

# Patient & Carer Race Equality Framework

## PCREF Plan 2025-26

Championing Race Equality in Complex Mental Health Care



# United Against Racism

Proudly supported by our UNITY Network



# Executive Summary

St Andrew's is proud to be the first mental health provider outside of the NHS to work directly with NHS England on its anti-racism agenda to improve people's experiences of using services.


We are committed to the NHS Patient and Carer Race Equality Framework (PCREF), and our 2025–26 plan sets out how we will embed anti-racism, equity, and cultural responsiveness across our services for people with complex mental health needs.

## Our mission and vision

Our purpose is Hope.



Imagine a society in which everyone living with mental health needs is heard, valued and has hope for their future.  
That's our vision.



To help people with complex mental health needs transform their lives.  
That's our mission.

## What is PCREF?

PCREF stand for Patient and Carer Race Equality Framework. It was created to help improve people's experiences of mental health services, making them more racially inclusive and culturally appropriate.

It is NHS England's first anti-racism framework and will support mental health trusts and providers to ensure services are suitable for people from diverse ethnic, racial and cultural backgrounds.

PCREF is a partnership with local services, as well as community and voluntary organisations, patients, service users, carers, families and communities. Our aim is to make sure everyone, no matter how diverse, is working together to make PCREF part of standard practice for mental health care.

PCREF provides a structured, co-produced approach to:

- Listening deeply to racialised communities
- Acting meaningfully on lived experience
- Measuring progress with real-world data
- Embedding change into leadership, workforce, and service delivery

At St Andrew's, PCREF is a commitment to being United Against Racism, and to building services that are fair, inclusive, and culturally responsive.

## Why PCREF matters to St Andrew's

We are committed to making changes which are based on feedback from everyone involved in using our services. We want to know what is most important to people and how we can change.

As a specialist charity supporting people with complex mental health needs, we are uniquely positioned to lead this work. With mainstream services under pressure, our role is to innovate, grow, and provide care that meets the needs of those most at risk of marginalisation.

Our PCREF vision is a charity where people from all ethnic backgrounds experience racial equity. Where people can achieve their full potential, which will help make St Andrew's the place of choice to deliver or receive care.

PCREF is split into three core components:

**Part 1: Leadership and Governance**

**Part 2: National Organisational Competencies**

**Part 3: The Patient and Carers Feedback Mechanism**

You can explore our full plan to embed race equity across services on the following pages.

# our Strategy Wheel



our Strategy Wheel has been designed to help visualise our purpose, mission and values.

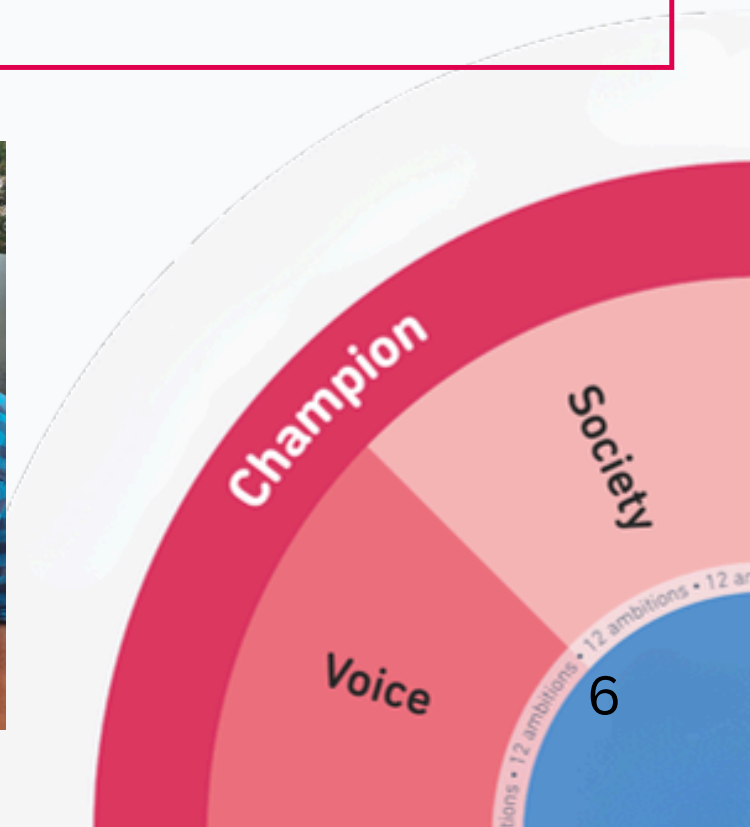
# PART 1:

## Leadership & Governance

PCREF strategically aligns with the Champion section of the St Andrew's Hope Strategy 2023-2028.

