



Meet our NHS WRES Experts Cohort 3

Experts qualified in race equality

September 2019 – September 2020



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Foreword



Professor Anton Emmanuel
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Dear all,

I am delighted to formally introduce you to the third cohort of WRES Experts who have successfully completed training as a WRES Expert in September 2020. Individuals in this cohort were the first to have gained a Level 5: Race Equality in the Workforce qualification awarded by the Open College Network (OCN) and qualified in January 2021.

The course represents an intense, challenging fact-based programme that not only tests participants on a personal level, but also practically and theoretically. We aim for participants to leave with an in-depth knowledge and a skill-set to effectively advocate for race and health equality.

Our NHS WRES Experts are now with you and are a valuable resource to have in your organisations and regions. They will support you in improving your understanding of race inequalities, embedding best practice, contributing to all areas of the wider health economy and ultimately driving for system change. Giving them the authority and resource to use the WRES report and [NHS People Plan](#) as a driver of change in the organisation which is central to delivering improvements on this critical agenda.

Over the past year, we have collectively experienced the unfolding and continual effects of a global pandemic, that has starkly presented the disproportionate impact that Covid-19 has amongst Black and Minority Ethnic (BME) groups, alongside the Black Lives Matter (BLM) movement; this unravelling has undoubtedly shone the brightest light on race inequalities in our society, emphasising its very real and deep rooted issues. We need our organisations to think differently about race and health equality, we need to become more inclusive, and all this will collectively improve patient care, satisfaction and safety.

On behalf of the WRES team, we look forward to continuing to work with you and the WRES Experts. We would like to thank you for your perseverance and invaluable leadership on this core issue.



The NHS Workforce Race Equality Standard

The NHS Workforce Race Equality Standard (WRES) was introduced in April 2015 to ensure employees from black and minority ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

Through the collection of data against the nine WRES indicators, the WRES programme has helped NHS trusts to hold up a mirror with regards to their performance on this agenda. Work has been focused on enabling trusts to understand what they need to do to improve workforce race equality and embed the WRES within their organisations.

Phase one of the WRES focused on supporting the system to understand the nature of the challenge we have with regards to improving race equality. Almost one in five NHS staff in England is from a BME background. Yet research and evidence show that the treatment, representation and opportunities of BME staff in the workplace often do not match the values and principles that the NHS represents; a fair and equitable health and care system for all. This is important because overwhelming evidence shows that a valued, included and supported workforce delivers high quality patient care, improves patient satisfaction and patient safety.

Phase two of the WRES began in April 2017 with agreed priorities:

Enable people to work comfortably with race equality by developing effective communications and engagement on the need to shift the deep-rooted cultures of race inequality in the system, learn more about the importance of equity and to build NHS capacity and capability to work positively with race.

As evidenced from the data collected amongst WRES indicators 5-8, we have found that there is a substantial need in improving cultural aspects to the workforce race equality agenda. We are at a crossroads with the WRES and this is reflected in the 2019 and 2020 WRES data. To enable us to push improvement to the next phase, we will need to do something different, innovative and sustainable.

Therefore, phase three of the programme will continue to support organisations with their WRES and will have a concerted emphasis on the cultural change and transformation within organisations and parts of the NHS. Through communications and engagement, we will work to change the deep-rooted cultures of race inequality in the system, learn more about the importance of equity, to build capacity and capability to work with race.

The continuous embedding of accountability to ensure key policy levers have race equality built into their core, so that eventually workforce race becomes everyday business.

Finally, we will continue to work to evidence the outcomes of the work we have done and are doing, publishing data and intelligence and supporting the system by sharing replicable good practice. Like phase one and two, phase three of the WRES is built on the values of the NHS constitution, and its aim is simple, to close the gaps in workforce race equality across the NHS and in so doing improve patient care, patient safety and patient satisfaction, it will also improve staff engagement, reducing the cost of continuous rounds of recruitment and high agency costs due to people leaving the service.



About the WRES experts Programme

This is a unique programme; one that challenges participants to develop as a leader in the system, a leader who is able to influence the shift and cultural changes necessary to bring about race equality in organisations and across the health system to improve the experiences of BME staff and patient care.

The WRES Experts Programme develops Race Equality experts from across the NHS to support the implementation of the WRES within their organisations and the wider health economy. This programme is an Open College Network (OCN) West Midlands Level 5 accredited course in Race Equality in the Workforce that aims to develop managers' and leaders' knowledge and capabilities to close the gaps in experience and outcomes between BME and non-BME staff. It is designed to develop a generation of leaders dedicated to addressing and advocating for issues related to race inequality within the workplace.

Inspiring Hope Ltd (IH) has been commissioned to develop and deliver this innovative programme. Inspiring Hope are specialists working with organisations to improve performance and equality through diversity and inclusion; and individuals to develop their personal capabilities in diversity and inclusion.

IH has an outstanding track record of working with clients to develop their effectiveness in managing diversity within the workplace. They have successfully delivered bespoke solutions with teams and organisations to increase their effectiveness and productivity, ensuring there is a balance in place to support inclusion in service delivery and employment. Their work is tailored to meet individual client requirements, working in collaboration to ensure that they are able to sustain change without the need for on-going external support.

IH combines over 80 years of experience of working with the very complex area of race inequality and brings together expertise which spans a variety of disciplines and sectors to offer a culturally and professionally diverse, expert approach to building equitable workplace systems with our partners.

Inspiring Hope Values

IH are guided by a set of three core values that embody the way they work with clients and captures their unique approach to delivering sustainable equality interventions:

- Transforming mindsets
- Changing behaviours
- Achieving fairer outcomes for all

Inspiring Hope – Programme Delivery Team

As the commissioned organisation, Inspiring Hope Limited have a wide spread of competence and experience in the whole field of leadership and management learning and development, which enables them to think creatively and intelligently.

