



# Inclusive HEALTHCARE

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DIVERSITY & INCLUSION REPORT

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2022-23



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"I feel like I am listened to, and like my opinion matters."

– Patient, Northampton



# Welcome from Stacey Carter, HR Director



Welcome to our 2022-23 Diversity and Inclusion report, which I hope you find an enjoyable and informative read.

At St Andrew's Healthcare, we know that diversity is one of our greatest strengths, contributing positively to our success and, most importantly, to the care we provide for our patients. There is significant evidence that when diversity practices and trust co-exist in an organisation, it increases employee engagement, staff feel valued and their wellbeing improves.

I am honoured to be a part of St Andrew's, and fully support the various Diversity and Inclusion initiatives we have in place across our Charity, many of which you can read more about in this report.

Over this period we have focused on increasing our diversity data for both staff and patients, expanded the work of our Staff Networks and relaunched our Equality, Diversity and Human Rights Training. We also continue to see fantastic results from our Peer Support Worker programme, which brings people with lived experience of mental health recovery to support our patients.

We have a clear commitment to being an inclusive employer and we continue to monitor both gender and ethnicity pay gaps. Both have improved compared to 2021/22 and are significantly better than the national average (you can read more about our pay gaps in this report).

I hope this publication highlights the benefits that a diverse mix of staff can bring, and the support and efforts at St Andrew's Healthcare to maintain a positive, inclusive environment.

*Stacey Carter*



# Introduction



## Mat Ward, Diversity and Inclusion Manager

Modern healthcare can be a challenging and changeable environment, and over the last year we have focused on the common thread of humanity at the heart of the patient and staff journey at St Andrew's.

Compassion and coproduction have been key elements when asking the people living and working at St Andrew's: 'what does good look like?', and progressing our D&I agenda has provided lots of support and opportunities for colleagues and patients to have a say in making our Charity as inclusive as possible.

Our Staff Networks have engaged with experts by experience, and allies for these groups, ensuring staff can identify and lead on some valuable initiatives. You can read more on these pages about the pride events at the Summer Fayre, menopause accreditation, working carers' cafes and anti-racism listening sessions that have been designed and delivered through the Staff Networks.

I'm very grateful for my small part in this Charity, and for being able to help maintain this inclusive focus in the workplace.

**Mat**

### Public Sector Equality duty

Equality is a core value within our organisation, and lies at the heart of how we deliver support and services to colleagues and patients at St Andrew's. Practical approaches for transforming organisational inequality are required in law by the Public Sector Equality Duty, and important to implement to maintain an inclusive workplace culture where we can all be our authentic selves and contribute regardless of our backgrounds. We are committed to promoting equality and diversity, protecting human rights, actively exploring and understanding the needs of our diverse staff, service

users, carers and wider community groups, and 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.

## Our Diversity Summary

### Ethnicity



**20%** of our senior leadership are from ethnic minority backgrounds

**OVER 33%** of our staff are from ethnic minority backgrounds, an increase of 9% since 2021/22 (through increased disclosure)

**9%** of our Board are from an ethnic minority background\*

### Female



Female representation across the Charity continues to increase:

**66%** of staff are female  
**45%** of our Board are female

### Age



There is balanced distribution across the age bands (see page 20)

### Disability



**12.5%** of Senior Leaders have declared a disability, above the 10% external benchmark

### Gender Pay Gap

**2%** compared to the national pay gap of **15.5%**

### Sexual Orientation



**3%** of our staff have declared their sexual orientation as LGBTQ+ aligning with the UK population demographic of 2.7%

\*As of September 2023 excluding vacancies at Board level



# Diversity and inclusion at St Andrew's



## About St Andrew's

St Andrew's Healthcare is a Charity that provides specialist mental healthcare for people with complex mental health needs.

People who work at the Charity, and who are supported by our services, come from diverse backgrounds and have different needs. Some patients need short-term, intensive support following a mental health crisis or breakdown, and some people stay with us for longer periods; for these individuals we can provide not just medical interventions, but therapy and support to help them get their lives back on track. Some patients come to St Andrew's towards the end of their life, and our expert staff care for them in as comfortable an environment as possible. The support we provide our colleagues is integral to our services, as our staff teams can only provide high quality care if we all maintain an inclusive, supportive environment where good care can flourish.

We provide care across a number of services, including Men's and Women's mental health, Child and Adolescent Mental Health Services (CAMHS), Neuropsychiatry, Autistic spectrum disorder and learning disabilities. Our headquarters and largest site is in Northampton, but we also have hospitals in Birmingham and Essex, and two residential homes - Winslow and Broom Cottage in Derbyshire - which provide specialist locally-focused mental healthcare.

Across our three hospitals we provide treatment and care for around 590 inpatients who face challenges of mental illnesses, developmental disorders, brain injuries and neurological conditions. We also offer treatment and support for individuals within community settings and as outpatients, to different groups including former members of the Armed Forces and people within the Criminal Justice System. Over the past 12 months we supported 2,000 community patients via our various outpatient activities. We also work with other services to support individuals as they leave hospital care.

### Our people

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 over 3,000 permanent staff.

We employ people from 80 different nationalities and have a broad age distribution.

