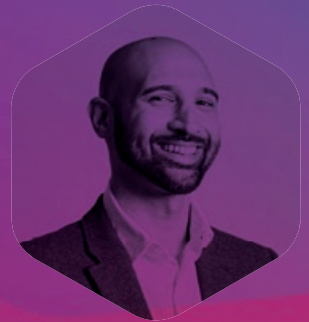




Inclusive HEALTHCARE

DIVERSITY & INCLUSION REPORT

2018-19



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"Equality is important to me. It always has been because everyone deserves to be listened to."

– BT, Patient

Welcome from Katie Fisher



Welcome to our latest Diversity and Inclusion report. This is a topic that is very important to me and, having joined the charity in June 2018, I quickly saw how well embedded it is in the culture at St Andrew's. I was very proud to join an organisation recognised in Stonewall's top 100 employers index, and a NHSE Diversity and Inclusion Partner.

In supporting Inclusive Healthcare, the Board and Charity Executive Committee appreciate that a highly diverse organisation is a high-performing one, and we are actively seeking ways to become more inclusive and cohesive.

The creation of our Inclusion Steering Committee (ISC) was an important part of our Diversity and Inclusion (D&I) Strategy. Formed in November 2018, we invited self-nominations from across the Charity to steer the strategy and be involved in shaping our future, making sure that everyone feels welcome and valued here: whether they are a patient, a visitor or a member of staff. I chair the committee and I have been really inspired by our discussions so far. I'm looking forward to supporting the initiatives they are developing and championing with our Diversity and Inclusion team.

This report is an important reflection of our commitment to Inclusive Healthcare and how we are growing our people and culture to support people from all walks of life in their care, employment and partnerships with St Andrew's. We hope you enjoy it.

Katie

Public Sector Equality duty

Equality is a core value within our organisation and lies at the heart of how we deliver high quality compassionate services. It is also part of our wider Constitutional Values and our organisational culture.

We are committed to promoting equality and diversity, and protecting human rights. We actively seek to explore and understand the needs of our diverse staff, service users, carers and the wider community.

We ensure we meet the aims of the Public Sector Equality Duty by:

- Eliminating unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Equality Act.
- Advancing equality of opportunity between people who share a protected characteristic and people who do not share it.
- Fostering good relations between people who share a protected characteristic and people who do not share it.

Introduction

Martin Kersey, HR Director



St Andrew's has made great strides in inclusive leadership over the past year. We appointed our first female CEO, Katie, and first female CFO, Alex Owen. Of four internal candidates appointed to the Board, two are women and one is a male from an ethnic minority background. We have also achieved a median gender pay gap of zero which is something we are very proud of.

St Andrew's has the most inclusive culture of all the organisations that I've worked for. I'm really proud that it's a place where people actively share their stories to inspire others.

I've felt comfortable to share my own story here. I recently spoke about my dyslexia, and the response from it was amazing. Not only did it inspire dozens of people to speak to me, uptake for our dyslexia awareness course has skyrocketed.

This report is critical for us to see how we are supporting Inclusive Healthcare. It is also another opportunity to share stories of our journey towards this. We hope the insights from our colleagues and their experiences will create better understanding; drive closer collaboration, innovation and excellence.

Martin



Serita Bonsignore, Head of Diversity & Inclusion

"When we developed the D&I strategy it was clear that Inclusive Healthcare was ambitious, however we wanted to implement a strategy that was clear and purposeful for our staff, patients and carers. The last 12 months have been incredible in terms of our employee networks leading and engaging on key areas that are important to them and their members."



"Most organisations I've worked for in the past have diversity and inclusion policies and strategies in place – but they haven't always been applied. I wanted to be a part of bringing the strategy to life and making sure that it's a success."

– Rebecca, Psychologist and ISC Member

2018/19 Diversity Summary

Disclosure has improved

Female representation at senior level has increased: three females were appointed to executive level, including our first female CEO



Age

There is balanced distribution...

this is favourable when compared to the NHS which has an aging workforce amongst nurses



4%



increase in the proportion of employees who identify as BAME

Sexual orientation disclosure has increased by

24%



↑ 20%

increase in employees declaring their religion and faith. Christianity and 'other' showed the highest increase in declaration.

↓ 30%

decrease in grievances



9.5% of Senior Leaders & Leaders have disclosed a disability, favourable to UK benchmark of 10%



12%



decrease in leavers of Black, Mixed or Other ethnicity

30%



of Senior Leadership are BAME

6%



increase in BAME employees attending internal training

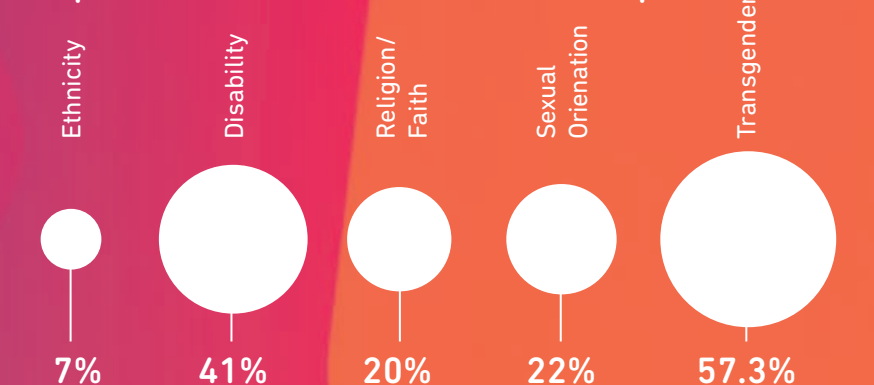
1-2%



increase in incidents relating to Race and Sexual Orientation

from patients towards staff, but a decrease in all other incidents relating to age, disability, trans, faith and 'personalised'.

Improved disclosure since our last report



Diversity and inclusion at St Andrew's



"There are so few disabled people in the workplace. If you're able-bodied it's not something you really think about – but we need to help more people with disabilities to have good careers and not be held back because they're different."

– Paul Williams,
Nurse Manager
and ISC Member

About St Andrew's

St Andrew's provides specialist mental healthcare for people with complex mental health needs. As a charity, any profit made is reinvested into patient care.

St Andrew's has its headquarters and largest service in Northampton and provides further services in Birmingham, Essex and Nottinghamshire. We provide treatment and care for over 2,000 patients who face challenges of mental illnesses, developmental disorders, brain injuries and neurological conditions.

To meet patients' needs and support their journey towards achieving hope and purpose in their lives, St Andrew's has a positive, welcoming, diverse and inclusive workforce made up of around 4,000 staff.

Our people

St Andrew's has a diverse workforce, where we employ more women than men and have a higher BAME population and more members of the LGBT+ community than the national average. We also have balanced age distribution across our colleagues.

Senior representation

Three women and our first BAME director were appointed to the Board over the course of the year. The majority of our Clinical Directors have BAME heritage.

Even at senior levels our Charity culture is family friendly. Outside office hours, people are encouraged to focus on family time – with our CEO leading by example. As a working mum of four children with care responsibilities for her elderly parents, she advocates work life balance and enabling this at all levels.

Facts and figures on diversity can be found on pages 18-21.

Inclusive patient care

We take an equally inclusive approach to patient care. We are recognised as thought leaders and have the UK's only medium secure ward exclusively for deaf patients. We have also developed our trans inclusive practice and have been supporting more and more patients who are transitioning.

Patients are encouraged to take part in diversity-related events, celebrate national days of interest and develop an awareness of inclusion across all protected characteristics.

We are actively exploring what contributes to incidents on our wards, and advocate a zero tolerance approach to verbal abuse, aggression and violence towards staff.