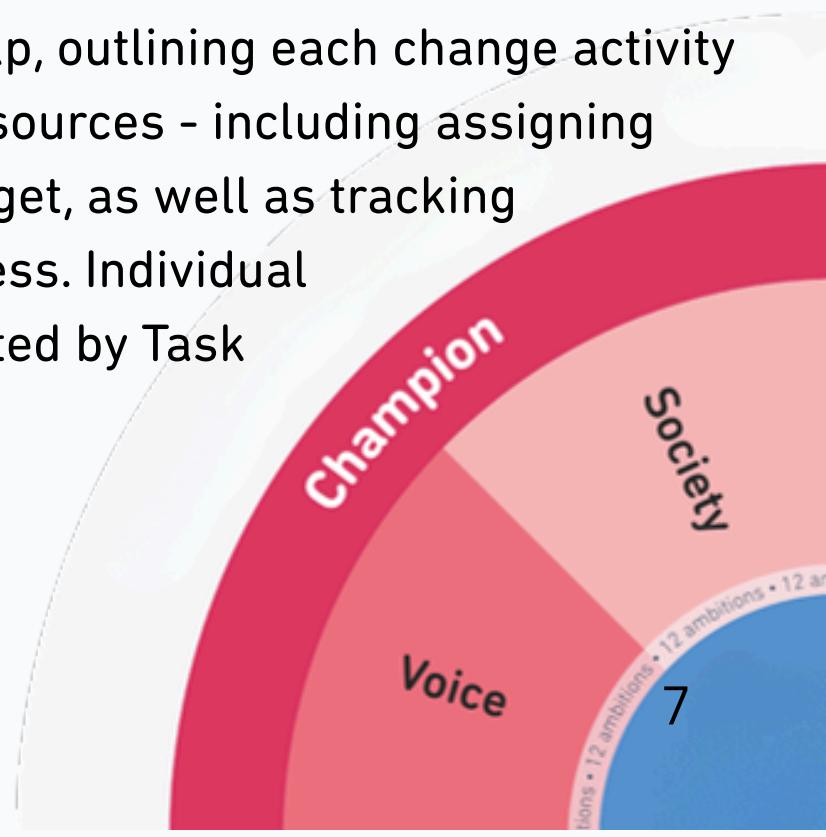
### our Champion ambitions

Voice	People living with complex mental health need are treated with equity, dignity and respect - their voice is heard.
Society	We have a vital role in society as a leader in complex mental healthcare.



# What will we do?

- We will hear the voice of our patients, service users, carers, and staff, and work in partnership with them at all levels.
- Together we will campaign and promote the voices of those with complex mental health need, as we work together towards a more inclusive society.
- We have established the **Champion PCREF sub-group** to deliver the St Andrew's PCREF Plan. The sub-group is working to successfully deploy PCREF through our commitment to being anti-racist, inclusive and culturally appropriate.
- The plan serves as a roadmap, outlining each change activity and associated timelines, resources - including assigning action owners - and any budget, as well as tracking status and evidencing progress. Individual change activities are supported by Task and Finish Groups.



# Other Champion Sub Groups

## Experts by Experience

Goal: We have expert by experience representation and involvement at all layers of the Charity, including a voice on the Board and in strategy setting.

