



St Andrew's
HEALTHCARE



Inclusive HEALTHCARE

DIVERSITY & INCLUSION REPORT

2019-20



Transforming lives together

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Please note, the photos featured in this report were taken before the current social distancing measures came into force.



"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 close to my heart, and I am proud to lead an organisation that is an NHS England Diversity and Inclusion partner.

This year, the world has experienced some seismic change. I'm sure I speak for everyone at St Andrew's when I say we were shocked and deeply saddened by the senseless death of George Floyd in the USA. I would like to reassure our Black, Asian and Minority Ethnic members of staff, patients and stakeholders that we stand in solidarity with you. By working together we must eliminate racism and hate crime, in all forms.

As a leader I recognise that, unfortunately, inequality does still exist within the workplace, and it requires consistent commitment from everyone - at all levels - to eradicate it. I am proud of the progress we are making towards a diverse and inclusive culture at St Andrew's, however we still have a lot of work to do to stop forms of discrimination, both in the workplace and outside of it.

There are inequalities within our health system too, which I am passionate about addressing. Often our patients have experienced discrimination during their road to recovery. As a society we must address this, ensuring that people are treated fairly, with respect, and where necessary, that people receive the mental health support they need in the most suitable environment for them.

Additionally, in the UK there are several mental health wards for male patients who are Deaf - including our very own Fairbairn ward in Northampton. However there isn't a single inpatient ward, in any hospital in the UK, that is dedicated to females who are Deaf. This means that Deaf women like Sammy, who you will read about on page 24 - are cared for on hearing wards, and are unable to communicate effectively with their staff and peers. This has a detrimental effect on their recovery, confidence and sense of wellbeing. Please read Sammy's story and join her campaign for equality.

While this report is an important reflection of our commitment to Inclusive Healthcare and how we are growing our people and culture, I know we have work to do. I hope you enjoy reading about our journey so far.

Katie Fisher
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,
Executive HR Director

St Andrew's has made great strides in inclusive leadership over the past year. We set out to improve our diversity, and we are certainly heading in the right direction. As Chair of the Black, Asian and Minority Ethnic Network (BAME). I am exceptionally proud that the Charity has one of the most diverse boards in healthcare, with 15% of our Charity Executive Committee coming from a BAME background.

This report provides an opportunity for us to share stories of our journey towards Inclusive Healthcare. We hope the insights from our colleagues and their experiences will create better understanding; driving closer collaboration, innovation and excellence.

Martin



Cheryl Nyabezi,
Diversity and Inclusion Manager

"Having recently joined the Diversity and Inclusion team, I am excited by our future plans to bring even more inclusion to St Andrew's. We have made great strides in the last year in identifying our challenges, and we have already started working together to effect positive change. This will be a journey for us all, and everyone's input will allow us to take steps towards that inclusivity goal. The aim for the team as always will be to implement meaningful strategies to support staff and patients across the Charity. Our greatest hope is that all staff and patients' experiences with the Charity are positive."

Cheryl



"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, ISC member**

2019-2020 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.

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, 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 we make is reinvested into patient care.

Our headquarters and largest hospital is in Northampton and we provide services in Birmingham and Essex. We provide treatment and care for patients who face challenges of mental illnesses, developmental disorders, brain injuries and neurological conditions. We also offer treatment on an outpatient basis to different groups including former members of the Armed Forces and probation services.

To meet our 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 than the national average. We also have broad age distribution across our colleagues.

Senior representation

The majority of our Clinical Directors have BAME heritage, and our Board is diverse, with 15% of our Board members coming from a BAME background – one of the highest figures in the UK.

Even at senior levels, our Charity culture is family-friendly. Outside office hours, people are encouraged to focus on family time – with our Chief Executive, Katie Fisher, leading by example.

Inclusive patient care

We take an equally inclusive approach to patient care. Our Peer Support Worker programme is bringing people with lived experience of mental health recovery onto our wards (page 30) and we have the UK's largest medium secure ward for Deaf men. For more about this ward, named Fairbairn, please see page 23.

Our patients are encouraged to take part in diversity-related events and celebrate their differences.

We are actively exploring whether race has an influence in incidents on our wards, and last year we introduced a zero tolerance approach to aggression and violence towards our staff. This initiative is led by Katie Fisher.



"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, ISC member

Inclusion Strategy and Steering Committee

Our strategy

Our inclusion strategy is designed to enable us to achieve Inclusive Healthcare. This means creating patient outcomes and employment opportunities that embrace diversity and promote equality of opportunity, and not tolerating discrimination for any reason.

Our goal is to ensure that Inclusive Healthcare is reinforced by our culture, and is 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 inclusion strategy is steered by our Inclusion Steering Committee (ISC). Chaired by our CEO, Katie Fisher, the committee was formed in November 2018 and meets every quarter. The ISC has 15 members, with representatives from all role levels and teams across the Charity, including patients.

Our current focus is on:

- 1 Encouraging more 18-22 year olds into mental healthcare
- 2 Reverse mentoring
- 3 Our Birmingham Inclusion Action Plan
- 4 Supporting our BAME employees through the Covid-19 pandemic
- 5 Unconscious bias training



"I was inspired to join the ISC from the perspective of having experienced a less than conventional family setting, and marrying into an Indian family. Creating an inclusive work environment is everybody's responsibility, and as a leader in the Charity I want to help create an organisation that recognises and celebrates the unique background of each of our staff."

– Catherine, ISC member

There is more information on each of these topics throughout this report.

Senior representation

Charity Executive Committee

Our Charity Executive Committee oversees the day-to-day management of our hospitals. The Committee, which meets weekly, comes from a diverse mix of backgrounds, including both operational and clinical staff. The different experiences of the members ensures we have broad and inclusive decision-making processes, involving key clinical, operational and functional leaders. The work of the Charity Executive Committee is overseen by the Board and, in turn, the Court of Governors.



Our CEC of
20 individuals
includes

6 Females
3 BAME staff

New appointments to the Board

Earlier this year we welcomed five new Non-Executive Directors (NEDs) to the Board, each with an extensive background in the mental healthcare, psychology or commercial sector. The appointments, which include Professor David Sallah, Elena Lokteva, Professor Stanton Newman, Tansi Harper, and Andrew Lee, are part of our plans to restructure in order to deliver the very highest quality of care.

The new Non-Executive Directors sit on the Board, and support the development of the charity's strategy and culture, while ensuring that management, compliance and performance are being done well.

Our Governing body

We have up to 40 active Governors, along with a number of Honorary Governors who are no longer able to attend meetings. Our Governors are members of Charity committees and bring real experience and real value in their contributions. They are unpaid.

The main role of our Governors is to make sure that we achieve the best possible results for the patients who use our services, now and in the future. The Governors hold the Board to account, appoint Directors and provide additional scrutiny through house visits and reviews of complaints.

Staff and Carer Governors

As a Charity St Andrew's is supported by up to 40 Governors, whose role is both to help the Charity achieve its goals and hold its leaders to account. The Board seeks Governors' views on important decisions, and approval on the appointment of new senior leaders.

Governors also have the option to become more involved with the Charity through visiting wards, volunteering and mentoring staff. Our governors come from a wide range of backgrounds and represent different viewpoints.

In December 2019, we appointed four new 'constituency' governors who bring different experiences to the panel. Karen Irvine and Sandy Howse joined us as carer governors (for more on Sandy's story, see page 32) and they bring with them the perspectives of patients and their families in relation to the Charity's strategy. We also welcomed Ria Stanyer and Denford Jeyacheya as staff governors, and the pair give our staff a voice in key decisions.

Ria Stanyer | Learning and Development Manager

"I applied to become a staff governor as I was keen to understand more about the Charity's challenges and how our leaders planned to address these. I wanted to add an employee perspective to decisions by acting as a conduit between the 'shop floor' and our directors.