"I felt I wanted to drive change. I had seen a potential problem in my ward that should not be ignored. Everyone in the Inclusion Steering Committee (ISC) has their reasons for coming together, and that creates a great energy for positive change. I'm already surprised about how much I feel will be done."

– Sam, Healthcare Assistant
and ISC Member

Inclusion Strategy and Steering Committee

Our strategy

Our inclusion strategy is focused on achieving Inclusive Healthcare. This means creating patient outcomes and employment opportunities that embrace diversity and promote equality of opportunity. It also means not tolerating discrimination for any reason.

Our goal is to ensure that Inclusive Healthcare is reinforced by our culture and embedded in our day-to-day working practices.

Our strategic aims are to:

- 1 Fix the basics
- 2 Improve BAME representation
- 3 Focus on mental health in the workplace
- 4 Drive female representation

The Inclusion Steering Committee

Our D&I Strategy implementation is driven by the Inclusion Steering Committee (ISC). Chaired by our CEO, Katie Fisher, the committee was formed in November 2018 and meets every quarter.



Race and Ethnicity

Almost 20% of staff at St Andrew's are Black, Asian and Minority Ethnic (BAME); a very favourable level against the national average of 12.5% - and also in line with the NHS, where 19.9 % of staff are BAME.

30% of staff at our Senior Level are BAME.



Martin Kersey,
HRD and BAME
Executive Sponsor

BAME network

"Our BAME Network is designed to provide peer support and networking for people of all ethnicities. It's a welcoming forum that facilitates conversations and activities to help everyone get the best out of their employment here by raising awareness of the issues that BAME colleagues face. Events tailored to the needs and tastes of BAME network members are an important element.

"I am excited about the network's plan for Black History Month this year and as their executive sponsor I can see they are positively engaging their colleagues across the charity."



Akim,
Nurse Manager
and BAME Co-Chair

"There are some people of BAME backgrounds within the charity that are afraid to speak up for their rights and their cultures. That's not right and it worried me.

"I stepped forward to initiate the network and be its co-chair so that I can be part of creating a culture of fairness. I want to help everyone appreciate and celebrate different cultures. Our BAME Network is a platform for staff to share their personal stories and create a sense of belonging."



Juliet,
Modern Matron
and BAME Co-Chair

"I believe that all people deserve to be treated fairly regardless of how they identify. The network is an opportunity to help BAME colleagues realise their potential and grow their careers. It's about sharing ideas and empowering each other in a safe space. As a Modern Matron I feel in a position to support our nursing population to realise their potential. Personally, I have been fortunate to get coaching from previous mentors and seen the positive impact of this on my career. I'd like to give some of this back as the co-chair of the BAME network and see nursing careers flourish and teams thrive."

Dean Robinson | Operational Lead

Dean has worked at St Andrew's Healthcare since 2003, having joined aged 18 as a Healthcare Assistant (HCA). He is now an Operational Lead, responsible for the day to day running for two of our 'Integrated Practice Units': the Psychiatric Intensive Care Unit (PICU) and our men's low secure mental health wards.

Dean recognised that he had a real passion for mental healthcare early on, and pursued his nursing degree to become a fully qualified staff nurse in 2009. Within 18 months he progressed to Deputy Ward Manager, before becoming Ward Manager for Foster ward in 2013, and later Pritchard ward. Seeking a change, he then helped set up a new PICU ward for women, Bayley.

Dean says: "When I first started with St Andrew's it wasn't as ethnically diverse as it is today. And yet that's so important. The people in our care come from a broad range of backgrounds, so we should make sure our staff represent the same diversity. An example is where patients might be observing Ramadan: there's much greater understanding and inclusion if staff members are also fasting.

Today we have a great mix of staff on each ward, and lots of people with a BAME background are pursuing nursing qualifications and progressing their careers. But what's interesting is that there's less representation

at more senior levels. Not so many seem to do what I did, in undertaking a post graduate certificate and then leadership and management training.

I'm not sure why that is, but I really want to encourage more people to take this step. I really love supporting the ward teams and helping people to progress, it's a great part of the job. Having started as an HCA myself I feel that I can gain people's respect. I've seen what a difference positive feedback can make in driving people's career progression.

In terms of my own background, my mum was born in Trinidad & Tobago and moved to England with her sisters aged 19, in the 1970s. My dad is English and they met as he was her neighbour. It was challenging for them, as mixed race marriages weren't popular in the 1970s, but more than 40 years later they're still happily married.

Mum and her sisters trained as nurses with St Andrew's, and Dad is a builder, so together they instilled a great work ethic in me, and of course mum

encouraged me to work here. St Andrew's is a massively rewarding place to work. I still take every opportunity to spend time with the patients. If I have a spare hour I'll be on the ward making people cups of tea. Seeing people make progress and recover is where my passion truly lies, and that's what motivates me."



Disability

The ABLE network is open to everyone with an interest in disability equality. Its purpose is to enable positive physical and mental wellbeing in the workplace. It aims to promote equality of opportunity and positive attitudes towards people with disabilities.

This year the network has focused on mental health awareness in the workplace and led on a pilot to introduce Mental Health First Aiders. A group of colleagues across St Andrew's took part in a two-day training course, enabling them to act as a listening ear for those in distress and signpost appropriate support.



Alex Trigg,
Executive Sponsor
of the ABLE network

"To me, diversity is part of the vast richness of life. Everyone has an equal right to be respected and listened to. In my experience, the more diverse a workplace, the better the breadth of ideas, perspectives and insights. At St Andrew's there is a vast sense of social purpose. Everyone recognises that we must align with patient needs and stand up against injustice.

"I'm really proud to be the executive sponsor of the ABLE network and explore some great initiatives to support mental health awareness in the workplace. We will also ensure that our facilities and processes enable a positive experience for employees who need support with their physical needs at work."

Paul | Nurse Manager

Paul is responsible for a women's mental healthcare ward at St Andrew's. He joined the charity in 2008 as a staff nurse.

Unbeknown to Paul, he was living with an undiagnosed heart condition, and at just 43 he was rushed to hospital as the heart began to leak. He underwent 10-hour, life-saving surgery to install a carbon fibre and titanium valve.

Once recovered, Paul returned to work. But just five months later the new valve allowed an infection to enter his bloodstream, causing a stroke. As a result Paul lost much of the use of his right arm and leg and his speech was affected.

Many people in Paul's situation would withdraw from the world of work, but he was determined to get back to his job.

He said: "The first task was to get used to my new life, mastering getting dressed and putting on a leg splint. St Andrew's were understanding and found me a role focusing mostly on paperwork as I continued my recovery.

"What really struck me on coming back to work was that I was now the only one of my kind. There are no other nurse managers with a wonky walk! I realised how ignorant I had been as an able-bodied person and how many challenges people face when they have a disability.

"I had to push hard to return to the nurse manager role. I know people were concerned about my capability to do the job. But what was fascinating was that patients who knew me before the stroke didn't say a word. They simply accepted the change.

"I'm now determined to help create a more inclusive environment for people with disabilities. I know how easy it is to overlook the topic but everyone has the right to enjoy work without feeling self-conscious. This was one of the key reasons I self nominated to join the ISC.

"Something I'm always struck by is that I have a disabled badge on my car, which helps other drivers understand why I might be driving in a certain way or parking in a certain place. There should be some way of informing people at work about a disability too. If colleagues can understand that there are some limitations on what I can do – without an embarrassing conversation – we can all work together effectively."



LGBT+

St Andrew's has had an active LGBT+ network for many years. Its aim is to help people to feel they can 'bring their whole self to work', because those that feel they must hide their identity at work often suffer in terms of both wellbeing and performance.

The network meets regularly and embraces key events in the calendar such as LGBT History month. As part of the activities in the month this year we welcomed the Reverend Richard Coles to Northampton. Having been a patient at St Andrew's at the age of 17, he said that our psychiatric care had 'saved his life'.



