

Report to:	Board of Directors	Agenda item:	8
Date of Meeting:	22 July 2024		

Title of Report:	Staff Story
Status:	For discussion
Board Sponsor:	Toni Lynch, Chief Nursing Officer
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Appendices	Appendix 1: Staff Story Presentation

1. Executive Summary of the Report

In the NHS, fostering leadership amongst Global Majority staff is pivotal for enhancing organisational efficiency, inclusivity, and patient care. The Global Majority workforce, bring a wealth of knowledge and experience to help improve the services we offer.

In the RUH, we are committed to investing in our people through celebrating each other's difference to make a difference. This resonates with our Trust values of 'everyone matters' and our vision for 'the people we work with', giving our staff equitable support to be at their best and make them feel valued and that we appreciate their contribution to the organisation.

A few of our staff have successfully completed the NHS England Southwest Regional Developing Aspirant Leaders Programme. Within the Trust, we have developed "Routes to Success" as part of our Positive Action Programme. Both programmes are aimed at supporting colleagues from the Global Majority to gain the confidence and the ability to move forward in their career.

Developing Aspirant Leader's Programme

This is aimed at supporting staff become a senior leader (Band 7s and above) in the Southwest region from the Global Majority and is run by NHS England following good results from its original pilot in the Midlands. On the first cohort, 5 out of the 15 participants in the region are RUH staff who successfully completed the course with a project aimed at improving the service in their respective expertise. This programme is on its 2nd cohort with 1 staff from the RUH currently completing the first half of the course.

Routes to Success

This programme supports RUH staff at the start of their leadership journey in Band 5 and Band 6 roles from the Global Majority across Nursing, Midwifery and Allied Health Professions. The programme was developed in collaboration with Yvonne Coghill CBE and Inspiring Hope in delivering the training to 21 RUH employees.

The purpose of presenting a staff story to the Board members is to:

- Provide a personal and relatable perspective beyond the numbers and data of an organisation
- Underscore the importance of having a workforce that reflects a variety of perspectives and experiences and helps in the understanding of the challenges and opportunities faced by employees from different cultural backgrounds

enhancing cultural competence; diversity and inclusion; and drives engagement and retention.

- Highlights the impact of supporting staff and providing equitable support regardless of background, race or ethnicity and showing how policies, decisions, and programmes affect the development of employees that translates to better patient experience.
- Celebrating success and recognising the hard work and dedication employees, boosting morale and motivation.

Background and context

Our Workforce Race Equality Standards (WRES) data show that there is not an equal playing field for Global Majority staff in terms of career progression and likelihood of being appointed to a role following shortlisting, the Trust has a responsibility to address this.

Impact on the staff from the Global Majority

1. Professional Development and Career Advancement

Access to networks, platforms and exposure where they can demonstrate their enhanced skills such as strategic thinking, decision-making, conflict resolution and effective communication opening opportunities for promotion.

2. Individual Empowerment and Confidence

Boosts confidence and self-efficacy empowering them to take on leadership roles. Also, this creates leadership network connecting to other staff from various specialties, sponsors and senior leaders, and mentors and peers.

3. Retention and Job Satisfaction

Through the Trust's commitment to their professional development, staff supported see clear paths to advancement and are more engaged and motivated leading to higher job satisfaction and retention.

4. Organisational Impact

Leadership from diverse backgrounds creates a more inclusive decision-making fostering innovation, broader insights and creative problem-solving.

Actions and next steps

- Supporting more staff to gain access to national, regional or Trust wide leadership trainings.
- Create continuous support to Global Majority colleagues that is sustainable and accessible.
- Explore options at increasing likelihood of Global Majority staff being accelerated in the recruitment process after completion of leadership courses such as Developing Aspirant Leaders or Routes to Success.

2. Recommendations (Note, Approve, Discuss)

The staff story is for discussion.

3. Legal / Regulatory Implications

Equality Act of 2010 to implement positive action measures to support underrepresented groups overcome disadvantages, access equitable support, and

encourage participation where it is disproportionately low.

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc.)

None.

5. Resources Implications (Financial / staffing)

To support the NHS Long Term Plan with its 50k programme, NHS England has provided funding for overseas recruitment to achieve this goal. In the Southwest, an exponential growth in terms of the number of global majority colleagues working in various healthcare professions in the region is evident in the past 4 years. This has an impact on the diversity of the workforce in the organisation and the need to support them thrive in their career to drive job satisfaction and employee retention.

6. Equality and Diversity

Ensures compliance with the Equality Delivery System (EDS).

7. References to previous reports

None.

8. Freedom of Information

Public.

9. Sustainability

n/a

10. Digital

n/a