## Effective Mechanisms

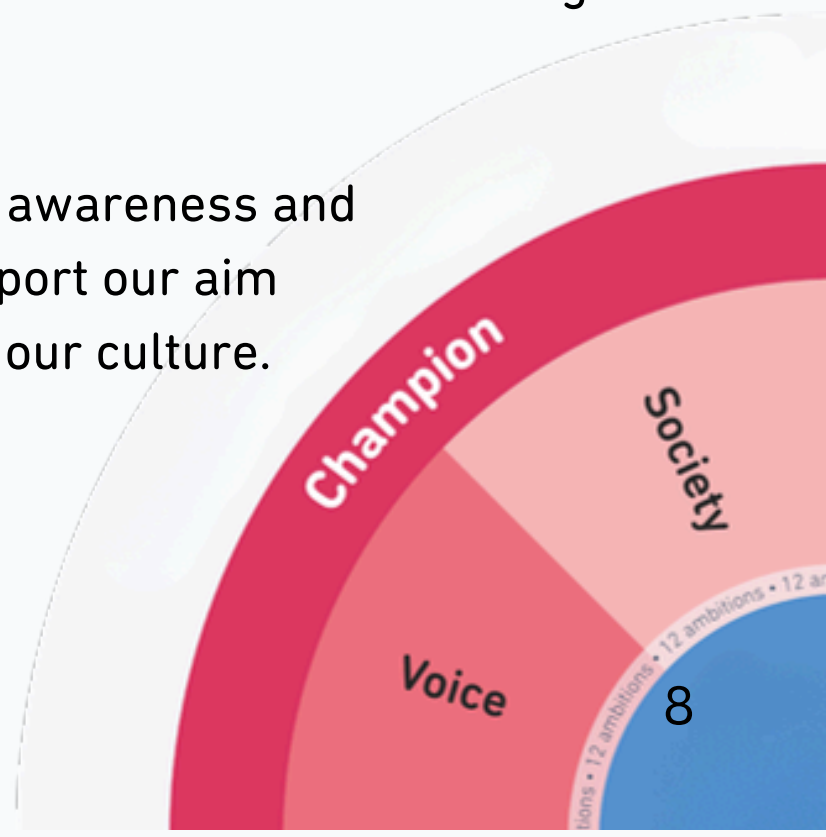
Goal: Improved experience for patients and carers achieved as we have mechanisms in place which allow us to hear their voices. Assurance that what is shared is acted upon.

## Improving Accessibility

Goal: All communications comply with the Equality Act 2010 and the NHS Accessible Information Standard, improving accessibility for patients, carers and staff with communication challenges.

## Co-production

Goal: High level of co-production awareness and activity across the Charity to support our aim of embedding co-production into our culture.



# Our CARE Values

We lead and live by our CARE values...



## Compassion

Be supportive and understanding to everyone around you.



## Accountability

Be proactive, take ownership and responsibility - do what you say you will.



## Respect

Act with integrity, be open, be honest. Work in partnership with patients and carers.



## Excellence

Continuously improve, innovate, learn, deliver - whatever you do, do it well.



# Co-production



Not just a buzzword!

Just like bees, we know that working together benefits **everyone**.

At St Andrew's, co-production is:



Equal partnership between those who use our services and those who provide them.



Where **everyone** feels empowered to influence and to shape decisions.



A culture in which we "do with" and not "do to" those who use our services.

Co-production is central to our PCREF journey. We are committed to working with patients, service users, carers, and staff to shape services that reflect lived realities.

*"Co-production ensures that equity isn't just a goal - it's built into the way we work." (Expert by Experience)*

# Celebrating Diversity & Inclusion at St Andrew's

At St Andrew's, we believe that inclusive healthcare begins with embracing the rich diversity of our people, which includes patients, service users, carers and staff. By promoting equality and equity, we create better outcomes, stronger teams, and a culture where everyone feels seen, heard, and valued.

Our staff network UNITY has been instrumental in our progress, bringing together experts by experience, passionate allies, and dedicated leaders.

Along with the other staff networks - Pride, DAWN and WiSH - they have championed initiatives that matter, sparked change, and helped build a workplace where difference is celebrated and inclusion is a lived reality.

We know that real progress comes from listening. That is why we encourage everyone to speak up, share their experiences, and contribute to the culture we are building together. Whether it is through feedback, participation in networks, or raising concerns, every voice matters.

UNITY is open to colleagues from across the Charity from all ethnic backgrounds, allies and people interested in exploring and supporting the experiences of people from diverse backgrounds in healthcare.



# Freedom to Speak Up



## What is speaking up?

In line with NHS best practice St Andrew's has a team of 'Freedom to Speak Up' Guardians to give staff a confidential and effective way to seek support and guidance in addressing anything within the Charity that they think needs to improve.

Speaking up is about raising concerns when things have gone wrong or could potentially have gone wrong. Speaking up will help us to learn, improve and prevent. It's a safe environment for staff to share and feel heard, with the option to remain anonymous.

We are working to make speaking up business as usual. That means being able to speak up about anything; whether that's something which doesn't feel right or an idea for improvement. You should feel confident that your voice will be listened to and action taken.