"Having a community of people that all want the same things means that, hopefully, more positive outcomes will happen. Through chairing the LGBT+ network I am much more aware of people not feeling included at work or in the community. It has made me want to try much harder to help others - so that ultimately there's no need for networks at all."

**- Mercedes Sandford,
Co-Chair LGBT+ Network**



Jacki | OT, Technical Instructor

Jacki is an Occupational Therapy Technical Instructor in our Child and Adolescent Mental Health Service. She identifies as Pansexual and female.

"I was born in 1970, and grew up with very misogynistic and homophobic programmes on the TV. This is what I think drew me to go against the grain and ask questions throughout my childhood and teenage years.

From about the age of 16, I realised that I didn't have a particular preference or gender as to who I was attracted to. Pansexual is a term that has been growing in recent years as a way for people to better identify their sexual identity for those who feel they are sexually, emotionally and spiritually capable of falling in love with all genders.

I have always been open about my sexuality, and had been fortunate enough to have a very understanding family and group of friends. When I came out as Bisexual at the age of 18, they weren't surprised. It's only in recent years that the term Pansexual has been accepted and talked about and I realised that this fitted my identity perfectly.

You do have to continually come out as you meet new people at work, but this isn't necessarily a bad thing, and the sharing of correct information gives those people asking questions knowledge and understanding.

If people choose not to like me just because of my sexuality, I take it as their loss and not mine and concentrate on the people that do matter to me in my life and make me happy.

In spreading the word about diversity and acceptance, there are three things that I see as important. The first is to be yourself and to accept that we are all different and unique in our own ways. Second, we should educate people to accept how we feel. And third, of course is to be accepting of others, however they identify."

Gender

In February 2019 we launched a new employee network, WiSH (Women in St Andrew's Healthcare).

Claire and Felicity are the driving force and initiators of WiSH, having been inspired by peers at Barclaycard who visited us during National Inclusion Week in 2018 and shared the story of their Gender Network.



Felicity,
Co-Chair WiSH Network

"I was inspired to try and create the same energy and interest that Barclaycard created in their organisation. I believe anything that brings staff together is beneficial. We hope the network and our regular meet ups will create a space to discuss challenges staff face and feed this back to our Executives to consider change initiatives.

"At the launch event we were surprised at the level the interest and support we received. We had plenty of great ideas and discussions from all those who attended. There is a need for employees to feel more empowered and this group will give them the chance."



Claire,
Co-Chair WiSH Network

"Our aim is for the WiSH network to be fully inclusive of all staff, and for the members to feel they have a voice in making positive changes within St Andrew's. Since setting up the network we have already been approached with a proposed solution to childcare issues in the holidays, and an awareness campaign around the menopause. To have two really good ideas come through already is a really positive sign of the impact this network could have within the Charity."

Claire Carless | Executive Sponsor of WiSH

"I was delighted to be asked by Claire and Felicity to support them with the WiSH network – I'm convinced that it will have a big impact for those who decide to join in. I've been really fortunate to have great female role models and a fantastic support network in my life, from my grandmother to work colleagues and friends.

Having someone to turn to, to talk to, to laugh with and sometimes cry with, has helped me through some challenges and tricky times, and I hope that WiSH will help bring people together to provide this support and help to build some great relationships and networks.

Early on in my career I was fortunate to take part in a women only leadership programme, which had a profound impact on all of the women who attended. We were able to have more open conversations, and discuss issues that we wouldn't have been comfortable with sharing in a mixed group - how did we deal with childcare, and the guilt of leaving young children at home, how did we manage our feelings about body image, how did we deal with "imposter syndrome", how did we get ourselves noticed in the workplace without appearing pushy or aggressive.

It was so comforting to all of us to be able to discuss these topics in a safe environment, with like minded people facing similar issues.

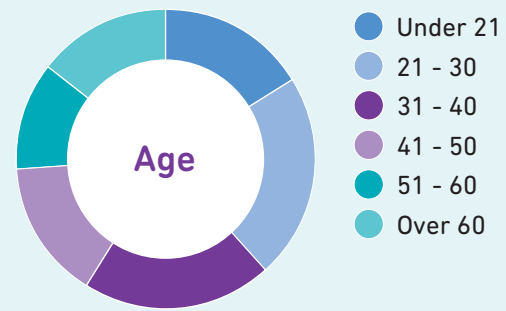
This support and conversation doesn't need to take place in a formal leadership programme, and doesn't have to be women only. But I firmly believe that having a forum where people can come together and discuss some of the challenges of our day to day lives, that we don't always get the opportunity to do in a formal work environment, will help people to discover that they aren't on their own. Having someone to share their problems can go a long way towards solving them.

I'm excited about the future for WiSH and look forward to seeing it grow and develop into a positive and supportive group for our staff.

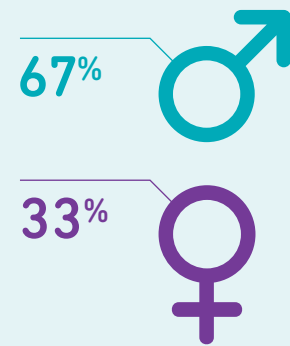


Reflecting our service users:

