racism and discrimination on our SU mental health"
Empathy	5	"Continue not to make assumptions and treat people as individuals, kindness, empathy and compassion"
Involvement & Change	6	"Stop telling myself it's too difficult to change the systems"
Listen	4	"Deep listening exercises and appropriate calls to actions to stand against all forms of racism should be ongoing within the trust"
Advocate	3	"I need to rely less on the efforts of black people to explain why they are hurting and what the world has done to them, before I know how to act. I need to THINK more about the backdrop of people's experiences for myself and act, without spoonfed"
Fight on	1	"Fight on , press on and not give up"
Mindful	1	"To remain mindful of others"
Strategy	1	"The strategy plan to address racism and nepotism is still not clear to me"
Thank you	1	"Such a powerful session thank you so much"

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How could we improve today's session?

Smaller groups,
and linked into
the diversity
networks to take
actions forward

The session was
very well
facilitated and
containing.

More than improved, I
think it could be an
ongoing/regular series
of events

No discussion around
white privilege
or what we can practically do

Make this mandatory
for all senior managers in
different directorates
not only the executive's
especially city and
hackney

Hearing the stories was
important but could be
done in the wider group
and use the break out
groups to have a
conversation.

It was a great start. We
can say white and black

Action plan from
the discussion
should be clear

It's a great first
step. So I applaud
the trust in
making this
happen.

It very led by
the execs and
no opportunity
for discussion.

One story per session

Start the menti from
the break out
sessions.

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Covid, Race and Privilege sessions

Covid, 19 Race and Privilege

- All staff events across the Trust
- 10th, 13th, 24th and 30th June.
- 1st and 18th July 2020

Understanding the Privilege of Being White

- Initial CEO Discussion Group to Co-create the future sessions:
- 15 July 2020 Understanding the Privilege of Being White.
- 3 monthly CEO Groups
- (19 Aug, 16 Sept 21 Oct Oct)
- Programme for a cohort of 24 White leaders
- Nov – March 2021 (content to be designed)

Understanding the Privilege of Being White

- Department Team Meetings (DMT)
- Core Leader events

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The Plan Going forward



Respect & Dignity @ Work Project – Phase 3 (Supersedes Through Someone Else’s Eyes)

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The Plan Going forward Cont'd



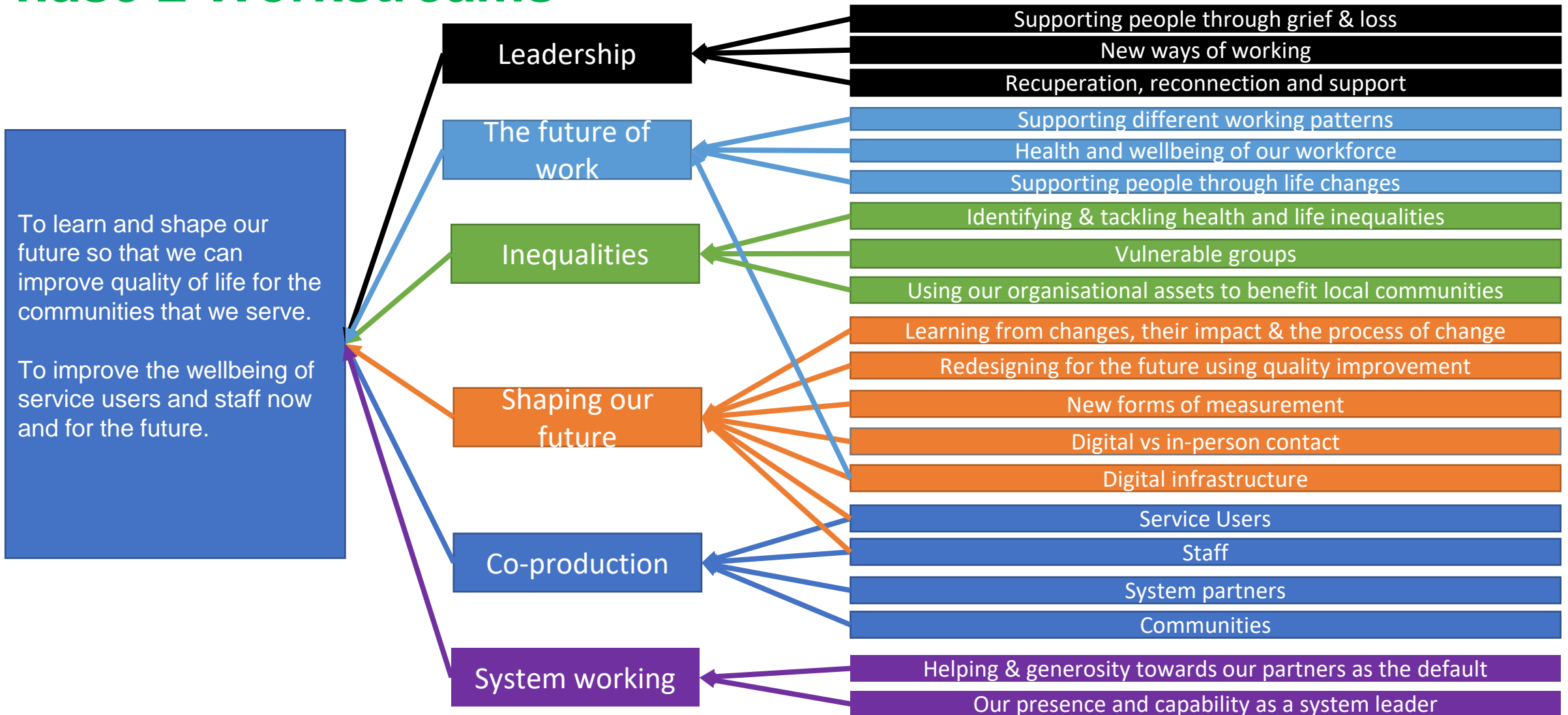
Respect & Dignity @ Work Project – Phase 3 (Supersedes Through Someone Else's Eyes)