For further information, please feel free to contact Inspiring Hope on info@inspiringhope.co.uk

Meet the Inspiring Hope Delivery Team

Inspiring Hope are supported by a number of amazing individuals, passionate about what they do and passionate about supporting and enabling people of organisations.



Jacynth Ivey DPNS PG Dip

Jacynth is Managing Director of Inspiring Hope Ltd. Working in the areas of equality and diversity, governance and organisational development. She has over 40 years of experience of working in and with the health Service as a clinician, manager and Executive Board Director. She is currently a Non-Executive Director in two NHS Organisations. A confident and creative thinker. Jacynth states that the challenges experienced have been diverse; and personal vision and strength has been a key factor in overcoming those challenges. Much of Jacynth's work has focused on the unique standpoint of BME and female leaders and the common and individual support required to reposition them for success. Jacynth has substantial experience in the design and delivery of leadership and development programmes and has mentored and coached individuals at all levels. She has worked with a number of organisations to support the mainstreaming of diversity and inclusion into service delivery and employment and to design and deliver bespoke development programmes.



Rameri Moukam.

African Centred Psychotherapist, RMHN, MA in Black Therapy, Diploma in Black Leadership.

Rameri is a Clinical Director of Pattigift Therapy CiC, an African centred therapy service developing and providing culturally congruent therapeutic interventions and training. She has a background in mental and psychosocial nursing and has published with in these areas. Rameri has been on the front line of issues pertaining to Black Mental Health since the early 1980s. She is Chair of the first black mental health service, and co-founder and facilitator of Black therapy diploma. A Psychotherapist UKCP, UCPA accredited member and ABPSI, (Association of Black Psychology, USA, 2016 presidential award winner). A Specialist trainer and facilitator in cultural competency within the NHS, at the Tavistock Centre London, working across Regions and Internationally.



Abdul Choudhry B.Ed.

Abdul's wide-ranging skills have included acting as leadership development programme developer, and equalities consultant, applying this expertise in areas such as recruitment and selection, transformational leadership development, policy frameworks, and other governance areas.

Abdul is an advocate of collaborative and appreciative approaches to change behaviours and refresh capabilities. Abdul has contributed to greater equality and inclusion at both the highest strategic levels of national government policy, and in the personal sphere of leadership development programmes for diverse cohorts of participants in the Midlands.



What is a WRES Expert?

The WRES Expert:

- is conversant and an expert on all aspects of the WRES and is equipped to share that knowledge with others to effect change.
- has a wealth of knowledge on best practice in implementing WRES and is aware of the latest evidence in what works in closing the race equality gap.
- has an in-depth understanding of how the WRES indicators were developed and how they work with your organisation and the NHS.
- has developed and improved their ability to confidently and clearly articulate the reasons for workforce race equality and implement change.
- is part of a network of professionals across the NHS who will advocate, oversee and champion the implementation of the WRES and improving the experiences of BME staff and patients.
- has increased knowledge, capacity and confidence to lead strategies for systemic and cultural change that will embed the WRES within your organisation.
- is able to explore the understanding of the psychology of individuals within organisations as a means of gaining greater understanding of individual responses to diverse existence - racial identity, multicultural competence.
- has a deep understanding cultural intelligence and competence enhancing the expert's ability and capability to work effectively in culturally diverse situations.
- has unique personal influencing and negotiating skills to use day-to-day that will inspire confidence with senior leaders and the workforce about the potential for change.



WRES Experts biographies

North East & Yorkshire

North East & Yorkshire



Angie Colvin
Corporate Affairs and
Membership Manager

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Foundation Trust**

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Angie Colvin has over 20 years' experience working for the NHS; four years in a primary care setting and over 19 years at Harrogate and District NHS Foundation Trust (HDFT). Her broad experience embraces leadership, developed people skills, partnership working, governance, and management.

Angie achieved a Postgraduate Certificate in Leadership and Management in Health and Social Care at the University of Leeds. She is passionate about volunteering and mentoring; offering support and encouragement to help ensure people can realise their potential. This has included the establishment of the Trust's Youth Forum to give young people a voice on their healthcare issues.

Angie has been driving forward the Trust's equality, diversity and inclusion agenda including the introduction of Staff Networks at HDFT. She provides guidance and support in promoting a diverse

and inclusive workforce where everyone feels valued and supported and she is focussed on the Trust's journey of ensuring people feel safe, equipped and empowered to provide the highest quality care for our patients and service users. Angie was recognised for her EDI work and promotion of a fair and just culture when she was selected to receive a Trust 'Making a Difference Award'.

Angie is also a Fairness Champion, working to improve the opportunities for promoting the Trust values and behaviours, an open culture and speaking up, and specifically addressing undermining and bullying behaviours and unfairness.



Brian Chiyesu
Chaplaincy Services Lead &
EDI-WRES Expert

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NHS Trust**

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Brian has worked for the NHS for the past decade and has held various roles. Currently, he chairs the Trust's BME network and is involved in staff health and wellbeing initiatives. He has served on executive boards as a National co-ordinator for an international charitable organisation Youth With A Mission (YWAM) as College Trust Board member and also served in various leadership roles in multiple continents.

Brian obtained his Masters in Health, Social Care and Chaplaincy with research work focused on staff stress management and support in acute settings. Whilst Brian was undertaking, research work, he felt it was hard to ignore the impact of staff racial experiences and how it played a vital role in their resilience. This led to service improvements initiatives, resilience training programmes and co-establishment of a BME staff network for Leeds University Teaching Hospitals NHS Trust and

The Mid Yorkshire Hospitals NHS Trust. He also served a College Trust Board member.