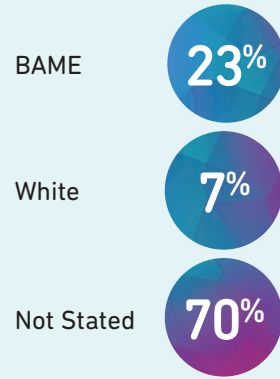
Patient demographics



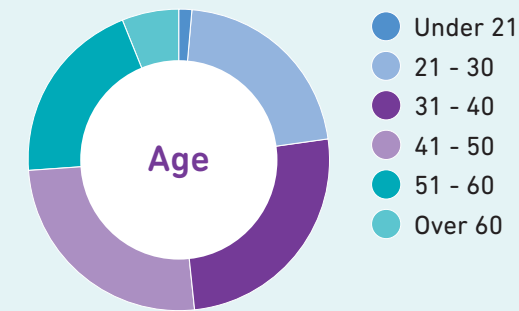
Gender



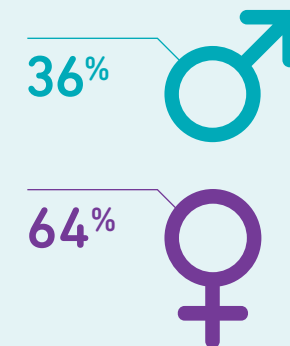
Ethnicity



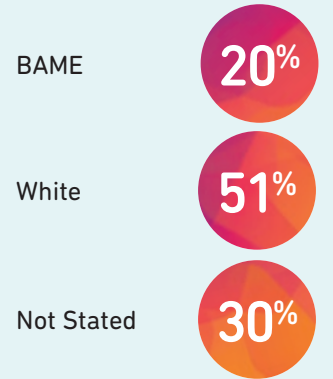
Employee demographics



Gender



Ethnicity

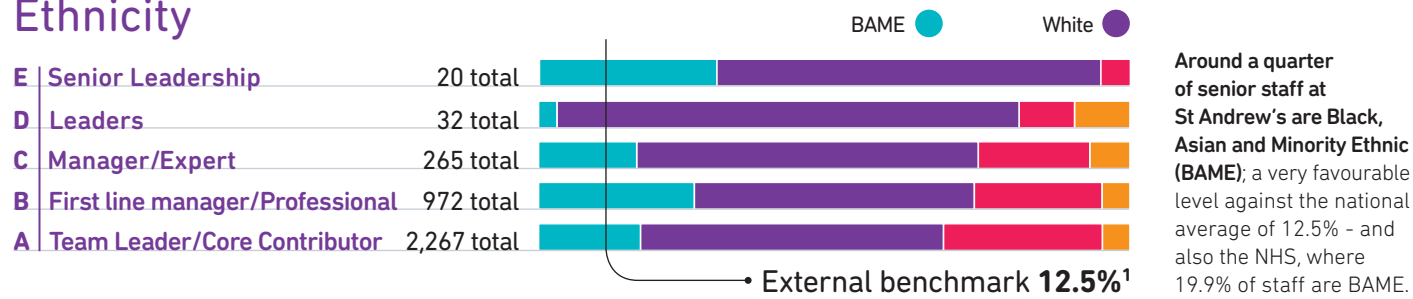


Organisational diversity and overall representation

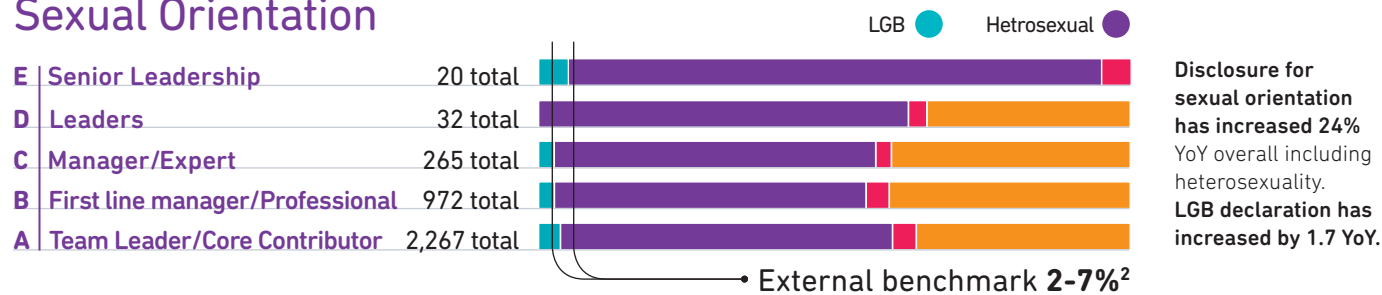
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Total number of employees 3,556

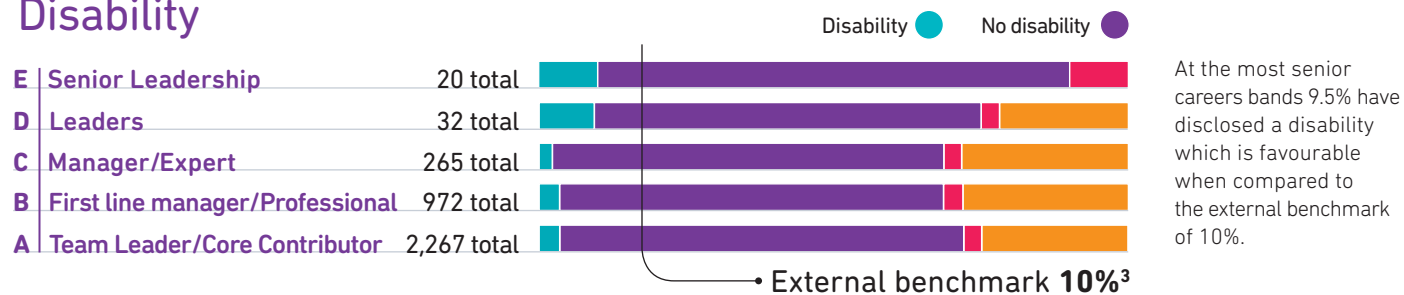
Ethnicity



Sexual Orientation



Disability

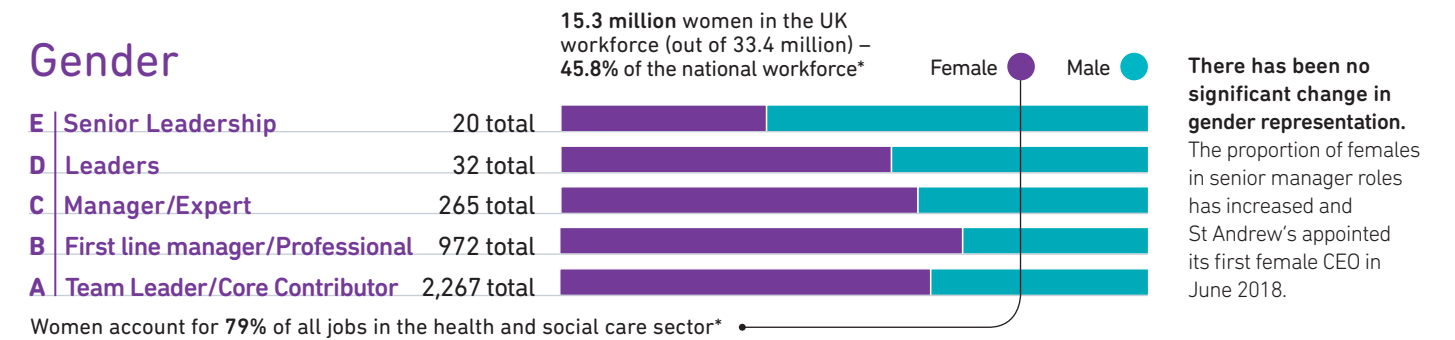


In early 2019 we introduced new, simpler role gradings. As a result we are unable to display year on year comparisons, but we will include these in future. Data does not include people recruited to Workchoice, our internal staff bank for workers on zero hours contracts.

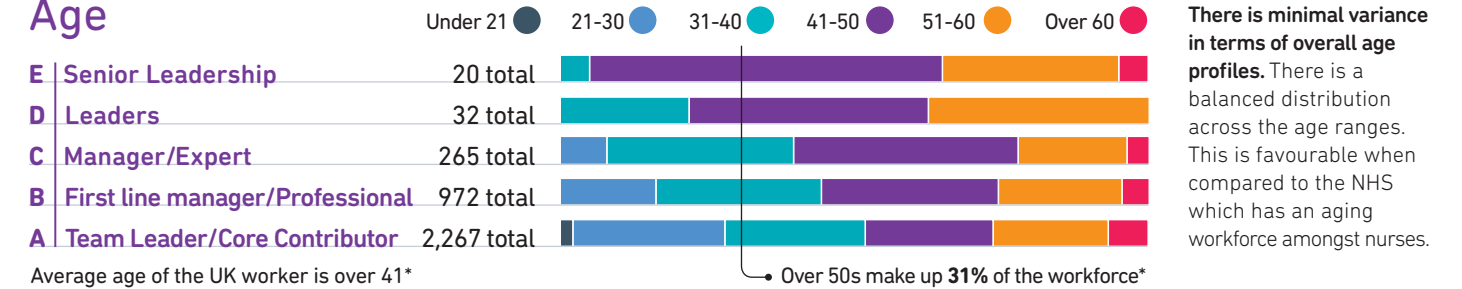
Increased disclosure is a positive reflection of employee trust, and engagement to inclusion and diversity. This allows us to monitor our practice, reflect on representation across all levels of the Charity and ensure future investment in D&I is supporting the right areas.