I feel my main role is to be a cheerleader for our staff – I want to recognise the great work they're doing and support them where change is needed. A big part of this involves visiting the wards regularly and speaking with both staff and patients. I like to ask their views on hot topics and seek ideas for improvements. While there, I explore the environment too, ensuring it's safe, suitable and processes are being followed correctly.

Visits are written up in a report and shared with the ward itself, our CEC and fellow Governors. I also spend time working with our Enabling Functions to gain a better understanding of how they contribute to patient recovery. Additionally, I have the opportunity to help out with patient and staff events.

I hope that having staff as Governors is providing assurance throughout the Charity. Staff can be confident that someone has the ear of our CEC members and is empowered to raise both positive and negative points. For the CEC and other Governors, I believe this role adds a new, clearer lens. Having strong peer relationships across divisions and areas often means staff speak more candidly than they may have done previously.

Though I'm still learning I feel I'm growing in both confidence and knowledge. Working at a board level is new to me and I'm enjoying 'choosing my battles' when it comes to commenting and raising discussion points! More significantly, ward visits are teaching me so much about our patients and how our staff feel about their responsibilities – it's been incredibly enlightening to be there as an observer and ally, rather than with a business and task focus."



Race and Ethnicity

Around 20% of staff at St Andrew's are Black, Asian and Minority Ethnic (BAME), which is favourable against the national average of 12%, and in line with the NHS where 21% of staff identify as BAME.

27% At senior level, our BAME representation is 27%, one of the highest in the country.

Ethnic Pay Gap reporting

Showing our commitment to transparency and being an inclusive organisation is important to us and the Charity's Ethnicity Pay Gap ratio was published internally and externally for the first time in March 2020. This showed our median ethnicity pay gap is -2.8%, meaning, on average, our BAME employees receive a higher hourly rate of pay in comparison to our non-BAME colleagues.

Our BAME Network

Our active BAME Network offers peer support and networking opportunities. The network is open to individuals who identify as BAME, but also to allies and people interested in raising awareness of the issues that BAME people face. The Network has a calendar of events throughout the year, tailored to the needs and tastes of members of our BAME community.



**Akim,
Nurse Manager
and BAME Co-Chair**

"Our BAME network was re-launched last year to promote equality, and to support our BAME colleagues throughout St Andrew's. The network meets regularly to discuss different issues and promote changes which are of benefit to both staff and patient welfare. We are committed to general equality of opportunity. The network is a platform for staff to share their personal stories, while creating a sense of belonging."



**Juliet,
Specialist Nurse
and BAME Co-Chair**

"I firmly believe that all people deserve to be treated fairly, regardless of what identifies them. As a Modern Matron I feel I can help to support our BAME nursing population to fulfil their potential, with lasting benefits to both themselves and our patients."

Covid-19: Support for our BAME staff

During the height of the Covid-19 pandemic, data from Public Health England showed more people from BAME groups were dying from coronavirus than those from white ethnic groups. The statistics found that people from Black ethnic groups are most likely to be diagnosed with Covid-19, and death rates were highest among people of Black and Asian ethnic groups.

At St Andrew's we have ensured that our BAME community – both staff and patients – have had additional support during this worrying and confusing time.

We:

- Prioritised BAME staff for Covid-19 testing
- Prioritised our BAME staff for Occupational Health Support
- Offered advice on Vitamin D, including supplements and diets
- Provided a risk assessment for all BAME staff
- Increased levels of support from line managers and our BAME Network.

Birmingham Inclusion Action Plan

Our Birmingham hospital recently ran a pilot project which aimed to improve inclusivity across the site.

In 2019, we became aware that some of our processes were not sensitive to the diversity of our Birmingham hospital; where a high percentage of the staff and patient population come from BAME backgrounds. Following a number of employee group meetings where staff raised concerns, we put an action plan into place.

As part of our pilot project, we:

- Held steering group meetings and invited feedback from staff at all levels
- Arranged additional recruitment training
- Reviewed our management and staffing structure
- Formed recruitment selection panels, ensuring they included BAME panel members and patients
- Rolled out unconscious bias training to all staff
- Reviewed our salaries, ensuring they were fair across the hospital for all staff groups.

The project has seen both morale and staff turnover improve at our Birmingham hospital, and we will continue to focus on fair and inclusive representation across all our sites.



Reverse mentoring

St Andrew's firmly believes in the benefits of mentoring, the primary aims of which are professional and personal development of senior leaders, with an opportunity to share knowledge, experience and offer advice and guidance. Through this process, both parties benefit from the insight and perspective of the other person.

We introduced a 'reverse mentoring' scheme in 2019, aiming to raise awareness and understanding about the barriers and challenges faced by our BAME community in the workplace and ultimately break down inequalities in the workplace. The difference with reverse mentoring is it is about mentoring 'upwards'; in this case, it is the senior leader who is primarily learning from the less experienced, usually younger colleague.

The scheme has provided an opportunity for our BAME staff to have a direct voice to the top of our organization. It has helped St Andrew's to break down barriers, shape thinking, policy and strategy, embrace diversity and to build understanding of the experiences and perspectives of our BAME staff.

The BAME group was instrumental in setting up the reverse mentoring

scheme, and helping us to confirm the scheme's purpose. The idea was launched at a Black History Month event in October 2019.

Over the following months, five volunteer reverse mentors (from all levels of nursing and some allied health professionals, including Healthcare Assistants and Staff Nurses) were paired with five of our senior leadership team (from the Charity Executive Committee, including CEO). We provided comprehensive training to everyone involved.

As well as fostering an environment of growth and learning, building an inclusive culture and supporting our Diversity & Inclusion Strategy, this initiative has helped break down stereotypes, and the assumptions, unconscious bias, entrenched views and misconceptions that accompany them.



Mentoring our CEO

Emmanuel Mutyavaviri, Senior Staff Nurse at our Birmingham hospital, is part of our reverse mentor scheme. He is Katie Fisher's mentor.

Here he shares his experiences...

Why did you get involved?

I got involved as I believed that it was great opportunity to share my life and career experiences as BAME (Black, Asian and Minority Ethnic) in the hope of changing systemic profiling, discrimination and inequality.

How has the mentoring experience changed you?

I have grown in courage, and have the confidence to speak out more on issues of inequality or any forms of discrimination.

Has it changed your outlook on work, or the wider world?

It has led me to be fully conscious of seeking to treat others fairly and equally at all times - and set similar expectations of how others should treat me.

What are the benefits of reverse mentoring?

Sharing our different life and career experiences, influencing changes and having the opportunity to engage with the Charity's major decision makers.

Do you feel you have learnt from Katie?

Yes, the greatest thing I have learned from Katie is that she has real courage to knock on doors and change toxic culture, improve the environment and address inequalities.

What do you think she has learnt from you?

I believe Katie has learned the value of sharing different lived and career experiences by being accessible and approachable to all Charity employees.

What hopes do you have for your future mentoring relationship?

I will continue to grow as a person, employee and mentor without ceasing to challenge any form of discrimination and inequality.

How would you describe your mentoring relationship in three words?

Brilliant, insightful and productive.



Jess Lievesley | Deputy Chief Executive Officer Austin Omotoso | Senior Staff Nurse

Austin and Jess have enjoyed the opportunity to job shadow each other. Austin explained: "It has given me a lot of insight and built my understanding. I was touched at how attention was given to every individual patient in the recent ward movement process without allowing cost implication to compromise meeting such needs. It was remarkable. It has given me reassurance about the way the Charity reviews things and how decisions are made."

Austin moved to the UK 12 years ago through the Highly Skilled Migrant programme (HSMP). He described the experience as 'challenging and intimidating'. As a new migrant, his family was not allowed to access any form of

support or benefit, and he struggled to find an employer to give him a chance, despite his qualifications.