He is passionate about how we care for those who care for others. Every staff needs to be heard, feel included and have a sense of belonging to the organisation they spend most of their lives serving. This will greatly result in better patient care and experience.

North East & Yorkshire



Colin Brotherston-Barnett

Head of Inclusion & Wellbeing for Barnsley Hospital NHS Foundation Trust
Equality, Diversity & Inclusion Lead for Barnsley Clinical Commissioning Group

Barnsley Hospital NHS Foundation Trust
Barnsley Clinical Commissioning Group

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Colin is the Equality, Diversity & Inclusion Lead for Barnsley Hospital NHS Foundation Trust and Barnsley CCG. His ED&I portfolio includes the NHS Equality Delivery System (EDS2), The Workforce Race Equality Standard (WRES) and the Workforce Disability Equality Scheme (WDES).

Colin's drive is to ensure that diversity & inclusion is everyone's business. BHNFT is a small local Trust and praises the 'buy in' from management and staff to make BHNFT a great place to work and an inclusive welcoming place for our patients, carers and visitors.

Previously, Colin worked as the Lead Counsellor within the Occupational Health & Wellbeing Service for over 10 years which helped him to promote a good understanding of the issues faced by staff in the course of their work and issues surrounding their personal life.

His current role is also shared with the CCG and has strong links into multi-agency working which further provides opportunities to view patients journey from primary care, hospital and back into the community.

Colin is a member of the 'Your Barnsley' Service User and Equality Forums'. This assists with understanding the patients experience from an equality perspective and helps feed back to the community.

Colin feels very fortunate that all of the above assists in helping him to ensure that everyone who works at BHNFT, is cared for or visits, receives the best possible inclusive welcome and experience.



Karen Pearce

Head of Equality, Diversity and Inclusion (People)

The Newcastle upon Tyne NHS Foundation Trust

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Karen is the lead for equality, diversity, inclusion (people) at The Newcastle upon Tyne NHS Foundation Trust, providing leadership and expertise for matters relating to equality, diversity and inclusion.

Having started her career as an Employment Adviser with the British Medical Association in 2003, she commenced her career with The Trust as Head of Medical Staffing with the primary objective of implementing the Consultant Contract (2003).

Working within a HR function Karen's focus has always been 'people' – arguably a key asset of the NHS. Over the years, Karen has become increasingly involved within the equality and diversity agenda. She now supports the Trust to develop and deliver its legal and ethical objectives and uses national frameworks including, EDS2, the Stonewall Workplace Equality Index, WRES, WDES, and Disability Confident to benchmark and measure

progress. Her passion and dedication have helped influence positive change across many diverse work-streams.

As the WRES Lead she works closely with and supports the Trusts BAME staff network, WRES sub-group and senior leaders to continually influence positive change and whilst her ambition is for Newcastle Hospitals to be at the forefront of the equality and inclusion agenda, she sees real value in partnership working across the NHS.

North East & Yorkshire



Virginia commenced employment in the NHS in 1992 working mainly in Equality, Diversity and Inclusion (EDI) as well as Human Resources and Organisational Development. She has a Master's Degree in Human Resource Management and a PgC in Diversity Management.

She has significant experience in EDI and implementing organisational change. Virginia has represented Sheffield Teaching Hospitals and Sheffield Hallam University in developing a PgC for a European Gold Standard Board.

In March 2007, Virginia took voluntary redundancy from the NHS and set up Golding Diversity Training, which provided consultancy services to the public and private sectors. Her business was nominated for ATL's Yorkshire Enterprise Diversity Awards, Diverse Business of the Year. Virginia returned to the NHS in 2013.

In May 2019, Virginia commenced employment as the Head of EDI

for Rotherham, Doncaster and South Humber NHS Foundation Trust (RDaSH.) In 2020, this extended to include Participation.

Virginia's passion for inclusion has been instrumental in bringing about change for RDaSH's staff and patients and as a consequence of this the Trust was shortlisted for the Nursing Times Best Diversity and Inclusion Practice Category 2020 and for the NHS Workplace Race Equality 2020 HSJ Awards. RDaSH's 2019 and 2020 Staff Survey results stated that they were rated in the best category for EDI and that they were the top Trust within their benchmarking group of Mental Health, Learning Disability and Community Trusts and 1st within their local Trusts.

RDaSH's Black, Asian and Minority Ethnic Staff Network have nominated Virginia for the Inspiring Diversity and Inclusion Lead, National BAME Health Care Awards and has subsequently been shortlisted.

Virginia Golding
Head of Equality, Diversity,
Inclusion and Participation

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South Humber NHS
Foundation Trust**

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 @VirginiaGoldin7



WRES Experts biographies

East of England

East of England



Ajay Kumar
Health, Safety and Security
Manager

**East of England Ambulance
Trust**

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Ajay initially qualified as an Occupational Therapist in Australia and worked mainly in the corporate sector while completing post graduate degrees in Management as well as Health and Safety. He moved to the UK in 2016 and joined the East of England Ambulance Service as the Health, Safety and Security Manager. Prior to moving to Australia, Ajay had lived in India and the Middle East.

Ajay holds his hands up and admits he was unaware of the many issues being faced by staff from Black & Minority Ethnic (BME) backgrounds. However, all of this changed after he attended Yvonne Coghill's (former WRES Director) presentation on the WRES. He was shocked by the evidence and knew he wanted to understand this in much more depth. Therefore, he enrolled onto the 'Stepping up' programme and successfully graduated from the programme with increased insight into some of the significant barriers faced by

BME staff within the NHS and was ready to make a difference.