Total number of employees 3,556

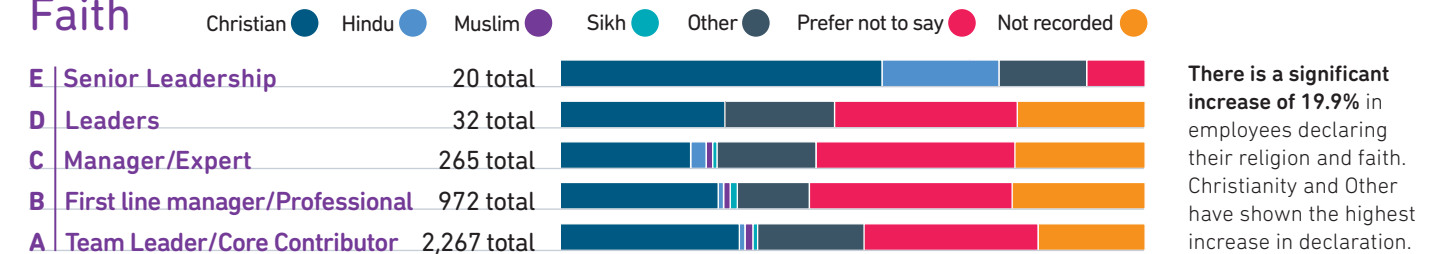
Gender



Age



Faith



Religion National Benchmarks (British Religion in Numbers)*
 Christian - 50.7%, Muslim - 2.5%, Hindu - 0.7%, Jewish - 0.6%, Sikh - 0.3%,
 Buddhist - 0.6%, Other non-Christian - 1.5%, No religion - 41.5%, Not answered - 1%

*ONS/Gov. Labour Market Stats.

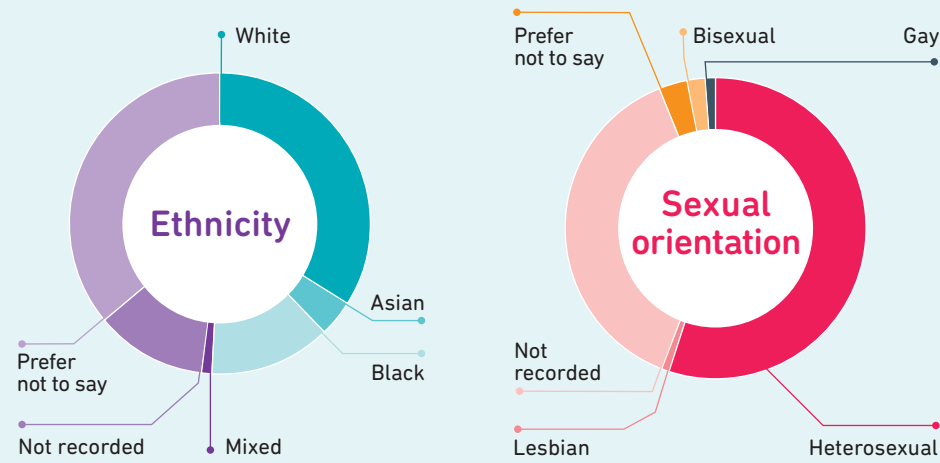
Employee lifecycle

New Starters 18/19

Disclosure levels in new hires has improved.

New hires choosing to record their ethnicity has increased by 7%.

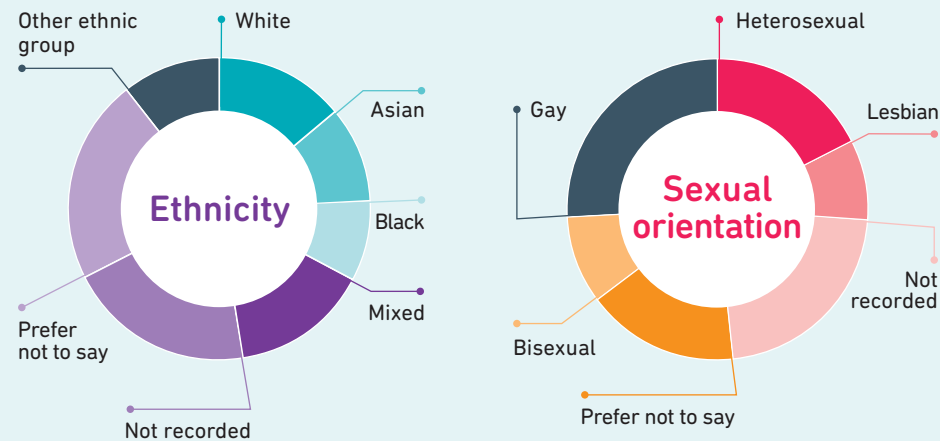
New hires declaring their **sexual orientation** has increased by 17%.



Leavers data

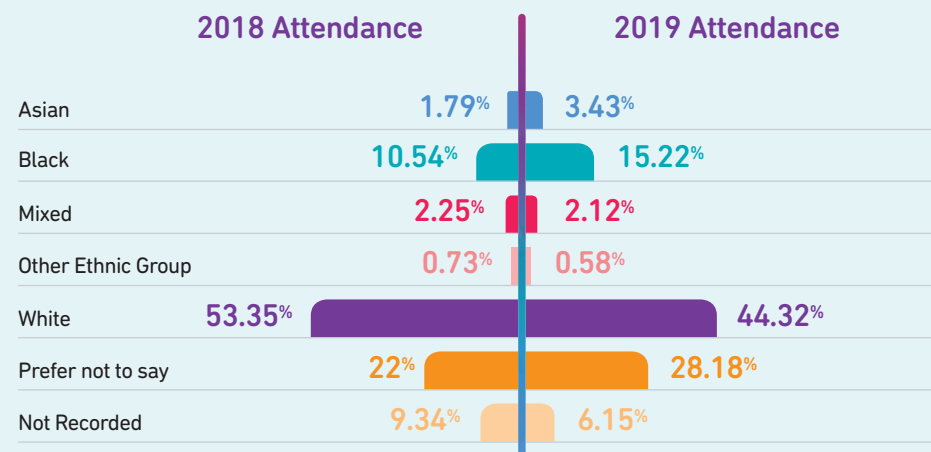
Leavers who declared their ethnicity as Black, Mixed, Other Ethnic decreased by 12%.

There was a small increase in turnover of leavers who disclosed their ethnicity as Asian (0.3%) and White (2%)



Internal Training

There has been an increase of 6% of BAME employees attending Internal training and a decrease of 9% of our White employees attending training.

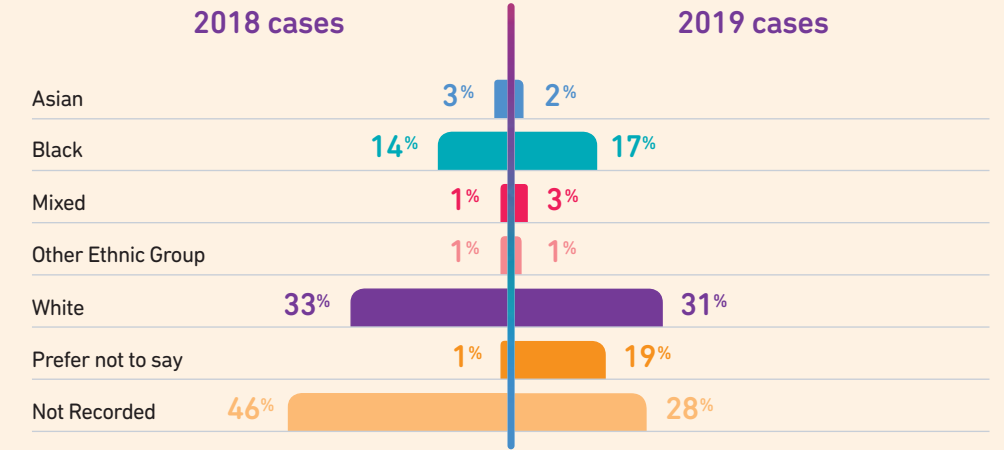


Complaints and safety

Disciplinary cases

The number of disciplinary cases has increased by 53%.