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Phase 2 Workstreams

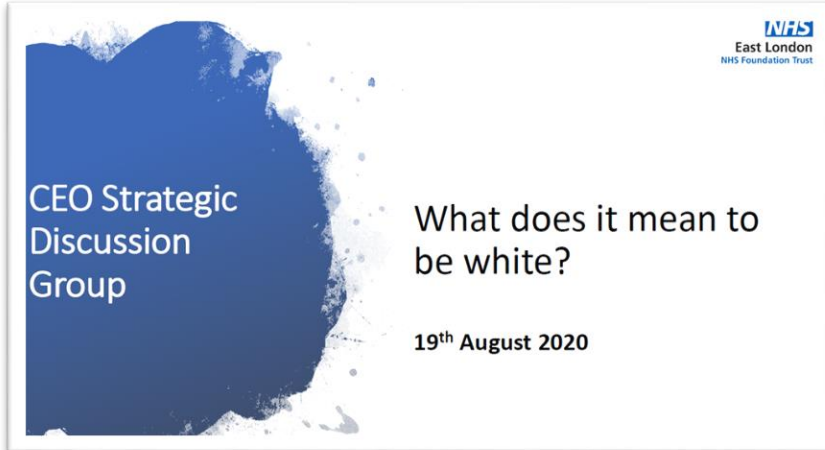


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CEO Discussion Groups



NHS
East London
NHS Foundation Trust

CEO Strategic Discussion Group

What does it mean to be white?

19th August 2020



NHS
East London
NHS Foundation Trust

CEO Strategic Discussion Group

Keeping race on the table

16th September 2020
9.00 – 10.30am



NHS
East London
NHS Foundation Trust

CEO Strategic Discussion Group

What's my leadership role?

21st October 2020

9.00 – 10.30am



NHS
East London
NHS Foundation Trust

CEO Strategic Discussion Group

Leading in a time of Covid

20th January 2021

9.00 – 10.30am

brap
NHS & equality unit for excellence

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#MyNameReallyIs...Twitter Campaign

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- 22,000 Impressions
- Over 8,000 Views
- The second most popular Tweet in 2020.
- https://twitter.com/nhs_elft/status/1290645413469585416?s=12
- [Carmen's Video](https://twitter.com/NHS_ELFT/status/1306879782525767680)
https://twitter.com/NHS_ELFT/status/1306879782525767680
- [Caroline's Video](https://twitter.com/NHS_ELFT/status/1305423531832942593)
https://twitter.com/NHS_ELFT/status/1305423531832942593

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Our Progress 1 Year on.....

- Board members are being reverse mentored by colleagues from Black, Asian Minority backgrounds;
- Trust Executives agreed to create an Equalities role/Team;
- 7 White colleagues have been nominated by ELFT to NHS England to become White Allies;
- We've supported the CAMHS Safe space initiative
- <https://www.youtube.com/watch?v=CLNgKCOsA9o>
- We've progressed the Respect and Dignity Project. We've Heard You. <https://www.youtube.com/watch?v=x7zUIXTVZCY>
- New Inequalities work stream
- Ongoing conversations about diversity within the BAME Network

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Our Progress 1 Year on.....