He has actively started to campaign for increased BME representation in his Trust and has also established the first BME network at East of England Ambulance Trust, for which he chairs. He has been successful in influencing some of the senior leaders about the potential benefits of increased BME representation in the workforce but feels there is lot more work to be done. Following the completion of the WRES experts programme, he believes he will be able to better influence and change the culture of race equality in the Trust and embed WRES agenda in the Trust's strategy.



Sharon Gilfoyle
Associate Director of
Inclusion

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Peterborough NHS
Foundation Trust**

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Sharon's career in mental health started 34 years ago, initially as a Nursing Assistant and Mental Health Support Worker, then subsequently training as a Social Worker, Practice Teacher, Coach, Mentor and trained in Adult Teaching. Sharon is a National Consultant for Implementing Recovery through Organisational change (ImROC) and is employed as the Associate Director of Inclusion for Cambridge and Peterborough NHS Foundation Trust (CPFT).

In 2009, she worked closely with Recovery Innovations (USA) in developing the Trust's Peer Employment Training and introducing Peer Workers to the Organisation (people with their own lived experience of mental health challenges). She has also led the development of 'Wearing Two Hats', an initiative that supports staff with their own long-term conditions and believes that story-telling can have a positive impact on services, her Masters was in the value of

narratives in healthcare. Sharon is passionate about equality and is committed to ensuring the organisation has a positive and inclusive approach to diversity and inclusion, she now leads the Equality, Diversity and Inclusion agenda in the Trust and additionally, she is a Trustee for Cambridgeshire, Peterborough and South Lincolnshire Mind.

Throughout her career, Sharon has also experienced her own psychiatric and physical health challenges and has used this to help others on their recovery journey. She is passionate about the race and inequality agenda and hopes to use the knowledge from the WRES Experts course to have a positive impact on the Trust, its staff, patients and carers.



WRES Experts biographies

London

London



Charles Rukwengye
Equality and Inclusion
WRES Manager (London
Region)

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Improvement (London)**

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Charles Rukwengye joined the NHS in February 2016 when he was recruited as an Inclusion Practitioner at Barts Health NHS Trust. In September 2019, Charles joined The Whittington NHS Trust as EDI Lead and later in June 2020, he was offered a stretch assignment to join a small dedicated team, headed by Yvonne Coghill (former WRES Director) NHS London to develop a London Workforce Race Strategy that was launched in October 2020. Charles was thereafter offered a one-year secondment to remain in the same team as an Equality and Inclusion Analyst, to work towards the implementation of the recommendations of the London Workforce Race Strategy and was recently appointed as Equality and Inclusion WRES Manager, NHSE/I – London region.

Before joining the NHS, Charles worked with the Citizen's Advice Bureaux in various parts of inner and outer London. He later worked as Director for Africa Policy Research Network

(APORENet), a Community Human Rights organisation in North West London where he trained frontline staff of community organisations on the use of a 'rights-based approach' to access better services for clients. He later pursued academic research work in Africa and also worked with UNICEF and UNESCO on an education and children's rights project in the East and Southern African region.

Charles holds a BA (Hons) in Economics and Social Administration from Makerere University, Kampala, Uganda, an MA in Human Rights and International Law and a PhD in Political History and Human Rights, both obtained from the School of Advanced Study, University of London. As a believer in equality and human rights, Charles hopes that his learning from the WRES Experts programme will equip him with more knowledge and understanding of race and ethnicity as he contributes to the fight against race inequality.



Ifeoluwa Akinyemi
Quality and Safety Lead for
Education/ Registered
Midwife

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Redbridge University Trust**

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Ifeoluwa is an exemplary clinical leader with experience in maternity and acute health settings. She qualified as a Registered Midwife (RM) in 2011 and has worked at Barking Havering and Redbridge University Trust for 9 years and has 14 years of NHS experience. Her main professional practice expertise is centered around influencing the safe quality and women-centered care and Quality and Safety agenda.

In her role, she provides clinical direction and strong professional leadership to the teams and confident that her clinical leadership skills have been strengthened through experiences of being the maternity pathway manager, trust-wide implementation lead for electronic observation recording. All of which is underpinned by both formal and informal leadership training programmes; holds a Postgraduate Diploma Certificate in Management Studies. Ife is

now the trust's Quality and Safety Lead for Education, a newly created position to ensure succinct triangulation of patient safety agenda, alignment of education and training programmes to embed organisational learning to optimise patient outcome.

She takes great pride in ensuring that people are treated fairly and equitably and embodies her passion by exemplifying that 'everyone matters' in all endeavours. This was heightened when she became a Workplace Health and Safety Representative for the Royal College of Midwife (RCM) after a year in that role, was elected as a Steward for Havering and Redbridge Branch; supporting, guiding, and representing colleagues on a professional level.

London



J'nelle James
Equality, Diversity and
Inclusion Lead

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J'nelle James is passionate about her work in Equality Diversity and Inclusion (EDI); She has both personal resilience and a life-long commitment to learning, improvement, and people development.

As the Head of Equality Diversity and Inclusion at CNWL, one of her most notable achievements was developing and Co-delivering the Aspiring Leaders Programme which launched in 2017. By sharing her own career experiences, as well as key insights into race equality J'nelle helps participants (both BME and non-BME) by giving them tools to unlock their potential and move to the next level in their careers. Participants report increased confidence, senior promotions, and in some cases, progression to areas where their talent can be fully realised. The programme has just run its fourth cohort.

J'nelle has experience of working in Operations, which she developed when she supported

one of the largest inpatient mental health units in CNWL, as a Quality Improvement Manager. She worked with the Operations Team, and co-produced a programme with patients, and staff which explored; challenges in Mental Health Nursing, empathy, communication, and cultural competence for improved nursing care. She went on to support the unit in preparation for CQC inspection, and through a collective effort, the service changed their rating from 'requires improvement' to 'good'.