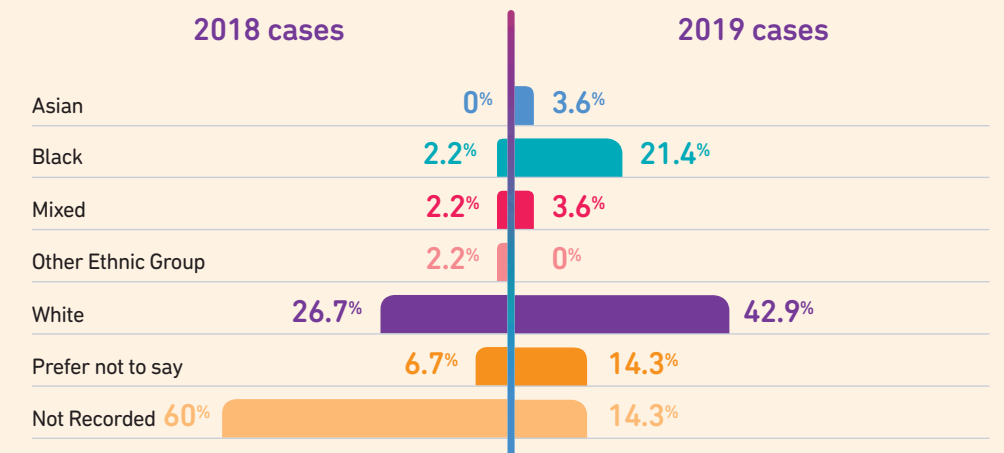
The majority increase has been in cases where ethnicity has 'not been recorded' or 'prefer not to say'. There has been a small increase of 2% (7 Cases) for employees who identify as BAME. With a similar decrease for White employees.



Grievance cases

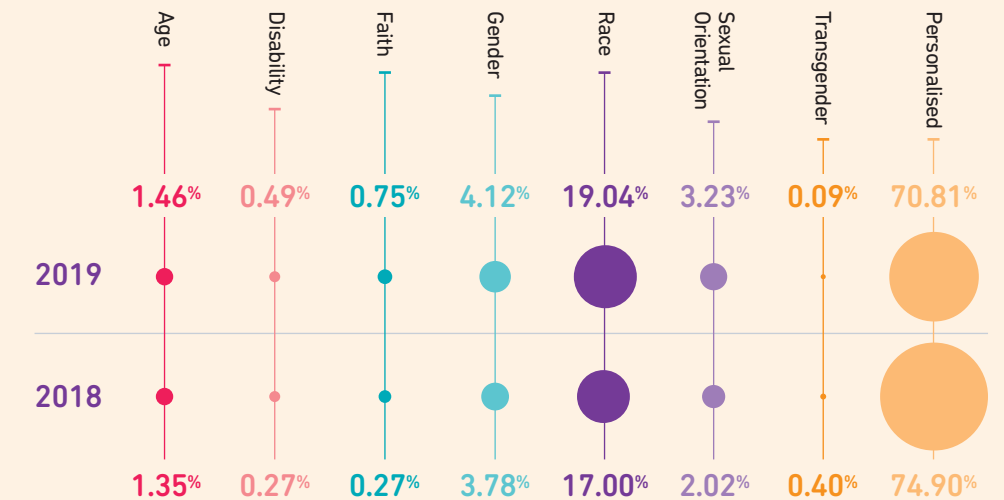
The number of grievances has fallen dramatically by over 30%.

The data highlights an increase in the number of cases affecting Black and White employees, however we have improved disclosure in this area by over 40% and expect to see some shifts in this reporting.



Incident reporting

Incidents that patients instigate on our employees, as recorded on Datix have increased. We have improved our reporting process and are advocating a zero tolerance programme which is in development. The majority of incidents were personalised, followed by race and gender.



Faith and Spirituality

St Andrew's has a network of chaplains across its sites in Northampton, Birmingham, Essex and Nottinghamshire and we have multi-faith rooms at all our sites.

The team offers spiritual, religious and pastoral care to service users, families and staff of all faiths and none. Visiting chaplains have included Jewish, Hindu, Buddhist, Sikh, Jehovah's Witness, Pentecostal, Pagan and Rastafarian.



**Kartar Bring,
Lead Chaplain,
Birmingham**

"Patients feel at times lost, frustrated or dehumanised; as Chaplains we journey alongside them bringing our humanity, compassion and understanding. We create space for real honest dialogue; we recognise the frailty, vulnerability and incredible potential of our shared humanity. This is one of the reasons that I believe staff also will often speak to us in confidence on deeply challenging and personal matters."



"We offer a listening ear and space to reflect on work, life, hope, meaning and purpose, someone with whom you can explore spiritual questions, support to practise your faith or spiritual tradition, and help and support in times of difficulty, crisis or bereavement."

– The chaplaincy team

Philip Evans | Lead Chaplain

Good spiritual care is the responsibility of everyone – not just faith leaders.

In any given day I will spend at least five hours with patients. Some are regular weekly visits, others less regular. What's important is to be visible and approachable for anyone who would like to talk.

The Child and Adolescent Mental Health services are part of my remit and it's challenging to get young people to engage formally with spirituality. So I'll take my dog in with me and we'll visit the wards. While playing with and talking about the dog, young people and I get to know each other so that they feel they can talk to me.

Music is an important way to engage with young people, too. So I'll get them to play me a song they like, and in turn I'll play something to them. Recently I played a song that focused on feeling valued. One of the young people approached me later and asked to hear it again. He said that since he'd heard the song, he hadn't felt a need to self-harm.

I firmly believe that spirituality can be as important as therapy for some people as the key to their recovery. A feeling of 'belonging', being part of something, can be enormously important. I have seen this many times in accompanying patients to join a local congregation in worship.



Patient involvement

At the heart of Inclusive Healthcare is our patients. Our approach to mental healthcare is to build a package of care around each individual to deliver the best possible outcomes for them. Co-production is a fundamental part of this: we seek to involve every patient and their carers in designing their care.

We measure outcomes for every patient, focusing on their mental and physical health, to measure their progress. These outcomes include feelings of spiritual belonging, purpose in life and independence.



“As a Peer Trainer my role is to help create and deliver courses using my lived experience of mental health alongside my training skills. The aim, though, is to have more St Andrew’s patients involved in doing that. The empowerment they’ll gain from co-designing and co-delivering courses is massive”.

– Kyle, REDS Academy Trainer

There are many ways in which we can help them achieve these outcomes:

Patient Education

Every patient is given access to learning opportunities to enhance their lives and give them the skills to live independently in the community.

Fitzroy College

Patients in our child and adolescent service attend St Andrew’s College, rated Outstanding by Ofsted. In the 2017-18 Academic year the College enabled its students to achieve a total of 414 qualifications including GCSEs. Students also enjoy field trips, theme days and sports events.

REDS

All patients, carers and staff have access to our Recovery and Every Day Skills (REDS) Academy, launched in June 2018. REDS Academy offers courses designed to help patients better manage their mental health and prepare them for life outside of our care. They are designed and delivered in partnership with patients and people with personal experience of mental health challenges.

Courses cover a wide range of topics from understanding mental health to meditation, drama and dance. They also give people support with managing money.

Workbridge

Workbridge, at our Northampton and Birmingham sites, gives people an opportunity to work as a team, learning and developing work and life skills through a broad range of vocational activities to help them realise their potential in the community.

People are supported by skilled staff across many workshops to encourage independence, respect, teamwork and trust. They build skills, knowledge and self-esteem in a supportive environment. There are also opportunities to gain accredited qualifications and development is supported by regular reviews and feedback.

Our Employment Support service then supports patients to take their skills outside of Workbridge and into meaningful paid or voluntary opportunities. Over the year, 60 service users took up work placements in the local community.



“[Meditation] teaches me about my mental health and gives me coping strategies. It makes [me] feel relaxed and releases tension from [my] body”.

– Service User



Alex | Service User

Alex, a patient on one of our mental health wards, volunteered three times a week within the Management Accounts team for a year. The placement helped improve her confidence and gave her a new passion for finance.