However, he was successful in achieving a role as a Healthcare Assistant at St Andrew's, and after sorting his immigration status, he started working as a qualified nurse.

In summarising the benefits as a reverse mentor, Austin said: "I feel listened to, and the experience has helped build my confidence. The process has changed my perception that the leadership was aloof, and I now know I can access the leadership team if necessary. I have been touched by Jess' simplicity and sincerity; he has great listening skills. He is doing this to truly inspire and impact on lives."

Jess has also found this a rewarding experience.

Austin has challenged me to realise that just being 'anti' racism and discrimination isn't actually enough - you have to be pro equality of experience and opportunity at every level."

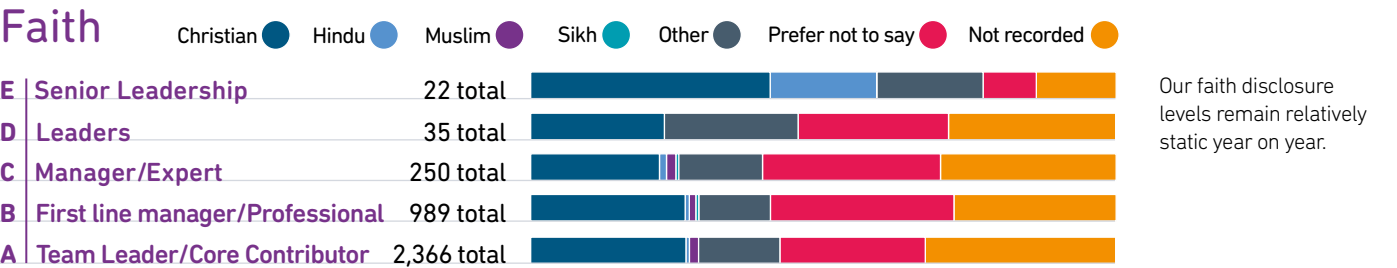
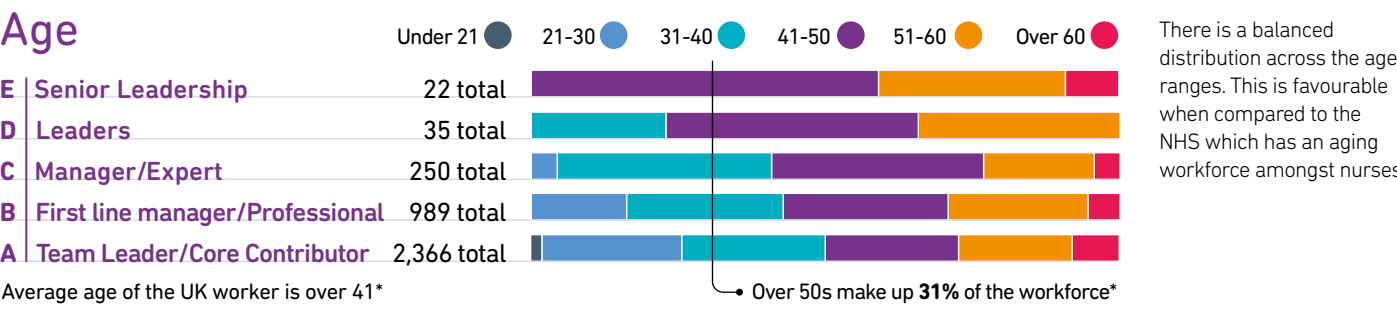
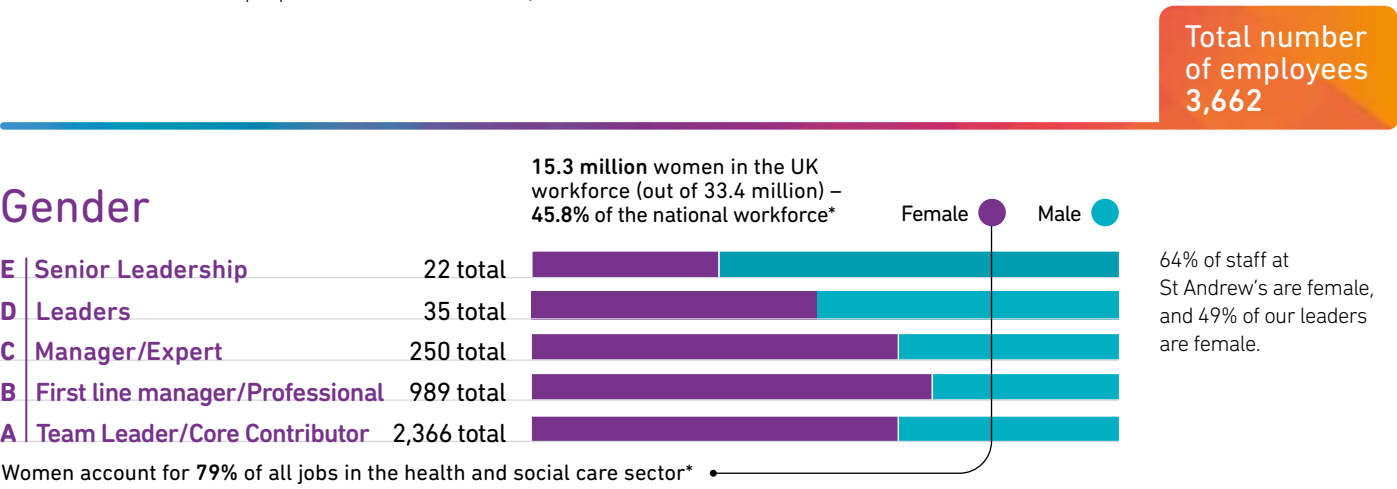
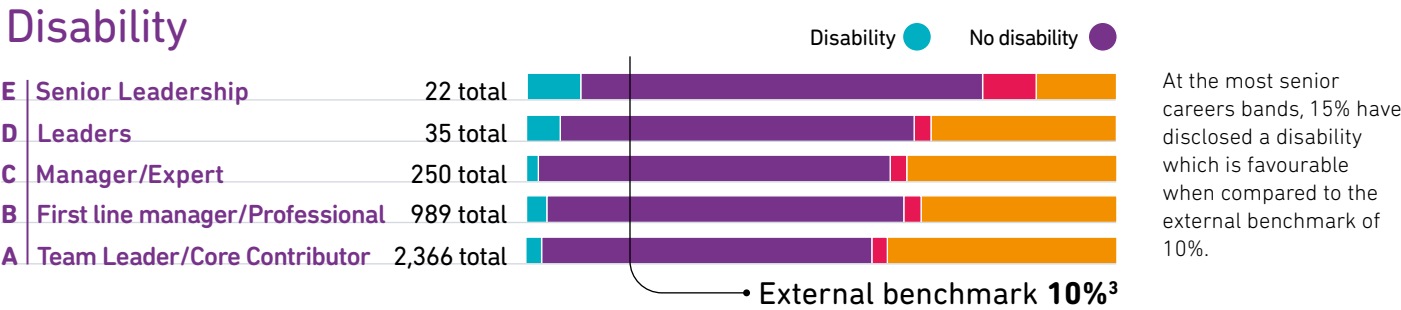
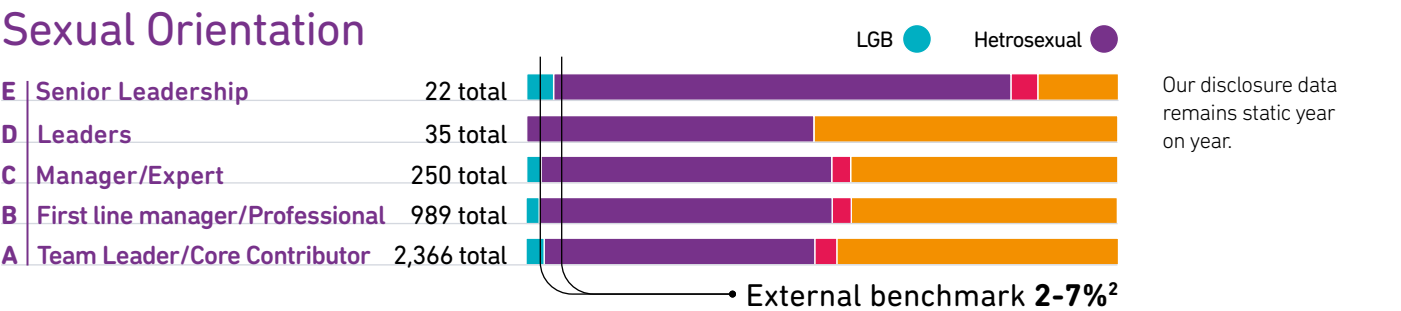
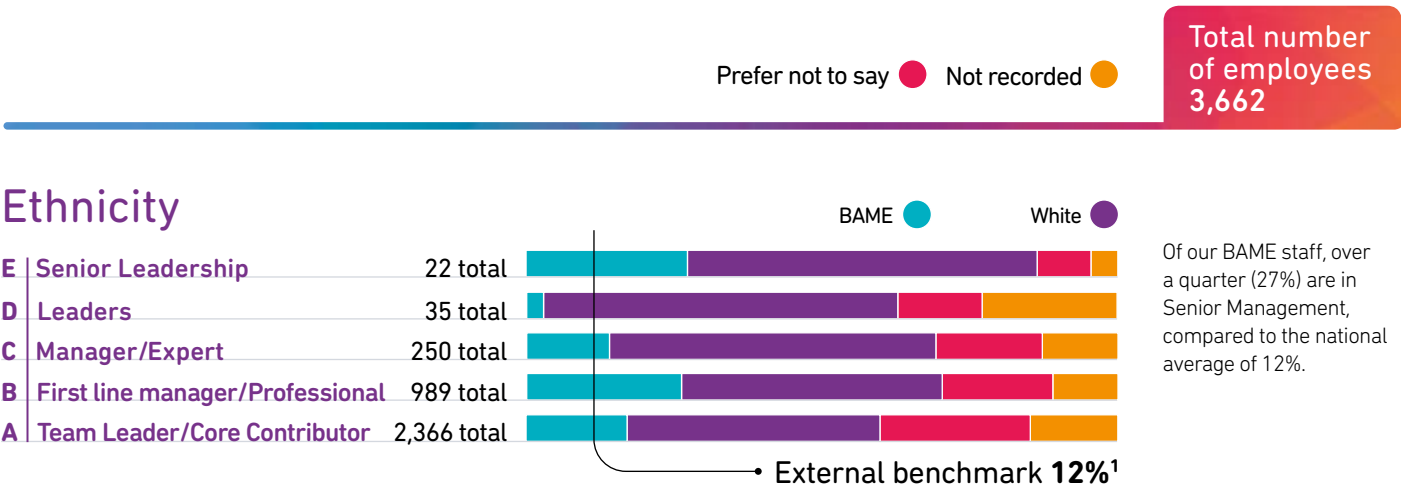
"I know that Austin will keep me thinking differently about how colleagues of colour are not always able to experience opportunities in the way I and others do because of the other influences life and history, of which I am not now and never will be an expert."