J'nelle started her career in Mental Health Law in 2005, and completed her Masters in 2014. J'nelle has 15 years' experience of working in the NHS.



Maninder Walia
Associate Director of
People Services

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Maninder is the Head of HR Business Partnering for BEH which is an integral part of the Workforce senior management team. She possesses over 24 years of HR experience, 22 years of which working in the NHS across a number of HR roles in both acute and mental health services.

Her role requires her to have a thorough understanding of the Trust's needs and people issues to ensure the delivery of effective human resource management solutions for service challenges and service transformation programmes.

She leads and manages a team of HR Business Partners and Human Resource Advisors, providing the team with direction and support thereby maintaining excellent HR practice and service to all Divisions, Managing Directors, Heads of Nursing and Clinical Directors and other leaders across the organisation.

Maninder also works in

partnership with the Workforce management teams to contribute to the achievement of the Trust's strategic objectives. She works to develop and sustain excellent working relationships with senior and multi-professional staff across the organisation, ensuring that workforce requirements are identified and anticipated, and a high quality business partnering service is provided to achieve strategic and operational goals.

As part of her role, she leads on the Trust's actions and response in particular to the WRES 3 indicator and the Retention programme, whilst promoting equality and diversity, inclusion and engagement in these initiatives.

London



Shareen Pavaday
Former Head of Equality,
Diversity and Inclusion at
North Middlesex University
Hospital NHS Trust

Equality and Inclusion
Senior Policy and Evidence
Lead, NHS England & NHS
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Shareen has over 15 years' experience working in the NHS since graduating from University of Hertfordshire where she gained a degree in Therapy Radiography. After working in Poole Hospital for 5 years, Shareen returned to London to continue her Radiotherapy career at Imperial College, Charing Cross before moving onto North Middlesex University Hospital (NMUH). After over 10 years in a clinical environment Shareen moved over to manage the Cancer Services at NMUH and embedded her methods of effective leadership and management skills to a team of over 30 staff. Managing the national cancer standards locally and networking across North

Central London (NCL) STP, Shareen quickly became an expert in her field where her clinical knowledge gave a rare credibility for her role.

In early 2019, Shareen decided to step away from clinical services and started a new role as Head of Equality, Diversity and Inclusion at NMUH as her passion grew to become the person that she needed to see representing her. During her time in post, Shareen successfully launched staff network, completed collaborative EDS events with neighbouring organisations and worked closely with partners to coordinate STP-wide events to engage with stakeholders across all 5 CCGs in NCL.

More recently, Shareen had been proud to step into the role of Equality and Inclusion Senior Policy and Evidence Lead within NHSE/I, where she continues to work closely with the national WRES team and collaborating across the wider teams within the People Directorate. Shareen is driven to use her voice and platform to improve the experiences of under-represented groups and drawing experiences from her years within cancer networks she is driven to continue her own learning whilst actively sharing knowledge and building relationships across local and national forums.

London



Yasmin Mahmood
Equality Diversity and Inclusion Lead

Central London Community Healthcare NHS Trust (CLCH)

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Yasmin joined the NHS in 2014 after a 2.5 year sabbatical, prior to which she worked in local government and the voluntary sector. Coincidentally, it was a time of new beginnings in the NHS as Clinical Commissioning Groups had just come into existence with the Health and Social Care Act 2012 and the NHS was testing new ways of working with the creation of Commissioning Support Units (CSUs).

Her new role was within one South London CSU, which later merged with NEL CSU. She was the equalities advisor initially to two CCGs in London, more so in Kent and East Sussex. Between 2015 and 2016, she took on the role of Acting Head of Service managing a team of 5.

Working with a range of organisations in disparate locations - from dense inner city boroughs, to leafy suburbs, rural outposts and remote seaside

towns which taught her more about equality and inclusion than the law and improvement frameworks had prepared her for. She got to understand inclusion in terms of demography, geography and ways of working broadening her understanding of the tools required to support culture change.

Between May 2018 and April 2021 she worked at Central London Community Healthcare NHS Trust – one of the largest community trusts in the country, where she embarked on an ambitious change programme triggered by the WRES. At CLCH, she played an active role in developing its Promoting Equality and Tackling Inequality Strategy 2021-25, engaging a range of stakeholders from the Executive Leadership Team, Staff Side, Staff Networks, Shared Governance Councils, Patient Experience and HR and OD Teams. To promote local participation, she helped divisions set up their own

inclusions forums and develop champions.

At CLCH, Yasmin helped to reinvigorate the corporate Race Equality and Rainbow networks and launched the Disability and Wellness and women's networks. Passionate about participative decision-making, she is a strong believer in the power of networks to connect, empower and enrich members – noted especially through the Covid-19 pandemic. From May 2021, she began her new role as Senior ED&I Programme Manager at Buckinghamshire Oxfordshire and Berkshire West ICS.

Through the WRES Experts programme she found she was able to develop her skills as a change agent significantly learning from both experienced facilitators and fellow practitioners.



WRES Experts biographies

Midlands & East

Midlands & East



David Holmes
Director of Workforce and
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David is the Director of Workforce and Organisational Development at Birmingham Community Healthcare NHS Foundation Trust, a position he has held since March 2012. Prior to his NHS career he worked for over 11 years in various people management roles in the Coal Industry. David commenced his health service career in Acute Specialist Provider Organisations in Sheffield in 1991. He later moved to Birmingham and occupied the Director of HR post at Birmingham Children's Hospital for a number of years before leading a number of workforce projects at the SHA / Regional Workforce Deanery.

In early 2013, David took on the role of Healthcare People Management Association (HPMA) Vice President, West Midlands and subsequently became one of three National HPMA Deputy Presidents.