- Career Development Workshop;
- Feedback from the Black Asian Minority Ethnic Network requested Vitamin D supplements.
- The Trust have offered a 3-month supply of Vitamin D to all staff.
- This was taken up by almost 50% of the Trust

#SunshineInMyPocket

- 2 Executives are on the Workforce Race Equality Standards (WRES) Experts programme

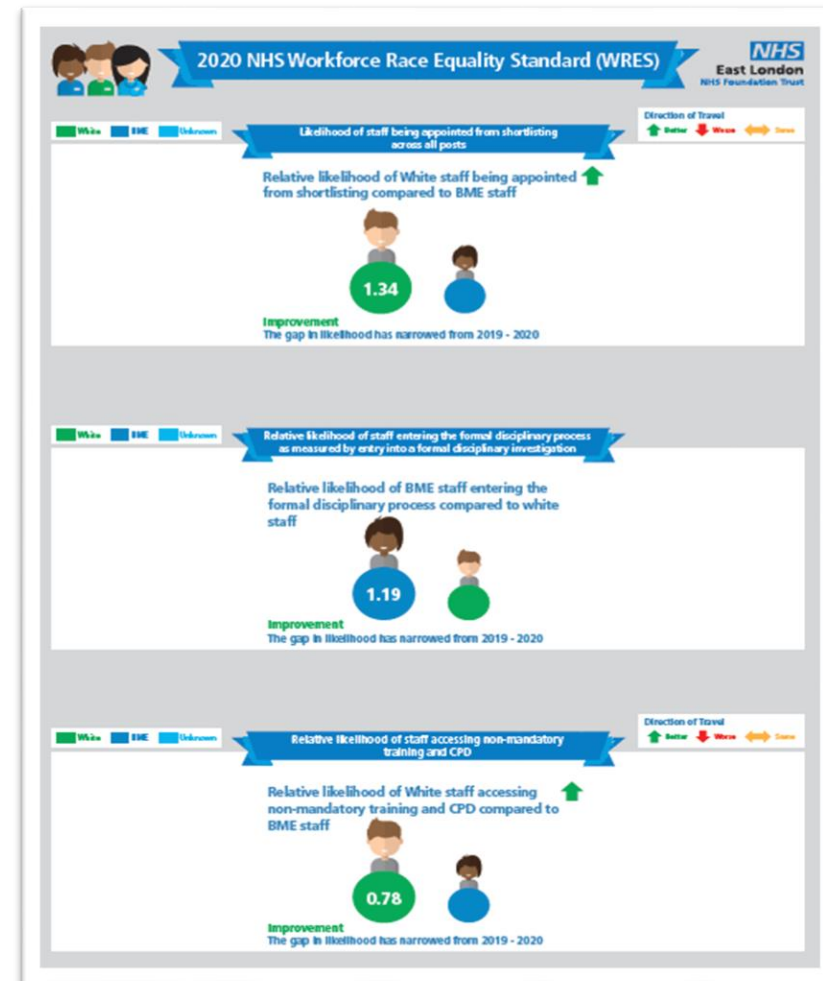
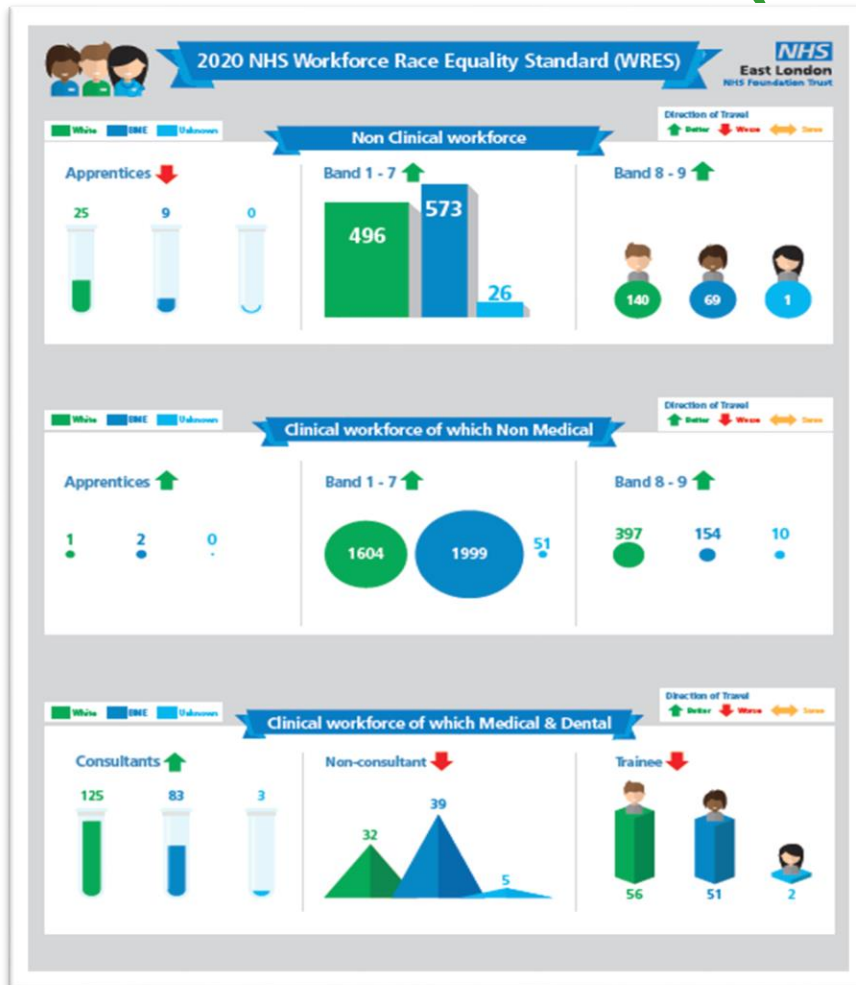


