Using Staff Led conversations to Engage Workplace Leaders and Embrace Diversity

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St Andrew's HEALTHCARE

Transforming lives together

1 Major Mental Health and Learning Disability Charity

2 Care for 3000+ service users (inpatient and community)

3 Employ 4000+ staff

4 We have national & international reach

5 £200M annual turnover

6 We destigmatise mental health so people can live a life free from stigma and shame

Who are St Andrew's?

Let's talk about: DEMENTIA
with Dr Inga Stewart

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Diversity summary

Disclosure has improved

Age

There is balanced distribution across the age bands from 21-30 to 51-60. This is favourable when compared to the NHS which has an ageing workforce amongst nurses

-2.8%

Our Ethnicity Pay Gap ratio is -2.8%. This means that, on average, our BAME employees receive a higher hourly rate of pay compared to our non-BAME colleagues.

Our results are positive when compared to the 2019 national pay gap of 2.3%.

Female representation at higher levels has increased...

49% of our Leaders are female

30% of our Charity Executive Committee are female

15% of Senior Leaders and Leaders have disclosed a disability, favourable to UK benchmark of 10%

27% of Senior Leadership are BAME

15% Our Board BAME representation is 15%, up from 7% last year. The national UK average is 1.5%.

0% Our Gender Pay Gap ratio is 0%. This means that our median male and female hourly rates of pay are exactly the same.
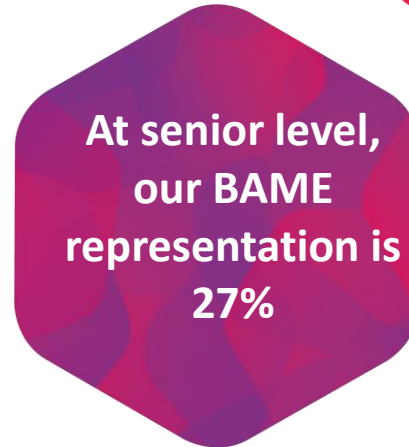
Our results are significantly lower than the 2019 national gender pay gap (median 17.3% / mean 16.2%), and favourable when compared to NHS, charity and Healthcare organisations.
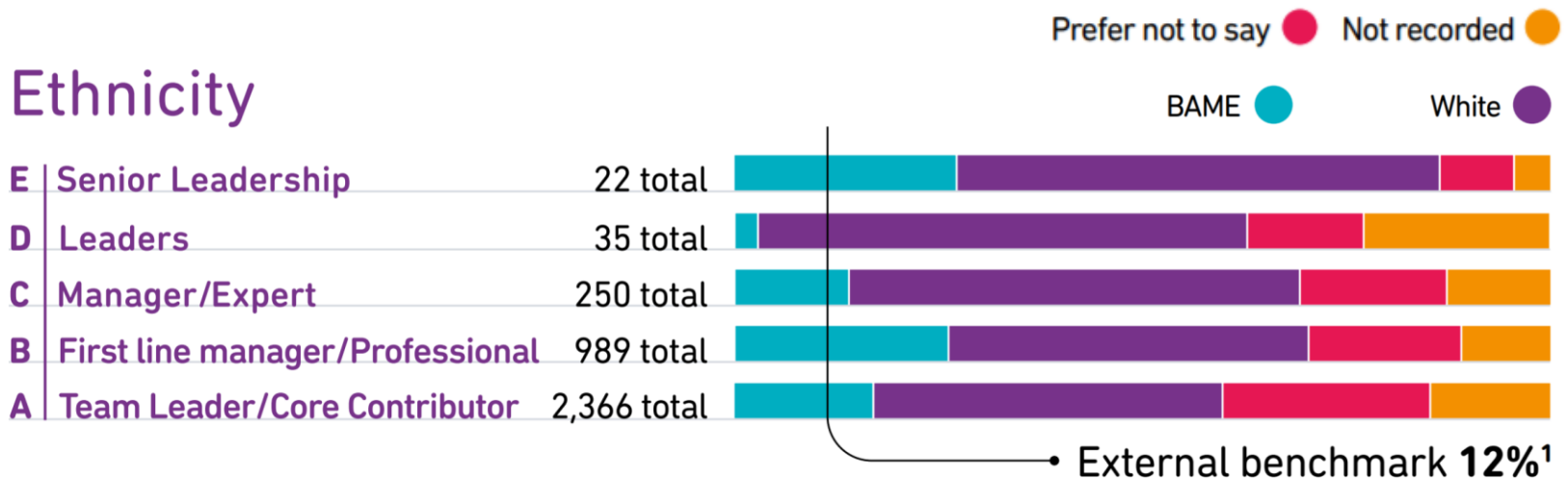
Ethnicity breakdown

20% of our staff are black, asian and minority ethnic

This is favourable compared to national average of 12%

At senior level, our BAME representation is 27%

This is one of the highest in the country

Ethnicity

Prefer not to say ●   Not recorded ●

BAME ●   White ●

		Total		
E	Senior Leadership	22 total		
D	Leaders	35 total		
C	Manager/Expert	250 total		
B	First line manager/Professional	989 total		
A	Team Leader/Core Contributor	2,366 total		

External benchmark **12%**[1]

Workforce diversity – My epiphany 💡

Me
I'm a white middle-aged British man
I'm from humble beginnings
I became a nursing assistant
I became a nurse
I'm in a senior management position

Austin
Austin is a Nigerian middle-aged man
Austin is from humble beginnings
Austin became a nursing assistant
Austin became a nurse
Austin remains a nurse

It's not enough to be anti-racist

- I'm not racist

- I have always treated everyone equally

- I don't have a bias

- I'm no more qualified to lead than Austin is - I have just had more opportunities presented to me

- BUT…………….

- Were my experiences borne of opportunity or privilege?

- Should I be talking to you or should he?

- Do I really understand?

- What could I and our Charity do to help?

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Embracing diversity - Reverse mentoring

- Mutual learning
- Listen and hear
- Be curious and expect to change
- Share experiences
- Role model for peers, colleagues, service users
- Remove barriers and challenge practice
- **We have one job to do..**

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Part of the problem, or part of the solution?

- Representation of white colleagues in senior roles cannot be explained by coincidence alone
- Poverty of opportunity can only be addressed if recognised as 'a thing'
- Reverse mentoring is a great leveller
- Positive colleague engagement

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Part of the problem, or part of the solution?

- Others will look at what you do and copy it
- Your actions individually and as an organisation make a difference
- Promote different thinking
- Challenge perceptions
- Use your leadership role to shape new opportunities

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How can we move forward?

- Colluder / Bystander / Challenger ?
- Giving people permission and a platform to speak their truth
- Reinforcing that their story matters
- Without naming it, we'll never solve it

"We are all part of the solution. In the space we call inclusion – **we all must change**, we are all different, we are all deeply interlinked"

Cherron Inko-Terriah MBE – The Power of Staff Networks

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Thank you