Organisational diversity and overall representation

We are pleased that more and more staff are sharing their characteristics with us. Increased disclosure is a positive reflection of employee trust and commitment to inclusion and diversity. Disclosure allows us to monitor our practice, reflect on representation across all levels of the Charity and ensure future investment in inclusion activities is supporting the right areas.



This data does not include people recruited to Workchoice, our internal staff bank for workers on zero hours contracts.



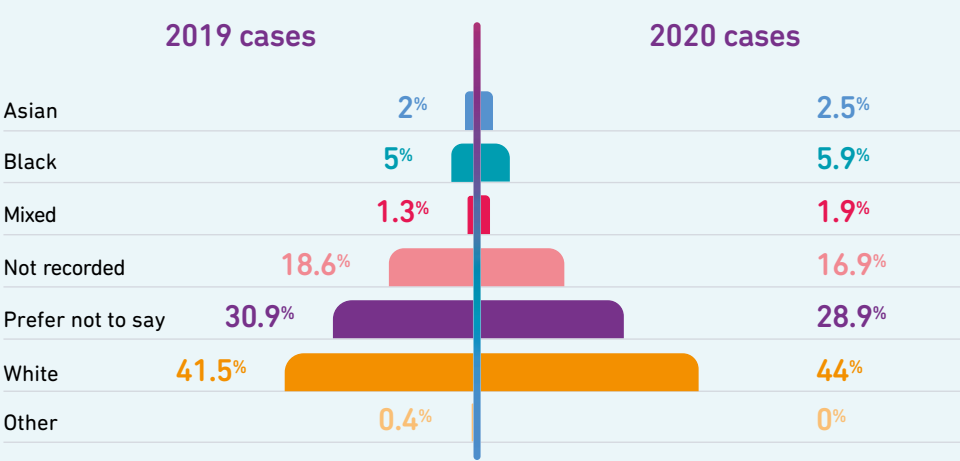
Religion National Benchmarks (British Religion in Numbers)*
Christian - 50.7%, Muslim - 2.5%, Hindu - 0.7%, Jewish - 0.6%, Sikh - 0.3%,
Buddhist - 0.6%, Other non-Christian - 1.5%, No religion - 41.5%, Not answered - 1%

*ONS/Gov. Labour Market Stats.

Employee lifecycle

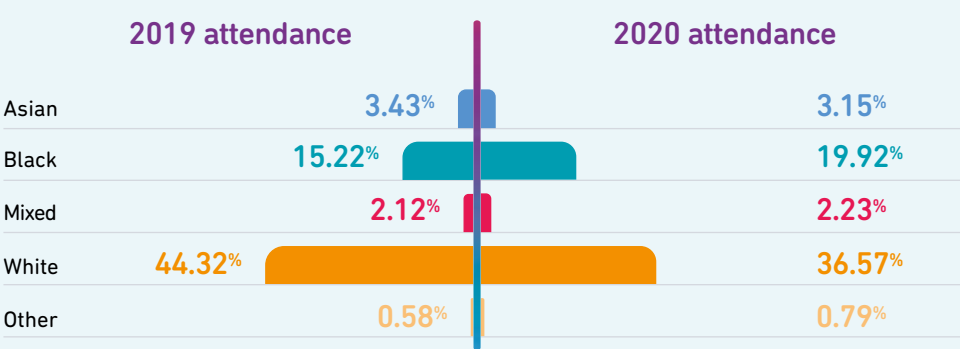
Leavers data

Our staff turnover has been stable year on year, and there has been an increase in white, Asian and black staff and a decrease in staff who consider themselves to be mixed race.