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Some Improved Workforce Race Equality Standard (WRES) Metrics

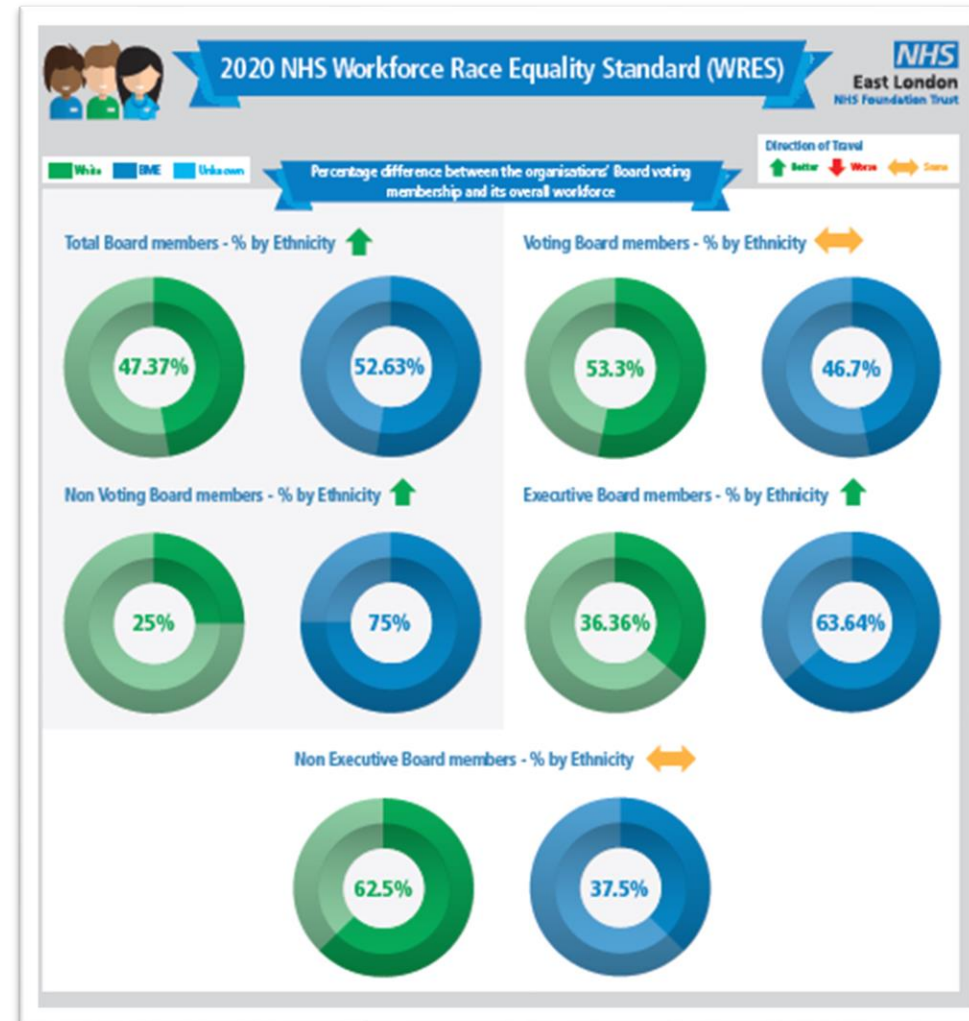


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ELFT has the most diverse Board



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Reduced Disparities in Disciplinary Cases