David's academic qualifications are in Business Studies and he is a member of the CIPD (Chartered Institute of Personnel Development).



**Lenea
Nyamapfeka**
Equality and Inclusion
Compliance Manager

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Lenea is the Equality and Inclusion Compliance lead at Northamptonshire Healthcare NHS Foundation Trust (NHFT). She is deeply passionate about promoting a culture where difference is not only recognised but it is embraced and celebrated. Through years of active community engagement and having championed an intercultural staff network called 'Embrace', she has come to understand that every single one of us is important and deserves to be treated with dignity and respect regardless of any background or protected characteristic.

The barriers to opportunities that she has encountered as an individual from the BME community has further stirred the passion to educate people to habitually reflect on their potential implicit biases and to be deliberate about stepping into someone else's shoes to understand the impact discriminatory practices have on

both their physical and psychological health.

As an Equality and Inclusion lead, the WRES expert qualification has equipped her with the expertise and knowledge to further drive equality, inclusion and diversity organisational performance as well as boost her personal capabilities to further influence her Trust to make a positive difference in the experiences of our staff and patients and the communities they serve.

Midlands & East



Olga Leach-Walters

Endoscopy Nurse (Equality & Diversity Link Nurse); RCN Rep-Steward, RCN West Midlands Board Member, Lead Advocate BAME Support -UHB Vice-Chair East of England & The Midlands WRES Expert, BAME - Chair(QE)

University Hospital Birmingham

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Olga is an Endoscopy Nurse at the University Hospitals Birmingham and is also Co-Chair of the BAME network (Queen Elizabeth site). She is involved in the Inclusion remit and sits on the BAME Steering group, Fairness Taskforce and Stress Steering Group and was nominated by the Trust as its representative at the WRES Frontline Staff Forum (Cohort 2). Olga is a Royal College of Nursing (RCN) Steward and Health and Safety Rep; and provides support to members in a Trust of 22,000 staff. Olga is the Lead Advocate for the Chief Nurse in supporting BAME Colleagues. She is currently participating in the Trust reciprocal mentorship program to directors.

Olga is a qualified Dental Therapist who lived in Canada for many years. She is an International Chaplin with the United Nations and has ministered in Europe and travelled to South Africa with a missionary team teaching in high schools,

working in orphanages and after-care programmes. Olga also sponsors five children in South Africa and supports their educational needs.

Olga completed her studies in Jamaica – Dental Auxiliary School; Canada – DeVry University and George Brown College; USA – College of Chaplaincy, University international University & Seminary; UK – University of Worcester where she received an Erasmus Scholar to Switzerland and has been employed by the NHS since 1998.

Olga feels passionately about equality and diversity and the need to speak up as it helps to reduce barriers and raise awareness that will allow others to follow suit. She hopes to continue to see long-lasting positive changes that will create a more inclusive culture at her Trust.



Rubina Reza

Head of Research & Development

Derbyshire Healthcare NHS Foundation Trust

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Rubina joined the NHS in 1995 and has worked in various NHS roles and settings with her key focus always being on improving the quality of care in the NHS. She currently leads on the Research & Development (R&D) function at an NHS organisation delivering mental health and community services; she has been in this role since 2011.

Most recently, Rubina has been providing a similar R&D leadership and management service to the local Community Health Services NHS Trust. Collaborations and partnership working across and within organisational boundaries are an essential part of her every day working approach. Rubina is an advocate of evidence based approaches to achieving sustainable system change. She welcomes opportunities to work with others to explore, test and learn from trying to solve problems and improving outcomes, processes and structures at different levels of health systems.

Midlands & East



Suzanne Cleary
Director of Strategy & Partnerships

Birmingham Community Healthcare NHS Foundation Trust

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@cleary_suzanne

Suzanne is Director of Strategy & Partnerships at Birmingham Community Healthcare NHS Foundation Trust, joining the organisation in June 2019. Her previous role was as Director of Transformation at Birmingham Women's and Children's NHS Foundation Trust, where she led the development of the quality improvement methodology for the organisation and was also the Programme Director for the Birmingham and Solihull STP Maternity and Newborn (BUMP) transformation programme, which developed the Local Maternity System.

In her current role, Suzanne is responsible for developing organisational strategy; developing partnerships and community engagement; developing the quality improvement system for the organisation and ensuring the Trust's services are inclusive in terms of equality and diversity. She has also been asked to develop the approach for system

change and improvement across Birmingham and Solihull as it moves towards becoming an Integrated Care System.

Suzanne has worked within the NHS for 18 years, joining as a national management trainee after completing her PhD. in Biological Sciences and deciding on a career change. Suzanne has held various roles in community services provision and in commissioning, with significant experience in strategic planning, service re-design and system leadership. Throughout her NHS career, Suzanne has been focused on improving health and health services and reducing health inequalities.



Yassar Mohammed
Equality Diversity Inclusion Partner

Black Country Healthcare NHS Foundation Trust

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Yassar is the Equality Diversity Inclusion Partner at Black Country Healthcare (BCH) NHS Foundation Trust. His responsibilities include leading on Equality, Diversity and Inclusion (ED&I) strategy, policy, workforce planning, patient inclusion and community engagement. Key achievements include, establishing the Cultural Ambassadors Program at BCH, this was a national Royal of College Nursing (RCN) initiative, aimed at reducing BME disciplinarys. By recruiting BME staff to assess the disciplinary process for any undue biases or system failures. With the establishment of the Cultural Ambassadors Program there was a 50% reduction in BME staff going through disciplinarys. In 2020 the Cultural Ambassadors Program won the Health Service Journal (HSJ) award in the category of People and Organisational Development Initiative of The Year.