Internal training

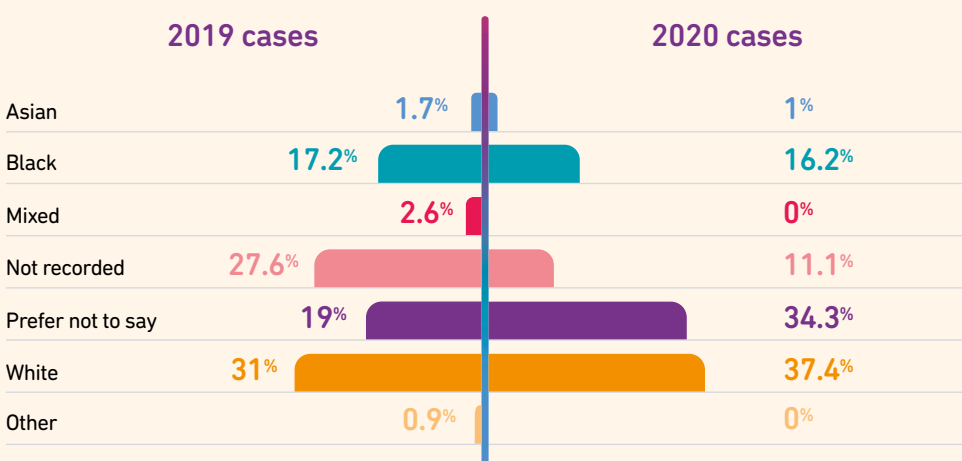
There has been an increase in the number of BAME staff who have undertaken training in the past year, and a decrease in white staff undertaking training during the same period. In 2020, over 65,000 courses took place.



Complaints and safety

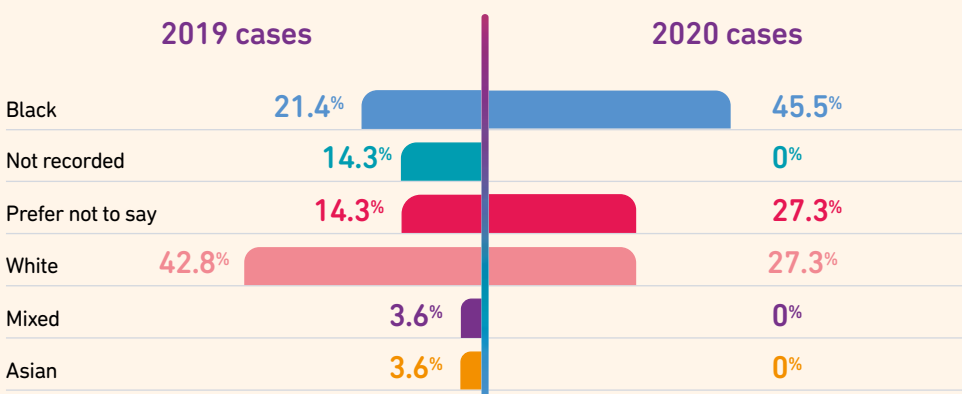
Disciplinary cases

The number of disciplinary cases has decreased by 14% across the charity. There has been a decrease in disciplinary cases involving our Asian, Black and mixed race staff, and an increase in cases involving our white staff.



Grievance cases

The number of grievances has fallen by over 60%. This year, there were 11 grievances recorded in total. There has been an increase in grievance cases involving our Black staff, and a decrease in those involving white staff.



Disability

At St Andrew's we are committed to supporting everyone's mental and physical wellbeing, with various events and support channels open to both our staff and our patients.

Our ABLE employee network group is focussed on promoting equality of opportunity, and positive attitudes towards people with disabilities. Its overarching purpose is to enable positive physical and mental wellbeing in the workplace. This group is open to all staff interested in disability equality.



Paul Williamson,
Practice Educator and
Chair of ABLE

"I am proud to Chair the ABLE Network; by being part of the group, I can share my first-hand experience on day-to-day living with different types of disability, using both my clinical knowledge of other disabilities and that of my own. I have a heart condition which means I have a pacemaker and titanium heart valve, and in 2016 I suffered a stroke. The stroke caused me to lose much of the use of my right arm and leg, and it affected my speech. I have shared the journey I have been on trying to fit in, denying and eventually accepting who I am. Mental Health is a real feature of any disability, whether there is a physical disability or not.

"I previously worked on the wards as a nurse manager, but I have diversified in my role after securing a secondment as Clinical Practice Educator – and I love it! I support students in practice, teach and deliver lectures, sharing my 12 years of clinical knowledge with the learners. When I first started teaching I was quite nervous about speaking in the classroom as I have a marked speech impediment, but once I relaxed it flowed! I am now able to create lectures as well as deliver them."



Fairbairn Ward - supporting staff and patients through Covid-19

We are one of the main providers of specialist Deaf secure mental health services in the UK. Fairbairn Ward in William Wake House, Northampton is a 17-bed, medium secure ward, which offers therapy and rehabilitation for Deaf men with a range of diagnoses, including mental illness, learning disability, brain injury, autism spectrum disorder and personality disorder.

The treatment programmes on Fairbairn Ward are designed to support and engage with Deaf patients, with around a third of the nursing team being deaf themselves and all staff trained in British Sign Language (BSL).

The Coronavirus pandemic has put extra pressure on the staff and patients on Fairbairn. James Wyatt, Ward Manager, explains how they have coped:

"In the middle of this unprecedented crisis, the psychiatric ward I work on is among the many frontline services striving to keep people well during these strange and uncertain times.

The key word in that sentence is 'people'. On our ward, we are looking after individuals, not statistics – and individuals all have different needs. There is no one size fits all in any hospital environment, and our ward is a strong example of this.

At St Andrew's, we run numerous wards for people needing specialist care for a range of psychiatric problems. The ward I work on is one of a kind in the UK: a deaf specialist medium secure psychiatric

ward for men. All our patients are either profoundly deaf or severely hard of hearing, and British Sign Language (BSL) is the first language on the ward.

'Business as usual' for us involves supporting people facing debilitating mental health challenges, as well as significant communication barriers. You could, of course, argue that in many ways 'business as usual' doesn't exist in our job, because no days are the same. When it comes to mental health there is no uniform approach; a coping therapy for one person may not work for another, and on a deaf psychiatric ward patients will also have different ways of communicating. Throw the coronavirus threat into the mix and our patients – and our staff – have an awful lot to consider on a day-to-day basis.

If we think about how coronavirus has affected the wider population, we know that anxiety is high, and we know that we need to socially distance or wear PPE if treating members of the general population. Now imagine you live with extreme anxiety or paranoia, as many of our patients do. You can imagine how having your temperature checked regularly or being cared for by someone wearing PPE can fuel that anxiety further.

But PPE isn't optional in a hospital – working with mental health patients means you often have to come into close contact, so social distancing and remote working as part of the nursing team isn't possible. We're dealing with people's

wellbeing, and offering them round the clock support – you can't manage crises by Zoom. So being present, with PPE, is a requirement for us.

PPE adds another problem. The masks we wear to protect each other from Covid-19 make things like lip reading and facial expressions virtually impossible, cutting off a huge amount of our ability to communicate with our patients – and indeed our staff, half of whom are deaf themselves. That combination of increased anxiety and new barriers to communication gives us a really challenging situation to manage.

I'm fortunate to be surrounded by passionate and driven colleagues – people who really care about their work and want to help some of the country's most vulnerable people.

I am so incredibly proud of the team and how they have put the patients first – never complaining, adapting to whatever changes we need to make and rolling their sleeves up. Throughout this outbreak all frontline workers have stepped up – not just on my ward but across the nation. We're all exhausted, we're worried about the future, but we know our first duty is to keep our patients safe. That's why we signed up to this job, to make a difference and help people during their time of need."

Special Report:

St Andrew's campaigns for equality for Deaf women

Two women from St Andrew's Healthcare in Northampton are on a mission to try and get the same level of access to Deaf mental health support as Deaf men. Sammy and Cassie*, are both profoundly Deaf and also suffer from complex mental health conditions, which require specialist care. They have struggled for most of their lives to get equitable access to Deaf support which suits their needs.



Currently across the UK if you are a Deaf female and in need of secure inpatient mental health support the only option available is to you is care on a ward with hearing people. This hinders a patient's recovery due to the significant barriers to communication and the lack of focus on the mental health condition itself.

Sammy explains: "Before I arrived at St Andrew's I was in psychiatric wards where staff struggled to communicate with me. This just made me feel even more stressed and frightened. It was so hard for me to develop any sort of relationship with hearing people on the ward, because I just couldn't communicate with them. They couldn't understand British Sign Language and I couldn't hear what they were saying. It made me feel like I wanted to end my life."