- Reduced from 2.78 in 2018
- 2.44 2019
- 1.19 in 2020

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



Improvement

The gap in likelihood has narrowed from 2019 - 2020

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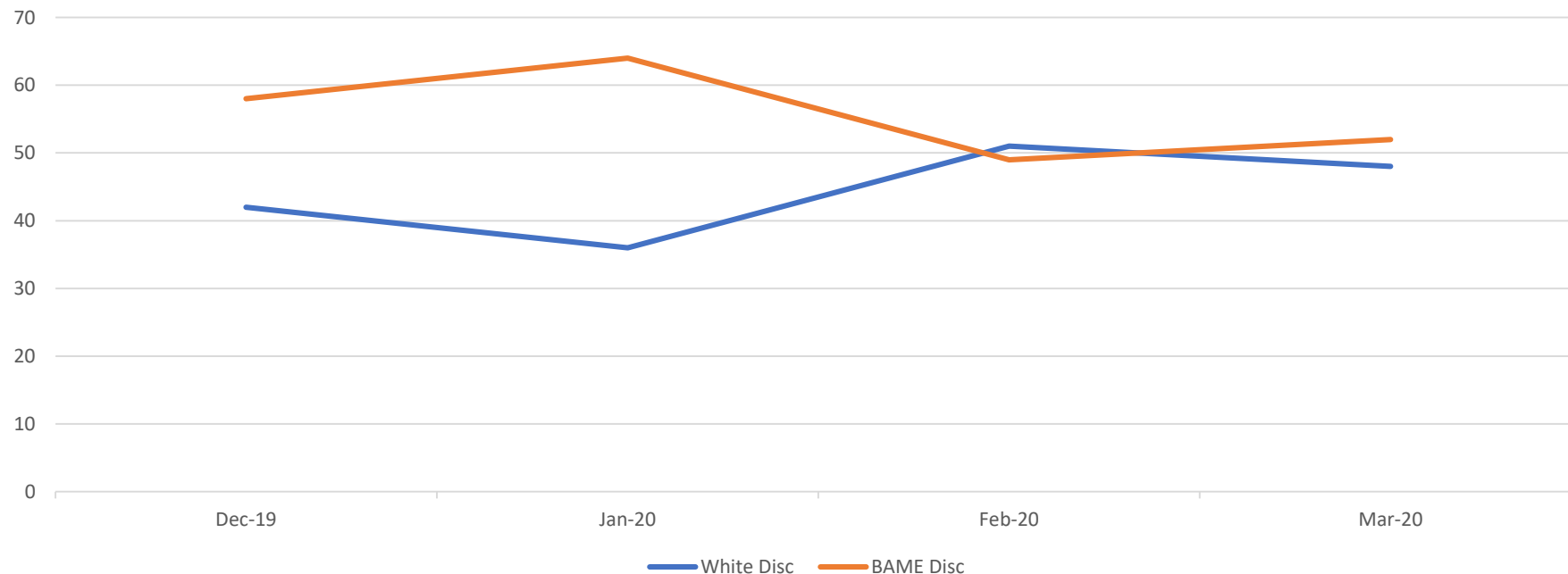
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1 Year on Continued

- We've reduced the disparity in the proportion of colleagues from Black, Asian Minority backgrounds compared to White staff facing formal disciplinary action