# Our Language

We know that language matters. It is important to acknowledge that current legislative terminology used to describe certain race and cultural identities does not always reflect people's unique intersectional needs and lived experiences.

- **Racialised communities** refers to ethnic, racial and cultural communities who are minoritised populations in England, have been racialised, and who experience marginalisation.
- **Ethnically and culturally diverse** refers to people with distinct cultural or ethnic identities, which can include diverse language groups and communities upholding specific cultural customs and spiritual beliefs.
- **Ethnic groups** includes white minorities, such as Gypsy, Roma, and Irish Traveller groups, whilst recognising homogenising ethnic groups ignores the diversity of experiences between groups.



# Leadership

To enable delivery and implementation of PCREF, we have a nominated Executive Lead Anna Williams who is our Director of Strategy and Transformation. She is accountable for its delivery and oversight. Additionally, our UNITY staff network has an Executive Lead, Dr Sanjith Kamath who is our Executive Medical Director and Deputy CEO.

## Next steps

- Appoint a Board or Governor-level lead
- Role to include constructive challenge, and advocating themes, feedback and actions Charity-wide.

# Governance

We will embed PCREF into our Governance Structures to ensure progress on our plan can be regularly reviewed by the Executive, Board, and other governance groups.

## Next steps

- Review current lines of governance to make sure they support and embed PCREF and identify any gaps.
- Keep patients, service users, and carers informed about changes and improvements.

# Demonstrating Reducing Inequalities

We regularly track key metrics to tackle inequalities and meet core standards, however we want to continually improve the metrics that we are using.

## Next steps

- Identify where we can improve how we record protected characteristics for patients, service users, and staff.
- Start to collect self-reported demographic data via MyVoice and the Patient Reported Experience Measure (PREM which is currently for patients and service users, and soon to include carers).



# Data

St Andrew's collects detailed data, but this isn't fully shown in current dashboards. Our 'Use of Force' data is currently tracked on the dashboard under Mental Health Law Steering Group (MHLSG) governance. This group influences best practice, supports and educates staff, and monitors effective governance over the use of the mental health law.

More specific demographic data is already available in the RiO electronic notes system. Additionally, our current use of terms like "White-any" and "BAME" (Black, Asian, and Minority Ethnic) on some of our dashboards are outdated and do not reflect the diversity of individuals, and so our terminology needs to be updated according to the co-developed PCREF language.

## Next steps

- Review available dashboards to identify existing sources of demographic data and outcomes, and highlight gaps.
- Identify what language needs to be updated within current dashboards.
- Analyse existing 'Use of Force' data.



# Communications Campaign

A campaign has been launched to raise awareness of PCREF and promote our commitment to anti-racism. An introductory leaflet has been shared at events and we featured PCREF in our March 2025 edition of the Charity-wide magazine The Hope Headlines.

Contact details have also been shared in all our communications:

PCREF@stah.org

01604 616829

## Next steps

- Write a full communications plan in line with the PCREF Plan.
- Co-produce a shared pledge for the St Andrew's community to commit to our anti-racism agenda.
- Launch new internal intranet page and public website page.
- Co-produce an anti-racism short film.
- Include PCREF in our new Welcome Packs for inpatients and carers.



## PART 2:

# National Organisational Competencies

We've held a series of listening events with the UNITY staff network and set up a working group to lead the development of PCREF. We're now inviting feedback from all patients, service-users, carers, and staff to shape the St Andrew's PCREF. Everyone's voice matters.

The framework will help improve experience and drive meaningful change. Together, we've co-produced a clear set of measurable actions to meet key competencies and set priorities for improvement. These will be regularly reviewed and priorities updated according to feedback.

Our six focus areas are:

- Cultural Awareness
- Staff Knowledge & Awareness
- Partnership Working
- Co-production
- Workforce
- Co-Learning



# Cultural Awareness

We are working with our UNITY staff network, Chaplaincy and Catering teams to help consider the needs of our different ethnically and culturally diverse groups. Demographic data collected is for patients, service-users and staff, allowing a more granular distinction of different groups.

## Next steps

- Create an online library of resources and signposting for staff.
- Assess whether in-person cultural awareness training is needed (training gap analysis).
- Review where we need to use clearer, more inclusive language in all areas of the Charity, including data and reporting, and assess training needs.