Deaf males on the other hand receive specialist Deaf secure mental health services right through the system, from high secure care at Rampton psychiatric hospital, to medium and low secure services across the UK. These specialist secure Deaf services are able to speed up a person's recovery, by allowing a Deaf person to access care provided in their own language; allowing them to understand their diagnosis, whilst feeling part of a community.

Fairbairn Ward at St Andrew's Healthcare in Northampton, is a 17-bed ward which cares for men who are profoundly Deaf or hearing impaired. 50% of the nursing staff are Deaf themselves and all staff and patients are trained in British Sign Language (BSL) ensuring greater engagement and participation in therapy.

Sammy is now pushing for the same service for women nationally. She's been at St Andrew's for 18 months, she has interpreters with her all day and a consultant psychiatrist who specialises in Deaf mental health, but she says this doesn't go far enough to meet her needs.

"I am asking the Government and NHS England to fund a ward for Deaf women. We need equality, we need things to be 50/50 for Deaf men and women."

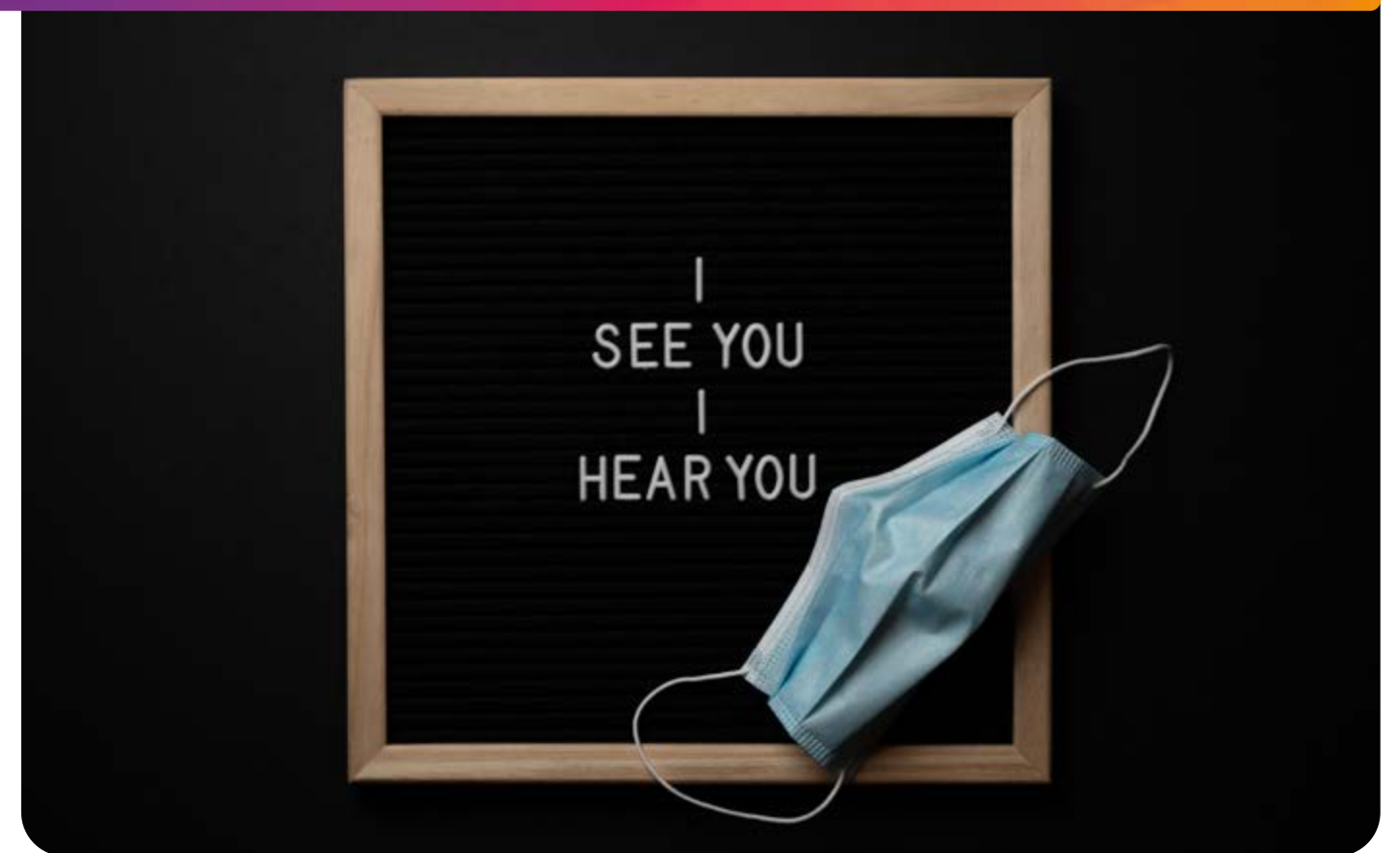
Cassie is another patient at St Andrew's who is also pushing for the change. She's been in services for more than 20 years and says the lack of Deaf support for women is hindering her recovery.

"I'd be discharged much quicker [if there was a women's Deaf service] because the focus would be entirely on my mental health, rather than struggling with communication all the time."

"I just want to be in my own flat with proper support. Men have the support, but women don't. It's not fair. We need equality."

According to leading Deaf health charity SignHealth, up to 50% of the Deaf community in the UK suffer from mental health problems, such as depression, anxiety and low-self-esteem. Part of this is down to the lack of mental health support available to Deaf people and the communication barriers they face in accessing services.

*Name changed to protect identity.



In addition research shows that Deaf inpatients are likely to remain in psychiatric hospitals twice as long as their hearing peers. The studies show that this is not solely down to their mental health conditions, but rather that a lack of community provision can negatively impact a Deaf person's length of stay.

Dr Alexander Hamilton, a Consultant Psychiatrist for Deaf people at St Andrew's said: "The difficulties Deaf people face when seeking mental health help are often woefully misunderstood. It can often be very difficult to even get a Deaf person to have consistent access to a British Sign Language (BSL) interpreter, let alone the expertise of specialist clinicians skilled in working with Deaf people with mental health problems."

"Under the Equality Act, Deaf people have 'protected characteristics', and everyone who uses mental health services should have equitable access, but for women like Sammy and Cassie this is clearly not the case."

"We have to get this changed. It cannot be fair that Deaf women do not get the same level of mental health care as other people. There are other Sammys and Cassies across the country struggling to get the help they need and deserve. We all have a duty to help them."

We're behind you, Sammy and Cassie!

LGBTQ+

St Andrew's has had an active LGBTQ+ network for several 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 in the workplace often suffer in terms of both wellbeing and performance.

The network meets regularly and embraces key events in the calendar such as Pride, IDAHOT day – also known as the International Day Against Homophobia, Transphobia and Biphobia – and LGBT History month.

Other the past year, St Andrew's has been working with Q-Space, a youth organisation which supports the LGBTQ+ community in Northamptonshire. Q-Space provided our wards with activity packs to support PRIDE month, and they were very well received by our patients.



Zoe Smith,
Co-Chair, LGBTQ+ Network

"I was motivated to volunteer for the network to make sure that other LGBTQ staff members at St Andrew's felt there was somewhere they could go for inclusion and support. I would love to see the LGBTQ network grow and develop the ways that we can promote LGBTQ inclusion in St Andrew's."



Jess Davies,
Assistant Psychologist (Birmingham)
and Co-Chair LGBTQ+ Network

"I believe in inclusivity and I am helping to make St Andrew's a more diverse organisation by spreading awareness of the LGBTQ+ community and advocating for equal opportunities in the workplace. A big part of 'inclusion' for me is feeling accepted, feeling heard, and feeling supported, and I believe it is important for those who identify as LGBTQ+, along with their allies, to feel comfortable and noticed within St Andrew's."