Disciplinary By Ethnicity

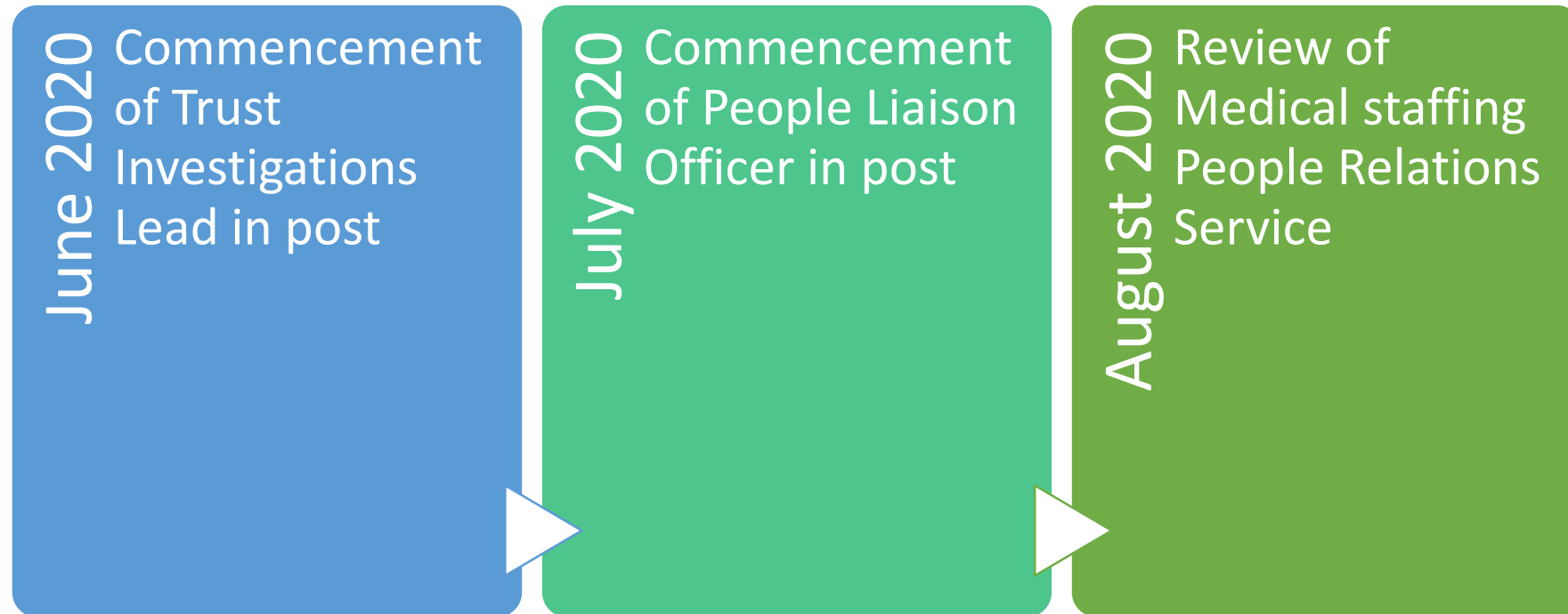


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1 Year on Continued



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Improved our Approach to Disciplinary Cases

- The tone of our policies and letters was not conducive to supportive processes
- The job design of our employee relations posts needed consideration
- We let our policies distract us from focussing on the individual & the service
- Fear of litigation could take more importance than the service
- Sharing across networks internally & externally
- ELFT Animation Video
<https://drive.google.com/drive/folders/1RcqIEdtXKxiDG9uOc0qt1k2RiUMNe9M6?usp=sharing>

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Our Progress

- We won the Health Service Journal (HSJ) Award in the Workforce Race Equality Standards (WRES) category for Compassion and Equality in Employee Relations, in recognition for what we have done using QI methodology and Co-production
- Recognising Racism: Using QI to Help Take Action: East India ward
- Session on Islamophobia Awareness
- Regular place based locality meetings - Making Equality Work



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Knife Crime, Gangs and Country Lines

- We know that around 25% of our staff live in the boroughs that we provided services in.
- Over 50% of staff affected are from BAME communities;
- Those same boroughs have a prevalence on of Knife Crime, Gangs and County Lines;
- We have run our first cohort of Non Violence Resistance (NVR) which are parenting classes for staff to help to prevent their children from getting caught up.
- We have seen 9 parents go through this programme. The second cohort is already underway.

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ELFT Ability Network

- Change in ELFT Ability Network Leadership, Network Lead Claire McKenna, Network Deputy Lead Laura Pisaneschi, ELFT Ability Project Lead Toitei Kurima
- ELFT Ability focus group at CEO Strategic discussion group
- ELFT Ability virtual conference- Conquering Adversity on 3rd December 2020
- Hosted sessions with Purple Space: Hints & Tips for Working from Home and supporting Home-Working
- Run regular network seminars- topics have included stress awareness, stammering and Dyslexia awareness
- Supported with submission of WDES and development of WDES action plan
- Meeting and supporting d/Deaf and hearing impaired staff
- Started Pando group for shielding staff and worked with ELFT Ability network sponsor to launch shielding staff groups
- Virtual meetings set up at the start of the pandemic supporting ELFT Ability network members with any concerns about covid and working from home
- Supported staff members with disability related queries
- Working with disability project lead about assisted technologies for disabled staff- Dragon DMO
- Attended new student nurses induction and raised awareness about ELFT Ability and staff networks
- Updated network distribution list
- Attended staff inclusion event - design workshop Bedford, Luton and Milton Keynes Integrated care system meeting
- Attended meeting to add ELFT Ability feedback for ELFT as an anchor
- Attended Purple Space #PurpleLightUp reference group
- Hosted a seminar about asthma and its impact on staff on World Asthma Day