“The Management Accounts team has really helped improve my mental health. It has motivated me and given me meaning in my life. I am now much more confident and articulate and have gained many more skills.

“The patient work placement has given me function, hope and purpose. I’ve proved I’m more than just a psych patient, that I can achieve things; something I often don’t see. I have hope that things can change, that I can build a life outside of hospital, and that volunteering has given me the skills, ambition and confidence to succeed. It really has been a turning point, changing my life for the better.”

Trans-inclusive healthcare

St Andrew's has always cared for the most vulnerable patients within a secure setting. We do not discriminate on any grounds and, as a result, have found ourselves taking in trans patients who have struggled for support in other care settings.

As a result of our clinical guidance and expertise we have been invited to support the development of NHS England guidance on trans-inclusive healthcare. Members of our clinical team have also presented on the topic at healthcare sector events.



Katina, Clinical Director

"There are no golden rules when it comes to caring for a trans person. As with any other patient, we simply focus on them as an individual and how we can best meet their needs. You would never exclude someone because of their racial identity – and we feel the same about gender identity. The key is to speak to them and ask what would make them most comfortable.

"Then it's a question of educating the existing patients and staff on the ward about the patient's preferences. With the right support, we've never had an issue."



Lisa Cairns, Chief Nurse

"As a nurse by background I've always believed that everyone needs to feel they can be themselves, especially if you want to support patients and help them recover. This makes for a happier workplace, ward and team environment. As the executive sponsor of the LGBT+ network this is a big focus for us, and we are currently trying to create spaces for patients to discuss diversity and inclusion, as we see this as a big part of their wellbeing."



Rebecca Lovell, Diversity and Inclusion Advisor

"Working with the population of trans people here at St Andrews has been so crucial in creating a procedure that is inclusive of their needs. Rolling out training and awareness sessions has helped create an inclusive environment and culture here; a place that is accessible for all, regardless of their identity."



Our patients say...

"I never see myself as 'trans'. I'm female. Before I came to St Andrew's I was often described as 'a trans person' – which felt like discrimination. But at St Andrew's I have felt well supported. I have always been treated and valued as female and I have never had any negative experiences here."

– a patient who transitioned from male to female two decades ago.

"I feel accepted and included on Spencer North. I much prefer being on a female ward. My transition was good because I had support from staff and I visited the ward a lot before I moved. The team here challenged any concerns about other patients targeting me and I feel accepted."

– a patient who has transitioned during their time at St Andrew's.

Carers

We recognise that a large proportion of our people have care responsibilities as parents and in supporting elderly relatives and other family members.

We have not previously captured carer responsibilities as part of our disclosure processes and will build this in to the disclosure process for 2019/20. An important focus within our diversity and inclusion strategy is fixing the basics and looking at our policies.

A key strategic project was initiated this year to explore how we can accommodate even more flexible working. We aim to establish a clear business case, engaging with our employee networks to understand if our current practices and policies support employees who are carers. We will explore the challenges they face at work in order that they can be better supported.



Alastair Chief Operating Officer

Alastair joined St Andrew's in March 2017. His daughter Rosie is eight years old. Her mum died of cancer in 2014 a few days before Rosie's fourth birthday. Alastair cared for his wife for 18 months while she battled bowel cancer, so he understands how traumatic and exhausting that type of responsibility can be.

His employer at the time was initially helpful in providing time off for Alastair to attend chemotherapy sessions and hospital appointments, but was far less supportive in terms of appreciating the impact on him as an individual.

"Perhaps because I was working at an Exec level, in an organisation that was all a bit more macho than it really needed to be, there was very little acknowledgement that I might be struggling, and very little support when I raised it. I was absolutely shattered and strung-out for most of the time, but showing weakness wasn't encouraged. Needless to say, I started job hunting, particularly once the flexibility to go to Jane's chemo sessions was withdrawn."

That job hunting brought Alastair to St Andrew's, where he needed to learn to juggle work commitments and caring for Rosie. He said: "My biggest issue is that I can't make 9am meetings because of taking Rosie to school. It's easy to be torn between my job and my caring responsibilities, and the guilty feeling that neither is getting enough of me. As a general rule I focus 100% on Rosie when I'm with her, which means no work devices or emails."

Alastair felt well supported by St Andrew's whilst settling himself and Rosie into Northampton. He replicates that support by championing flexibility for carers across the charity: "If we can make our jobs work for carers, we can tap into a vibrant and committed workforce."

Looking back at his previous experience at work, Alastair says: "St Andrew's is a million miles from that type of employer. All organisations really need to understand and appreciate that, for many, caring is a major commitment. Flexibility is essential for people in this situation and I'm pleased to say that St Andrew's really helps those that need it."

Learning and Development

St Andrew's is highly committed to providing career opportunities for all, and has a dynamic learning and development strategy in place to achieve this.

On average staff complete 23,000 days of learning each year, with numerous opportunities for face to face study, eLearning and further education available to people of all role levels and career paths.



Nursing

We deliver three 'career routes' for our nursing teams, designed to take them from the entry level role of Healthcare Assistant through to Senior Nurse, and then on into leadership and management; or further clinical specialisation, or into education and research.

Each year we provide nurse bursaries under our Aspire programme, funding 25 staff members to undertake their nursing degree, at an investment of over £15,000 per person. There are currently 90 people at various stages of their academic journey.

For many junior staff members, progressing their careers can be a challenge as they may not have achieved the entry level requirements in English and Maths. To support these people, many of whom are from a BAME background, we provide free courses to improve literacy and numeracy skills. Many have gone on to enrol in further education. In the past year more than 95 people have studied for entry level qualifications with us.

Apprenticeships

St Andrew's is actively offering apprenticeships in a wide range of areas, from hospitality to leadership and management, pharmacy to IT.

95
apprenticeship
learners supported

Over the year St Andrews supported 95 apprenticeship learners across our sites. These numbers are set to increase with new apprenticeship programmes available each month.

The apprenticeship programmes being offered include a **Level 2 Health Care Support Worker, Level 3 Business Administrator, Level 4 Data Analyst, Level 5 HR Consultant Partner** through to a **Level 7 MBA Senior Leaders Degree**.

Joao Trainee Nursing Associate

Joao is a Healthcare Assistant in one of our men's mental healthcare wards. He is also one of 17 students undertaking our first trainee Nursing Associate course. This two year course follows an apprenticeship framework that gives students key skills and competencies that ultimately enhance patient care. Joao says:

"I'm Portuguese and came to the UK at the age of 25, having found that it was too expensive for me to complete my degree at home. My background is in osteopathy, so I was keen to find a role in some kind of healthcare and St Andrew's appealed to me as a good place to work.

I have been here for just over two years now, and really enjoy working with patients and my colleagues. I'm always interested in learning and improving, so when the Nursing Associate opportunity came up I spoke to my manager about applying. He was very supportive and recommended me for the course. It was very popular so I was delighted to be accepted.

While it can be stressful to balance work, study and leisure time I'm really enjoying the course and it's already influencing what I do on a day to day basis with patients. I think it's great that St Andrew's is funding these courses for staff.

I find learning very inspirational. My ultimate goal for the future is to become a teacher or lecturer, to help others gain new skills and knowledge that helps people grow as professionals and improves patient care."



Training

Regular training is an essential part of our commitment to Diversity and Inclusion.

This year we have supported key CPD events and specialist D&I training for our staff and patients over the last year:

Mental Health Awareness - we have provided mental health awareness training to over 50 colleagues and trained 15 colleagues as Mental Health First aiders to explore how we can use this role to support employee wellbeing.

Inclusion Allies - we have facilitated workshops with over 150 colleagues focusing on personal identity and the concept of inclusion allies, with a view to support greater awareness and understanding across our diverse teams.