I want to be part of the catalyst that drives the LGBTQ+ community within St Andrew's forward, and to help sustain an inclusive work environment where identifying employees feel safe to discuss matters without judgement. I feel honoured to be in this position where I can help support fellow members in feeling heard and validated, and to spread the message that no matter your sexual orientation or gender, you are part of the St Andrew's family, and you matter!"

Faith and Spirituality

Our patients and staff are enormously diverse in terms of faith and spirituality. Just over 58% of our patients across all of the hospital sites currently describe themselves as belonging to a particular faith group (of these, 45% of the total number of patients adhere to Christian, just under 7% Muslim, and around 6% other faiths).

The Chaplaincy serves people of all faiths and no faith – offering spiritual and pastoral care. There are chaplains from a range of Christian traditions, also Sikh and Muslim, and there is support available from a group of unpaid authorised Honorary Chaplaincy Assistants drawn from the community – including Buddhist, Pagan, Jehovah's Witness and many other backgrounds.

A group of some 80 patients were interviewed to describe the mental health outcomes they secured through spirituality and faith (whether they were religious or not: spirituality and religion are not coterminous). It was clear that faith and spirituality have a significant positive and measurable impact on mental health – through giving an improved sense of belonging, personal identity, resilience, and overall progress, and much else.

In October 2019, the Chaplaincy organised a conference for local churches to help them improve their response to mental wellbeing. A former patient who had spent some 12 years in St Andrew's stood in front of 150 people to say that two things had transformed her life – "my medication and

my faith." This reflects the importance of holistic care which has always been at the heart of St Andrew's – recognising spiritual and physical health alongside mental health.

The Covid-19 pandemic has seen chaplains at the front line, ministering to the sick, and sadly, also presiding at several funerals and memorial services. Chaplains also support staff, offering unconditional care and a non-judgmental listening ear. This too has been much needed in recent months. This difficult time has alerted us to reflect on who we are deep inside, and on what is of ultimate importance in all of our lives.



Gender

St Andrew's has a diverse workforce, where we employ more women than men. Our CEO, Katie Fisher, is the first female CEO in our Charity's history, and our Charity Executive Committee features six women within its ranks.

In 2019 we launched the WiSH (Women in St Andrew's Healthcare) network, which is fully inclusive and open to all staff. The Network aims to ensure all members feel they have a voice, and can play a part in positive change within St Andrew's.

Gender pay gap

The Gender Pay Gap ratio, published in January 2020, showed that the median pay gap at St Andrew's is 0%. This was the same as the previous year.

The median gender pay gap is calculated by listing all pay rates by gender and identifying those in the middle. A median gender pay gap of 0% means that our median male and female hourly rates of pay are exactly the same. This is a fantastic achievement and one that we are very proud of, especially when we compare ourselves to the national average gender pay gap of 17.3%.



**Felicity and Claire,
WiSH Co-Chairs**

"We launched the network in 2019, and soon realised there was a lot of interest in what we were creating, and excitement about what we could achieve. We are both incredibly proud to work for an organisation with large female representation and with 0% gender pay gap, however we know there is more work to do regarding equality in relation to women's issues. WiSH currently has over 100 members – including good representation from male staff which helps to shape our discussions – and the group continues to grow."

Supporting women through menopause

Menopausal women are the fastest growing population at work, and around 8 out of 10 menopausal women are in work. Whilst some women sail through menopause, 3 in 4 experience symptoms and as many as 1 in 4 have serious symptoms. However, around half have never consulted a healthcare professional about their menopause.



"I attended the Lisa Cairns WiSH networking event on 'Rock the Menopause'. It was awesome, well attended, and pretty much standing room only and Lisa shared her personal journey as a menopausal woman. As a direct result of being inspired by Lisa, I went and saw my GP, something I had been putting off for ages. I had been experiencing serious symptoms for a while and now I'm happy to say, my GP has been a big help and I feel so much better...Thank you Lisa, you are my inspiration."

– HR staff member



Patient involvement

At the heart of Inclusive Healthcare are our patients. Our approach 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.



REDS Academy

All of our patients, carers and staff have access to our Recovery and Every Day Skills (REDS) Academy, which was launched in June 2018. REDS Academy offers courses to help people 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.

The courses on offer cover a wide range of topics from understanding mental health to meditation, drama and dance. There are also courses on topics such as budgeting and how to best manage money.



"[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

Peer Support Workers

At St Andrew's we have several Peer Support Workers who support our patients. They are individuals who have been specifically hired and trained in order to use their personal experience of recovery from mental ill health to support the recovery of others. They have all, at one time, been a service user themselves, and as they have lived through mental ill health they are living proof to our patients that recovery is possible.

Peer Support Workers are part of the multi-disciplinary team, and they work on the ward to support the recovery of patients. They are trained to use their lived experience, which brings a new area of expertise to the team.

Working with the nursing team, peers can help patients to identify their own recovery goals and aspirations. They are able to spend time talking with the patients, socialising, running group activities and providing emotional support. They also have knowledge of being a Service User in the community, so they can also offer lots of practical information and signpost patients to useful resources.

Estelle: Mental Health & Me

Estelle, one of our Peer Support Workers, shares her story...

"I've been working on my recovery nearly a year now after a nasty relapse.

I've never looked that different, but being mentally unwell isn't always visible. When I was really poorly I was in placed in a psychiatric unit for my own safety after months of being on self-destruct. I couldn't see a way out and I felt trapped inside my own mind that was torturing me every waking second. I worked so hard on my recovery, started back on medication and attended all the therapy and groups offered to me. I was then discharged back into the community having spent nearly two months in secure care. This was really scary as I felt I had become safe in that hospital and I didn't know what to expect on the outside. I'd have to get a job, manage my own money, socialise... and this was all so overwhelming for me. How could I possibly manage on my own and not slip down the wrong path again?

This being said, I am a very determined person and when I put my head towards something nothing can get in my way.

Fast forward 10 months of literal blood, sweat and tears...

I am now working at St Andrew's as a peer learning facilitator. I use my own experience to bring hope to those struggling. I am part of the Learning and Development team who deliver training for staff and day to day I offer the view from an ex-patient's eyes. I deliver all types of mandatory training to the staff throughout the Charity from Induction to basic life support and lots more. I regularly use my lived experience within the training room to share with delegates the impact staff roles have on the patient, and to help widen their knowledge from a patients' shoes.

I've also been co-producing some training programmes within Learning and Development working towards person centred care and the care certificate by embedding my lived experience to widen knowledge and understanding.

I also work on Willow ward as a peer support worker. I spend time listening to patients' views and hearing what's

working and what's not. I have lots of ideas in the pipeline to work towards evolving the experience for the patients on Willow ward. This role is fairly new to me so I can't wait to begin really making a difference!

I wake up every day at 6am and commute to work. I do it because I really do love my job. I've always been passionate about working in mental health since I was first admitted to a psychiatric unit when I was 16. I always wanted to give something back to the world and by doing this make a difference to other people's lives.

Since I've been working at St Andrew's I feel I've really found my feet and regained the confidence I once had. It's an inspiring and supportive environment, and the opportunity for growth and development is amazing. I will be eternally grateful to the Charity."



Carers

We recognise that a large proportion of our staff members have care responsibilities, either as parents or in looking after elderly relatives and other family members. We aim to offer as much support to carers as possible, both those who are staff members and those who are carers to our patients.

For our staff, we are working to accommodate more flexible working, in order to improve people's work and life balance. As part of this, we are engaging with our employee networks to understand if our current practices and policies support employees who are carers.