During 2018 Yassar worked at Black County Partnership (BCP) NHS Foundation Trust as the Equality Inclusion Lead. BCP was the only Trust in the country with 50% BME Board membership. This was highlighted in the NHS Workforce Race Equality Standard 2018 Data Analysis Report for NHS Trusts. Yassar's work also includes the creation of Anti-racism education and training approach that enables NHS Trusts to develop robust policies and practices that stamp out racism.



Usman Malik
Workforce Race Equality
Lead

**NHS Arden & Greater East
Midlands CSU**

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 @malikubs

Usman is the Workforce Race Equality Lead for NHS Arden & GEM CSU. He has a vision to work as partners with commissioners and providers to deliver a definitive and sustainable change in the EDI agenda with a specific focus on the race equality agenda.

Usman has worked for Arden & GEM CSU since 2014 and has held various roles. His current role has been the most challenging and rewarding because it has allowed him to develop working relationships across the whole of the organisation and engage stakeholders in developing an equitable workplace.

As a WRES Expert, Usman's primary focus is the promotion of equality, diversity and inclusion creating workplaces which values its staff and their well-being while looking to promote and celebrate the benefits that diversity and inclusion have to offer.

Usman has led the development of the WRES initiative within the

CSU and in early 2020 founded and now chairs the BAME and Allies group at the CSU. The group actively works towards promoting equality, diversity and inclusion throughout the CSU with a focus on identifying and minimising disparities identified within the annual WRES report. He has recently been appointed the chair of the regional (Midlands and EoE) WRES Experts group and sits on regional NHS Midlands EDI and OD committee. A proud moment working with talented individuals across the region to drive the change and be the exemplary for the other regions.

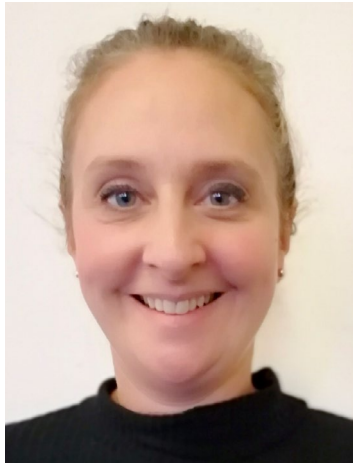
Outside of work Usman leads on charity work within his local community and advocates for race equality in all aspects of his personal and professional life. Working with a youth club where much of his own youth was spent, Usman mentors and helps develop the society and most vulnerable youth through sport and other activities.



WRES Experts biographies

North West

North West



Juliette Tait
Associate Director of HR
and OD

**Greater Manchester Mental
Health Foundation Trust**

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As a member of the Chartered Institute of Personnel and Development (CIPD), Juliette commenced in Human Resources as an apprentice at a local dairy where she found a passion through recognising that staff performed better when they were treated fairly, well led and had high levels of engagement. Following this she joined the NHS and started a wide and varied career across organisations, having a brief pause from the NHS whilst she went to work for Greater Manchester Police. Having never settled in one specialty she realised that every element of HR was exciting and done well, it all impacts positively on an employee's experience in the workplace. Through having this view she has managed to gain experience of working in a broad variety of HR roles.

In December 2018, Juliette landed her dream job as Associate Director of HR & OD for the organisation she had loved working for the preceding years

as Head of Organisational Development. The belief the organisation had in her has enhanced her performance as an Executive Coach and she now works hard to support and inspire others to recognise their talent and follow their career goals. One of her greatest passions is partnership working and views her trade union colleagues and staff network representatives as the most critical friends she could have within her role. Over the past year Juliette has worked closely with the BAME Staff Network to really embed their voice at the heart of the organisation, and has worked in partnership with the Chairs of the Network to ensure the WRES actions reflect exactly what will make a difference to ensuring race equality with the Trust.



Susan Hunt
Associate Director of HR
and Organisational
Development

**Mersey Care NHS
Foundation Trust/North
West Boroughs Healthcare
NHS Foundation Trust**

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 @susie2904

Susan has worked in the NHS since graduating from university at the age of 21 believing she could take on the world. Her two years on the NHS Graduate General Management Scheme further instilled a belief that through the right values and sound decision making she could make a huge difference to the experience of the NHS for patients, service users, carers and our staff.

After a few years of working in general management, she decided that she could best use her skills, values and passion by moving sideways into HR and OD. Although having a grounding in operational HR practices and professional qualifications was significant, the narrative and research that demonstrated the link between how staff are treated and patient care outcomes as well as experience was what lit a fire within her to make this change. She has since worked in a number of NHS organisations across the North

West to deliver the ambition of engaged, supported, healthy and developed staff and believes inclusion is essential to meeting the expectations of our staff.

Susan is currently in a dual role working across two organisations that provide mental health and physical health services. In both organisations, she is the lead for equality, diversity and inclusion for staff; she is truly excited about developing her skills further to achieve racial equality for NHS staff.



WRES Experts biographies

South West

South West



Lorna Hayles
Learning Disabilities Nurse
Team Lead

**University Hospital Bristol
and Weston NHS
Foundation Trust (UHBW)**

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 @hayles_lorna

Lorna has 33 years' experience as a nurse within the NHS. She has worked within children and adults' services as well as being the team lead nurse for learning disabilities at UH Bristol. Throughout her career she has continued her training and development starting with her BSc (Hons) in Specialist Practice, the BRI's Leadership and Recruiting the Best programme, and has been an Honorary Lecturer at UWE and Research Fellow at Bristol University.

She is passionate about promoting and supporting the diversity of the NHS workforce and has always led by example and saw her digital story, as part of a project with NHS England & Improvement (NHSE/I), as a way to encourage and showcase diversity and inclusion within the workforce.

