



NHS

*Institute for Innovation
and Improvement*

Breaking Through

HISTORY

in the Making...

Barriers to BME Professionals making it to Board Level – The Research



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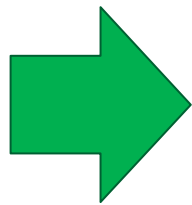
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Overview

- Overview of project
- Findings
 - Organisational barriers
 - Personal barriers
- NHS – overview of current position
- Model of underrepresentation
- Articulating and realising the benefits

The project

“Look specifically at the organisational barriers to black and minority ethnic (BME) staff rising to positions of authority and influence in the NHS”



- a literature review, data analysis
- cross sector cases studies and PCT
- case studies

Organisational barriers

- Racially biased recruitment and selection practices particularly at times of merger or restructuring
 - Undervaluing of relevant experience and overseas qualifications
 - Tokenism
 - Circumventing of established procedures when appointing part-time staff or covering maternity leave
 - Rewards: some evidence suggested that the allocation of excellence awards is discriminatory against BME groups and women
 - Institutional culture seen in individual/group behaviour, formal and informal networks
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Individual barriers

- Lack of mentors/role models
- Exclusion from informal networks and communication
- Stereotyping and preconception of roles and abilities
- Lack of significant line management experience/challenging assignments

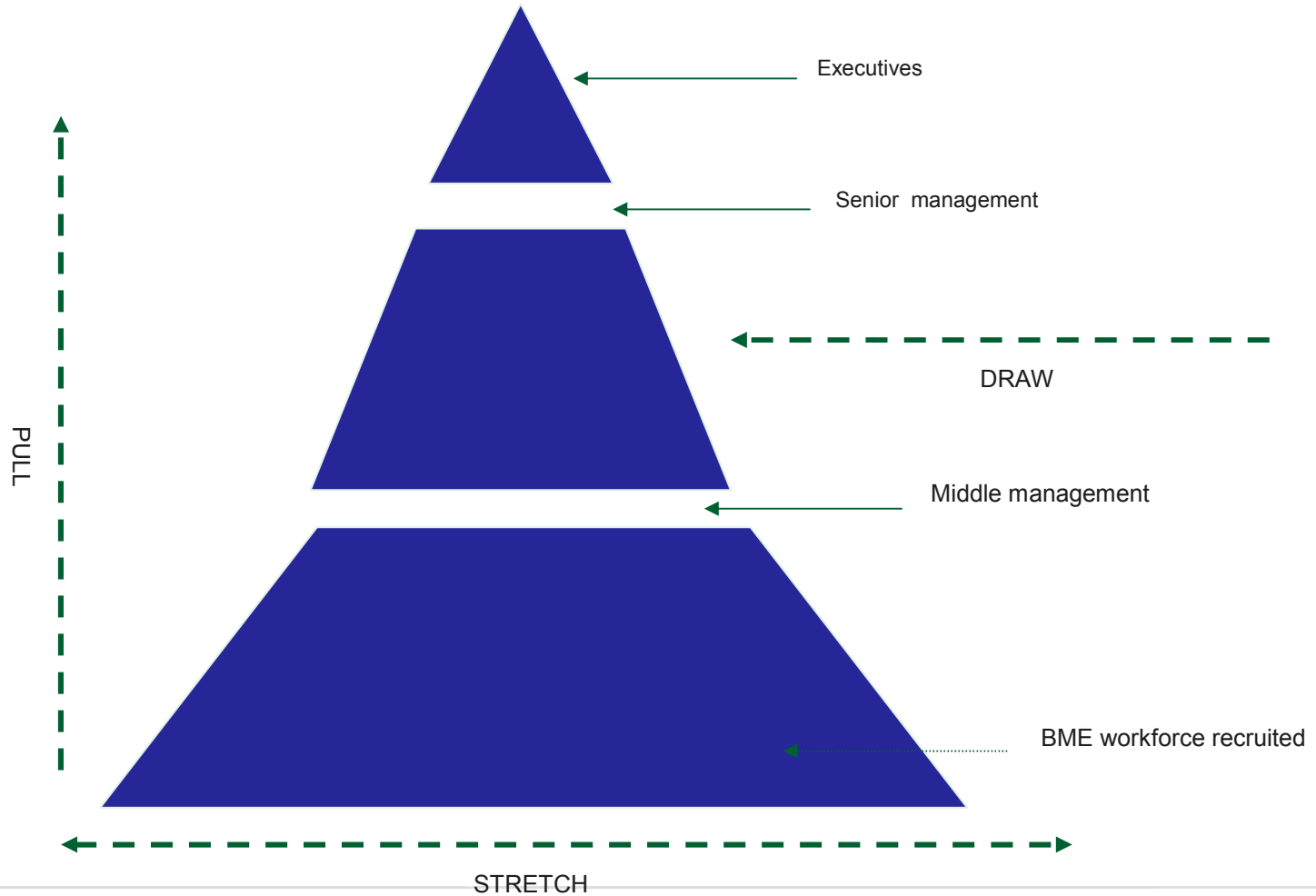
Current Trends

Year	England		London SHA		West Midlands SHA		East Midlands SHA		Yorkshire & Humberside SHA	
	Snr Mngrs	Working age pop	Senior Managers	Working age pop	Senior Managers	Working age pop	Senior Managers	Working age pop	Senior Managers	Working age pop
2004	5.4%	10.5%	14.1%	31.8%	5.8%	11.5%	3.2%	7.6%	4.2%	7.6%
2005	5.3%	11.0%	12.7%	33.3%	7.0%	12.3%	3.6%	7.9%	2.2%	7.8%
2006	5.2%	11.6%	14.0%	34.4%	6.2%	13.9%	3.9%	7.8%	2.4%	8.0%
2007	8.3%	12.1%	15.1%	39.6%	7.0%	14.2%	5.0%	7.8%	6.5%	8.3%

Table showing the proportion of senior NHS managers from BME backgrounds, when compared to the proportion of the general working age population from non-white backgrounds in England, London, West Midlands, East Midlands and Yorkshire and Humberside. Source: NHS Information Centre (2006). NHS hospital and community health services: Administrative managers in England

Source: NOMIS (2007). Annual population survey. ONS Crown Copyright Reserved

Model of Under-representation



Valuing Diversity

Senior BME representation is:

- a requirement
- a good idea
- About diversity making your organisation more successful

...but how?

The question for discussion

How can we realise more benefits
from diverse leadership?

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