Unconscious Bias - in addition to supporting our first line managers with unconscious bias training we now provide it to our nurses as part of their preceptorship. We are now exploring how we can embed this specialist training in our development programmes.

A Continued Professional Development (CPD) presentation open to all staff. In May 2018 and February 2019 Andrew Holmes (Stonewall LGBT Ally 2018) from Staffordshire Prison Service facilitated two CPD sessions on LGBT Awareness. A third session was organised for patients on our specialist deaf service and received very positive feedback.

Two colleagues were accredited as Stonewall Education Champions. This has led to the development of our IDEAS club in our CAMHS service and supporting our care and practice in support of trans patients within this service.

As an NHS Diversity and Inclusion partner we have been involved in improving the measurement of diversity across the health and social care system and improving staff experience. St Andrew's has attended four developmental modules and is scheduled to attend a further four in 2019-2020 to complete this accreditation.

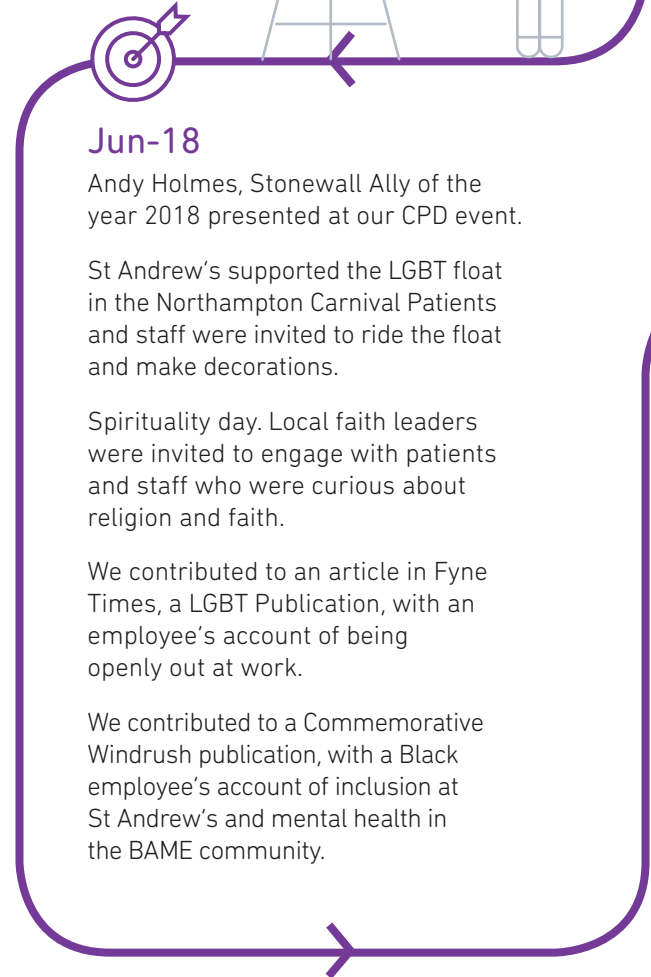
LGB and Trans Awareness. We have partnered with Gendered Intelligence to run trans awareness workshops across all our sites and trained over 100 colleagues. We have also delivered bespoke workshops with teams and patients at ward level to support our trans patients and create an inclusive environment.

Reform of the Gender Recognition Act (GRA) 2004. We supported a number of trans patients to take part in the GRA consultation and submitted St Andrew's support as part of this process.

Our outpatient service, St Andrew's Therapy, provided a free mental health Boot Camp event for Mental Health Awareness Week. Members of the public gained free mindfulness sessions, yoga taster activity and access to experts.



Events



May-18

Joined Barclaycard's Mental Health Awareness day on 16 May. We promoted our Volunteer Programme, Workbridge and the Light Bulb Fund.

Teamed up with UK Athletics to deliver an in-house competition for patients to win tickets to the British Championships in Birmingham.

Raised the rainbow flag at Northampton to mark IDAHOT day. Patients and staff wore brightly coloured clothes and catering created a rainbow cupcake sold in all our cafés.

Ex-Olympian Donna Fraser met with patients in CAMHS, to discuss sport and how exercise influences mental health.

St Andrew's first festival – a series of films were shown in Northampton, Birmingham, Nottingham and Essex on a range of subjects including Race, LGBT, and Faith.

Strictly dance performances organised for patients and staff – this year's contestants performed then got everyone involved in learning some steps.

Sponsored fast – as part of Ramadan and Eid patients and colleagues were invited to participate in a sponsored fast for 24 hours. £400 was raised to support our patient charity fund.

Jun-18

Andy Holmes, Stonewall Ally of the year 2018 presented at our CPD event.

St Andrew's supported the LGBT float in the Northampton Carnival Patients and staff were invited to ride the float and make decorations.

Spirituality day. Local faith leaders were invited to engage with patients and staff who were curious about religion and faith.

We contributed to an article in Fyne Times, a LGBT Publication, with an employee's account of being openly out at work.

We contributed to a Commemorative Windrush publication, with a Black employee's account of inclusion at St Andrew's and mental health in the BAME community.

Jul-18

Carers Week. We invited ex-patients and current patients to talk about their care at St Andrew's. This included case studies for patient work experience, transitioning in the community and the role of faith in recovery.

Aug-18

Launch of Inclusion Matters, a new, quarterly D&I newsletter

Sep-18

We responded to the Gender Recognition Act (GRA) Consultation based on feedback from patient groups.

National Inclusion Week - A special staff and patient menu was developed based on the top 5 voted countries in a patient and staff survey. A Walk and Talk event was organised and all staff were invited to consider ways to help others feel more included.

Oct-18

National Inclusion Week - An LGBT Awareness Session invited two local specialist partners The Lowdown and The QTip to meet staff and patients and offer support.

Stonewall Training - Two colleagues attended the Stonewall Education training to support inclusive curriculums.

Black History Month. Special Afro-Caribbean menus for patients, and a CPD session from an external speaker.

LD/ASD Pride Week - LGBT awareness sessions for patients with learning disabilities and autistic spectrum disorder.

Mar-19

WiSH Network Launch

May-19

Birmingham Pride

Apr-19

BAME Network Launch

Jun-19

pride@standrews

Trans-inclusive Healthcare Conference

Feb-19

LGBT history month. Reverend Coles visited for the launch of our CAMHS diversity club.

Jan-19

Launch of Trans Inclusion Policy 6 week consultation process, inviting staff, patients and carers to share their comments and ideas.

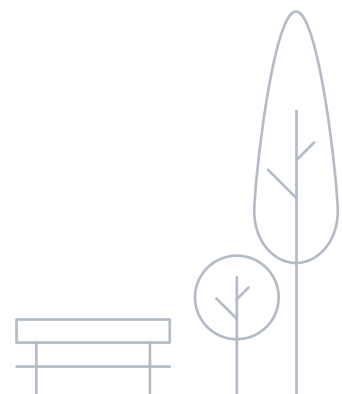
Dec-18

CAMHS Wellbeing Week: information sharing about Employee Network Groups, Diversity Partnerships and policies. We talked extensively to staff about the importance of disclosure and encouraged their participation. We also facilitated a Mental Health Awareness Workshop with positive feedback.

St Andrew's hosted gender-based violence charities on Tuesday 4 December in the Great Hall and invited patients and staff to meet them.

Patient and Staff Survey - to understand what D&I events are important to develop a 2019/2020 calendar.

Christmas around the World - a fun competition for patients and staff about how Christmas is celebrated around the world.





Getting in touch

For more information about our **comprehensive care services** or to make a referral:

t: 0800 434 6690 (We welcome text relay calls)

e: enquiries@standrew.co.uk

w: stah.org

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