She currently represents her Trust working alongside NHSE/I and leads on the Workforce Race Equality Standard (WRES) and

remains a devoted member of the WRES frontline forum. As a WRES expert, with the knowledge and experience it has provided, she is in a position to lead on significant change with her Trust to ultimately improve patient experience through providing a diverse service.

Lorna is an advocate for reverse mentoring and is currently mentoring the Trust's Chair, pioneered for changes in executive recruitment process, she is an active member of the Trust's BME Network and plays a supportive role to the network chair and curated Black History Month celebrations.



WRES Experts biographies

South East

South East



Yasmin Damree-Ralph

Equality, Diversity and Inclusion Lead

Surrey Heartlands CCG and ICS

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Prior to joining the NHS in November 2018, Yasmin had a national role within the Building Services Engineering Sector in which she was well known for her Equality & Diversity work and had left her previous employer as an awarding winning organisation for equality. She has over 20 years' experience in Equality, Diversity and Inclusion, and has held prominent E&D roles within the public, private, voluntary and third sectors developing policies, strategies and project managing initiatives for implementing E&D into the core business.

She has delivered Equality, Diversity and Inclusion training and consultancy to various organisations across the UK ranging from public sector organisation, corporate businesses to small charities.

Taking on her first NHS role, she has a strong focus for ED&I, and is working with each of the staff networks to bring structure and vision, to enable each network to

become more visible across the trust. With ED&I at the helm of her work, she now has taken on the role as EDI Lead for Surrey Heartlands CCG and ICS, she is driving the implementation for change and bringing staff along on the journey to make a difference, bringing her experience from the private sector into a public sector domain.

Yasmin has effortlessly immersed herself into the NHS and is a big believer in developing and empowering underrepresented staff, giving all a platform to be heard and seen.



Jeanette Williams

Head of Staff Experience
NHSE&I South East Region
Workforce & Organisational Development

NHS England and NHS Improvement South East

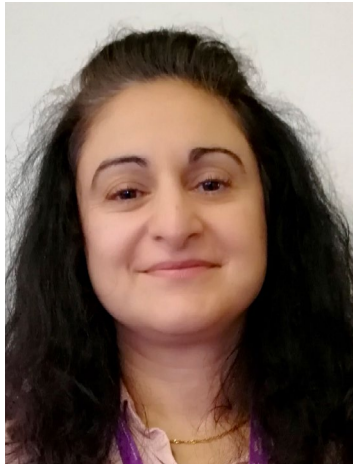
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[@ESHT_LiA](#)

Jeanette is the Interim Head of Staff Experience for the South East Region. In her previous role she was responsible for leading Staff Engagement and Wellbeing in East Sussex health NHS Trust. Jeanette is a Ready Now alumni who started her career in nursing bringing a wealth of experience in Health Promotion, Organisational development, Quality improvement, Coaching, Mentoring and facilitation. She has led on the implementation of Wellbeing Strategies delivering and commissioning a range of specifically tailored programmes. She firmly believes staff wellbeing is vital to compassionate leadership which enables delivery of high quality patient care. A large aspect of her work is developing effective partnerships across ICS Systems. She has led on a range of WRES initiatives in a local provider organisation, ensuring clear focus on implementing programmes which enhance metrics by improved staff experience. She also contributes to

Sussex Turning the Tide Transformation Oversight Board.

Jeanette is passionate about nurturing leaders and creating safe spaces for reflection and development. She uses her expertise to create optimal cultural conditions for staff to flourish. She continues to champion improved staff and patient experience by implementing initiatives in the workplace and being a vocal supporter of the WRES agenda while increasing focus on implementation and sustainability across the South East Region.



Pawan Kaur Lall
(RNut.) PG Dip; M.Med.
Sci. BSc. (Hons)

Health Inequalities Lead /
BAME Population and
Workforce Programme
Manager

**Solent NHS Trust / Hampshire
and Isle of Wight ICS**

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 @LallPawan

After completing a Masters in Human Nutrition, Pawan went straight from university into her first role in the NHS as Health Promotion Officer for Ethnic Minorities. She has since worked in various roles within the NHS and local authority for over 25 years within health promotion/ improvement and public health field. Pawan's roles have included grass roots community development work with local communities and agencies; Food and Nutrition Co-Ordinator leading on healthy eating initiatives and training; Senior Health Promotion Officer as part of a local healthy schools team working with schools, agencies and young people; Interim Manager of a Health Promotion Service; Healthy Living Lead strategically overseeing operational work streams. Her current roles (working part-time across both) are Health Inequalities Lead within a Community Experience & Engagement Team and BAME

Population and Workforce Programme Manager in a STP/ ICS. After completing the NHS Leadership Academy's "Stepping Up Programme", Pawan became (and is) Co-Chair of her NHS Trust's BAME staff network.

Pawan is extremely passionate about tackling inequality and reducing health inequalities. She strives to promote health and well-being as well as empowering people, colleagues and communities to be the best they can be.



WRES Experts biographies

National



National



Donna Husey
(MA, MCIPD) O+
Diversity and Inclusion
Manager, Strategy and
Transformation

NHS Blood and Transplant

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Donna is currently a Diversity and Inclusion Manager within NHSBT. A key part of her role is to help shine a light on the work of her organisation and identify the areas that need to improve. Donna supports the organisational diversity and inclusion strategy to establish trends and identify gaps for improvement. Donna holds an MA in HR Management as well as over 20 years' experience working within Human Resources. Donna has drawn on her operational skills and experience to help promote and embed the benefits of having a more diverse and inclusive workforce. With the ability to work collaboratively alongside networks, union reps, managers, HR business partners and OD and Health and Wellbeing colleagues, she strives towards making that shift and meeting her objectives.

Donna looks forward to making a difference with the knowledge gained on the WRES expert programme.