From worried parent to Carer Governor: Sandy's story

"St Andrew's was our last hope for our son, who then late twenties on admission and partly due to undiagnosed autism, had gone on to suffer mental illness since his early teenage years. The care and compassion shown to him on the ward right from the very first day at St Andrew's gave us our first flicker of hope in ages. Long telephone interviews from hospital social workers and the promise of regular contact and updates made us feel that we were cared for too, and a rare commodity for a carer.

But with the changing of staff things changed and some of the remaining staff were too stretched to continue to go the extra mile and support the family too. However, we comforted ourselves in knowing that our son was still being exceptionally well cared for on the ward by some very professional and compassionate members of the ward team.

Being invited to give a talk to the ward's MDT on the role of families and carers I was struck by two things: firstly how staff weren't necessarily aware of the impact of the daily battle many families and carers face, and secondly the staff's eagerness to learn and apply that learning to their work.

Fueled by a fierce desire to support the wonderful staff who were working so hard to give my son and all the other patients hope of a meaningful life I decided to apply to become a Carer Governor at St Andrew's. COVID is unfortunately preventing me from being able to carry out much of my role, but my prime objective for every family member, carer and friend is to know that their loved one is treated as if they were my very own, with consummate professionalism, compassion and humour and that their voice will be heard. I hope I can report more on that in the future.

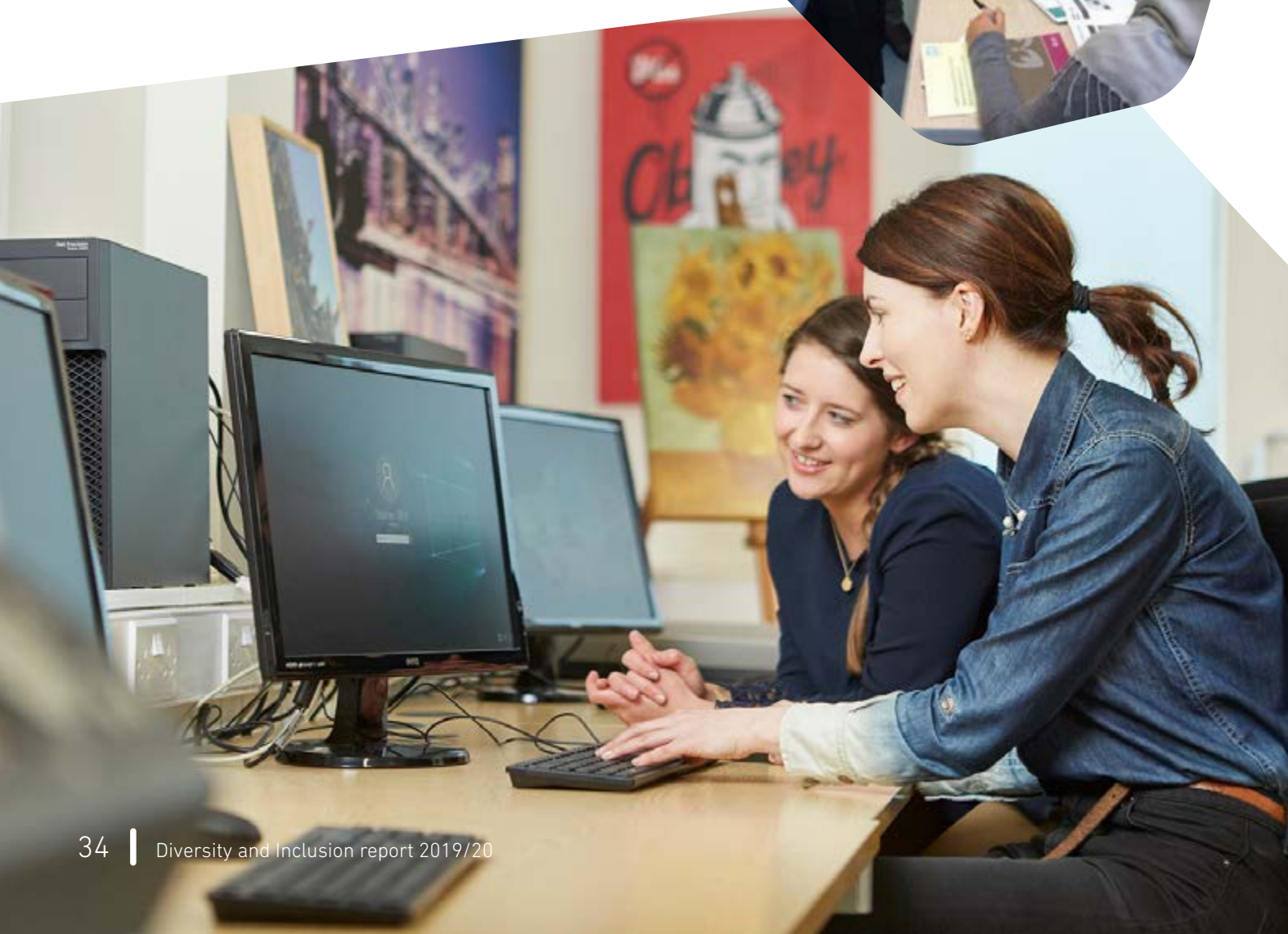
St Andrew's is going through a time of transformational change, and I'm clear on the changes that I would like to see at the Charity: I hope to see the day when every single member of staff feels empowered and free from fear, to call out their own mistakes and those of others, so everyone may learn from them. Errors are actually valuable data; they are learning points for us all. Knowledge is power. Everything we do or have only exists as a result of past mistakes by recognising this we empower ourselves."



Learning and Development

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

On average, our staff members 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.



"I have struggled with motivation and self-belief my whole life, and since doing the Apprenticeship I have found that my confidence has grown. I have learnt about behaviours, values and ways of thinking. This has helped me have a different outlook on how to handle certain situations and how to focus myself."

- Level 3 HR Support Apprenticeship

Nursing

There is a national shortage of nurses, and we're committed to encouraging more people into the profession. At St Andrew's we offer three 'career routes' for our nursing teams, supporting them to progress from the entry level role of Healthcare Assistant, to Senior Nurse and then on to either leadership, management, further clinical specialisation, or into education or 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 £18,000 per person. There are currently 90 people at various stages of their academic journey, and as of March 2020, 58 students had qualified as registered nurses and returned to the Charity.

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 we provide free courses to improve literacy and numeracy skills. In the past year more than 95 people have studied for entry level qualifications with us. Many have gone on to enrol in further education.

Unconscious Bias

Understanding unconscious bias, and how our brain works when making decisions gives us choice. This choice allows us to question our thought process, check it and makes for a well-informed outcome. Accepting that we all have bias directed by our experiences, background, culture and values is the first step but taking the responsibility to really challenge ourselves is the next step for fairness and inclusion.

At St Andrew's we have been running sessions which help people understand the meaning of unconscious bias and reflect on its impact.

We already support our first line managers with unconscious bias training, and we now provide it to our nurses as part of their preceptorship.

Apprenticeships

Over the last year we have expanded the variety and level of Apprenticeship programmes on offer, and currently 100 people are undertaking an apprenticeship at St Andrew's. This makes us one of the largest apprenticeship providers in the country.

This is in line with a countrywide trend, as more degree apprenticeships become available across different clinical roles, such as Allied Health Professions and Nursing.

Employer Provider Status

In July 2019, St Andrew's Healthcare became an Employer Provider, enabling the Charity to deliver Apprenticeships programmes internally. This accreditation provides us with the opportunity to create bespoke training packages to suit the needs of our learners and the Charity.



"I am in my forties with a mortgage and family, and it is a massive advantage to learn and develop whilst not adding any student debt. The Apprenticeship course is a very convenient way to earn and learn. The flexibility is fantastic, combining work, family and university life."

- Level 5 Nurse Associate Apprenticeship





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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