Supported staff with concerns about returning to work after shielding

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BAME Network

- Chief Nurse facilitated 5 extraordinary BAME networks webinars in relation to COVID and race
- Outputs from the meetings were request for reverse mentoring, vitamin D and support (Trust responded)
- Change in ELFT BAME Network Leadership, Network Leads Graham Manyere (London) & Christmas Musonza (Luton & Beds) with Support Coordinator Sacha Jarrett
- Set up themed CQC focused webinar with network members, feedback was very positive, and they have asked to attend more sessions and would be open to setting up more focus groups.
- Run regular monthly network meetings and development workshops.
- Set up a BAME development webinar with Roger Kline.
- Set up rolling Black Lives Matter webinars in light of George Floyd death.
- Celebrated Black History Month with a webinar hosted by Yvonne Coghill CBE.
- Designed and printed network pin badges.
- Set webinar to discuss Racial QI Project on East India and how it's shaping relations within the service.
- Service wide BAME forums set up and leads have presented at monthly network meetings.
- Set up mentorship platform for development support.
- Launched quality improvement project on improving the experiences of BAME staff.
- Facilitated a series of 'BAME and COVID-19' webinars.
- Launched initiative to increase, celebrate and improve diversity within the network.
- Promotion of webinars and network links hosted outside the Trust linked to professions or international regions. Some with Trust staff on panels

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Women's Network

- Regular network meetings on topics such as, body and vocal confidence and female safety
- Set up coffee connections within the network, to try and mitigate against the lack of connection due to COVID.
- Facilitated annual conference in a virtual space for 100 delegates
- Ran sessions around Employability
- Worked with the digital team to create a safe space for women

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ELFT LGBTQ Network 20/21

- During pandemic developed Coffee Connect programme. Now on second series
- Launch of Allies programme
- LGBT Awareness training for staff rolled out.
- Webinar with Dr Michael Brady, National Advisor in LGBT Health, NHSE.
- Virtual Pride Events – Beyond the Rainbow.

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Intergenerational staff network

Progress since network established in October 2019:

- Set up of social media and centralised inbox
- Development of a community of interest, through engaging with each directorate
- Initial literature review and staff survey (248 responses) to understand the evidence-base and views/ideas of our staff
- Launch events had to be adapted due to the onset of Covid. Three listening and support events were held virtually instead
- Two webinars held on the topic of Age & Covid-19
- Three virtual learning sessions held on the topic of digital / IT experiences, based on a specific request from older staff
- One-to-one interviews held with a range of younger staff to understand issues from their perspective. Plans for a specific seminar aimed at younger staff on the topic of career progression had to be cancelled due to the acute wave of the pandemic

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What's Next?

- We're about to start working on becoming an anti-racist organisation and will co-design an anti racist statement.
- The DMT Away day in October 2021 will focus on this.
- Finalising a coaching programme with a focus on colleagues from Black, Asian Minority backgrounds (launching Summer 2021)
- We also about to an launch interview skills workshops (Autumn 2021)
- Respectful Resolution is being rolled out to support staff to reduce Bullying & Harassment
- Conversations about Anti Semitism and Islamophobia
- WRES Report Feedback session and reflections on the Sewell report