# Staff Knowledge and Awareness

We currently have a cultural awareness e-learning module, available for staff as a self-assigned course, and mandatory EDI training that is refreshed every two years.

EDI stands for:

**Equality** - giving everyone equal access to opportunities and resources

**Diversity** - recognising and valuing individual differences

**Inclusion** - where everyone feels respected and valued for who they are.

UNITY staff network and EDI listening sessions are held regularly, and staff can also feedback via the YourVoice staff survey.

## Next steps

- Finalise new training gap analysis and write action plan based on findings.
- Raise awareness of race and health inequalities across our staff networks and the wider Charity.



# Partnership Working

We are currently involved with the following partners:

- Regional and National **PCREF** collaboration.
- **Reach Out** Provider Collaborative - West Midlands Region which includes St Andrew's Birmingham secure hospital for mental health secure patients.
- **IMPACT** Provider Collaborative - East Midlands Region which includes St Andrew's Northampton hospital for secure mental health and learning disability and autism (LDA) patients.
- **East of England** Provider Collaborative - East of England which includes St Andrew's Essex hospital for secure mental health patients.
- National **Culture of Care** Project: Active in three wards across Birmingham and LDA.

## Next steps

- Co-produce equality and anti-racism actions with our partners.
- Continue working with regional and national PCREF partners.
- Continue involvement in the national Culture of Care project.
- Contribute to the Provider Collaborative partnerships.

# Co-production

Through the Champion Strategy we engage in Charity-wide work through dedicated sub-groups. Experts by experience are involved in interviews, staff induction training, project task and finish groups, and meetings across the divisions and wider Charity.

We are using the St Andrew's Co-production Framework to strengthen co-production and partnership. We support patients to be actively involved in care planning co-production to ensure we deliver patient-centred care together. Co-production is at the heart of programmes and collaboratives such as Culture of Care and Reach Out.

## Next steps

- Recruit patients to join as members of the Champion PCREF sub-group and linked task and finish groups.
- Work with our culturally diverse patients, service users, carers, and staff to co-design and deliver good practice.
- Continue to embed co-production in everything we do across the Charity.



# Workforce

Our UNITY staff network, EDI team and Freedom to Speak Up Guardians support staff voice and inclusion.

We engage our workforce through listening events that create a space for open dialogue and shared experiences and through our annual staff feedback survey, YourVoice.

We publish an annual 'St Andrew's Diversity and Inclusion Report'. Within this, we report on 3/9 of the NHS England Workforce Race Equality Standards (WRES).

## Next steps

- Align with NHS England Workforce Equity Fellowship to guide strategic priorities.
- Strengthen the UNITY staff network's role in recruitment, retention, and career growth for ethnically and culturally diverse staff.
- Introduce Deputy Director of People & Workforce Development to lead on EDI and talent management.



# Co-learning

We offer co-attended classroom and ward-based courses. This means they are available to patients, service-users, carers and staff. Additionally, courses are co-facilitated by staff and patients through the REDS Recovery College.

Regular development and wellbeing sessions are held within the Essex Division.

Carers access specific staff training, such as face to face Speech and Language Therapy led Dysphagia Workshops, through John's Campaign - a movement to help staff recognise the importance of working with carers as equal partners in the care, while also supporting people with a dementia diagnosis who are in hospital.

## Next steps

- Review and improve current training plan to increase co-learning opportunities.
- Initiate Charitywide research projects to identify barriers and guide learning and improvement initiatives.



# PART 3:

## Patient & Carer Feedback Mechanisms

Patients can send feedback via:

- Ward Community Meetings
- Divisional Patient Forums
- BENS Charity-wide Patient Forum
- Advocacy services
- Peer Support Workers
- MyVoice survey



Carers can send feedback through the:

- Charity-wide Carers' Forum
- Patient Advice and Liaison Service (PALS) and Complaints.
- MyVoice survey will soon include feedback from carers too.

We aim to continually improve the routine collection and use of patient, service user and carer experience and outcomes data to allow learning from experience.

### Next steps

- Our Champion Effective Mechanisms sub-group will review and streamline feedback processes, governance and monitoring of actions and improvements in response to feedback.

"I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals."

- a person in our care

"I am treated with respect and dignity."

- a person in our care

St Andrew's Healthcare - United Against Racism

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W: [www.stah.org/co-production-how-working-together-can-benefit-everyone](http://www.stah.org/co-production-how-working-together-can-benefit-everyone)

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