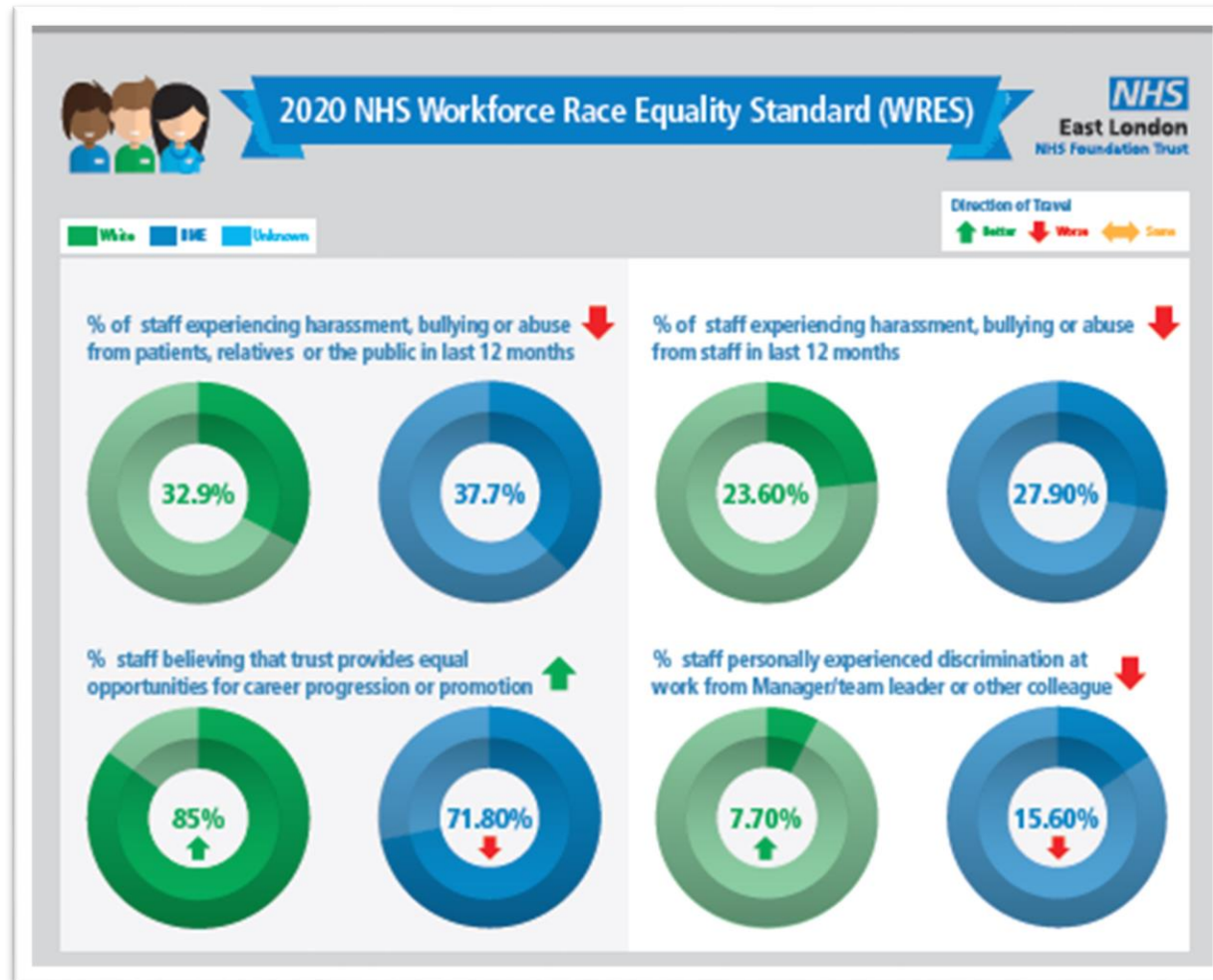
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Further to work to improve these metrics

(*2019 Staff Survey metrics. 2021 WRES Submission will use 2020 Staff Survey results)



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Continuum on Becoming an Anti-Racist, Multicultural Institution

MONOCULTURAL		MULTICULTURAL		ANTI-RACIST		ANTI-RACIST MULTICULTURAL	
Racial and Cultural Differences Seen as Defects		Tolerant of Racial and Cultural Differences		Racial and Cultural Differences Seen as Assets			
1. Exclusive A Segregated Institution	2. Passive A "Club" Institution	3. Symbolic Change A Multicultural Institution	4. Identity Change An Anti-Racist Institution	5. Structural Change A Transforming Institution	6. Fully Inclusive A Transformed Institution in a Transformed Society		
<ul style="list-style-type: none"> Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos and Asian Americans Intentionally and publicly enforces the racist status quo throughout institution Institutionalization of racism includes formal policies and practices, teachings and decision-making on all levels Usually has similar intentional policies and practices toward other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. 	<ul style="list-style-type: none"> Tolerant of a limited number of People of Color with "proper" perspective and credentials May still secretly limit or exclude People of Color in contradiction to public policies Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings and decision-making on all levels of institutional life Often declares, "We don't have a problem." 	<ul style="list-style-type: none"> Makes official policy pronouncements regarding multicultural diversity Sees itself as "non-racist" institution with open doors to People of Color Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff Expanding view of diversity includes other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. <p>But . . .</p> <ul style="list-style-type: none"> "Not those who make waves" Little or no contextual change in culture, policies and decision-making Is still relatively unaware of continuing patterns of privilege, paternalism and control 	<ul style="list-style-type: none"> Growing understanding of racism as barrier to effective diversity Develops analysis of systemic racism Sponsors programs of anti-racism training New consciousness of institutionalized white power and privilege Develops intentional identity as an "anti-racist" institution Begins to develop accountability to racially oppressed communities Increasing commitment to dismantle racism and eliminate inherent white advantage <p>But . . .</p> <ul style="list-style-type: none"> Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<ul style="list-style-type: none"> Commits to process of intentional institutional restructuring, based on anti-racist analysis and identity Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles Implements structures, policies and practices with inclusive decision-making and other forms of power sharing on all levels of the institution's life and work Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities Anti-racist multicultural diversity becomes an institutionalized asset Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments 	<ul style="list-style-type: none"> Future vision of an institution and wider community that has overcome systemic racism Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles and interests A sense of restored community and mutual caring Allies with others in combating all forms of social oppression 		

- DMT Away Days
- Board Development Session
- Exec Session
- Governor Session
- Network meetings
- All staff session by Directorates

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Adapted from original concept by Baily Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding.

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Questions

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