### Executive team

Our Executive Team oversee the strategic and day-to-day management of our hospitals. The team meets weekly with members from a diverse mix of backgrounds, including both operational and clinical staff. The different experiences of the Team's members ensures we have broad and inclusive decision-making processes.

### The Board

We are proud of our increasing diverse Board representation; 45% of the Board are female, vs the external benchmark of 33%.

9% are from an ethnic minority background, vs a UK average of 1.5%. In 2018, our Ethnic Minority representation at Board was 0%.

### Staff and Carer Governors

As a Charity, St Andrew's is supported by around 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.

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



# Inclusion Strategy and Steering Committee



## Our strategy

Our Diversity and Inclusion Plan is focussed on achieving Inclusive Healthcare. This means recognising that strategic inequalities exist in modern workplaces, and identifying ways that we can all ensure that we take steps to make St Andrew's a place where discrimination isn't tolerated for any reason, and cannot flourish within our teams.

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



### The Inclusion Steering Committee

Our Diversity and Inclusion Plan is steered by our Inclusion Steering Committee (ISC). Chaired by Vivienne McVey, the Charity CEO. The Committee was formed in 2018 and meets every quarter. The ISC is made up of members and representatives from various career levels, roles and teams across the Charity. In 2022/23 the ISC focussed on key areas including Staff Networks, a proposal for a Patient Network, our annual disclosure campaign and more.

In 2023 we set up a new Charity engagement forum called STEER (St Andrew's Employee Engagement Representatives). During 2023/24 members of the ISC will attend this group extending the reach of D&I.

The Inclusion Steering Committee showcases some of the fantastic work within the Charity and now our STEER group, focusing on equality, diversity and inclusion, and it is always a revelation for me to see the passion of the group. At each meeting colleagues highlight, challenge and explore options for overcoming issues that affect our diverse staff group and promote inclusion, a sense of fairness and belonging for all. It can be a very empowering environment, and always reminds me to ask in every area of work around the Charity: "What can we do to make this inclusive to all our colleagues and patients?"

– Vivienne McVey, CEO



# Supporting people in the community

As a Charity, we are working hard to be more visible in our community, showcasing what we do to members of the public, and being more transparent about what life is like in our hospitals and community services.



## LightBulb

LightBulb, our Mental Wellness Programme for Schools, is helping teachers spot the early signs of mental health issues in children and then take early action. Since its launch in 2021, the programme has been delivered at over 50 schools and reached more than 30,000 children.

LightBulb provides a ready-made framework for schools so those that participate can demonstrate and showcase excellence regarding mental health practice to regulatory bodies such as Ofsted. Once signed up, the school receives mental health awareness and support training for all school staff as well as sessions for both parents and students. Each session talks about symptoms, support and signposts resources. Due to St Andrew's Healthcare being a Charity, the programme is not a profit-making initiative and will only cost the school £1 per pupil if commissioned.

Cheryl Smith, Headteacher of the St Andrew's College, said: "At St Andrew's we care for some very poorly young people who have not received the help they needed until it was too late, leading to them needing to come into hospital. It is a worrying situation and the role schools can play is recognising and supporting mental wellbeing is paramount in ensuring young people have access to support when it is most needed."

"As a team, we wanted to find a way to target young people and try and equip them with the skills they need to be resilient and seek help about mental health issues, hopefully reducing the distress they experience and positively impacting the outcomes they experience.

We believe early intervention is essential and can make a huge difference to the wellbeing of those children who are experiencing mental health issues."

"LightBulb is not just about helping children, parents and teachers to recognise the signs early, it's also about creating a culture of positive mental health which is driven by school leaders and embedded in practice."



## Hope Exhibition

During Mental Health Awareness Week 2023 in May, we commissioned a photographic exhibition - Hope. The exhibition aims to break the stigma of complex mental health and to demonstrate how hope can have a positive effect on a person's life.

The display includes portraits of five people who have all been sectioned at some point due to varying mental health difficulties.

Each individual was captured holding an object that holds significant or sentimental meaning to them because it gave them hope along the way. In a separate shot they were captured with a St Andrew's Healthcare staff member, chosen by the patient for the support they gave along their recovery journey.

St Andrew's Healthcare's CEO Dr Vivienne McVey said: "A large part of what we do as a mental health Charity is to help people find some sense of hope. Sometimes finding hope can be incredibly difficult for the people we care for, but hope is that one thing that insists something better awaits us, if we only keep fighting for it.

"Through this powerful photo exhibition we wanted to show that recovery is possible, if you find hope. We also wanted to show other people who may be experiencing similar mental health struggles, that there is a light at the end of the tunnel.

"We care for some of the most clinically complex patients in the country, many of whom when they are first admitted think their future is bleak and empty. Our staff are compassionate, empathetic and consistent, they make our patients feel valued and cared for, reminding them that they deserve to live meaningful, fulfilled lives.

"We're hugely proud of our Hope Exhibition and I would like to take this opportunity to thank all those who have played a part in bringing the project to life, especially the people in our care who have agreed to raise awareness of complex mental health needs.





# Patient Co-Production

## Our Co-Production Network

The St Andrew's Co-production Network provides a forum for patients and service users, partners-in-care, and colleagues, to have a "voice" and influence co-production practice across the Charity. It has gone from strength to strength this year, with new members widening our collective voice over our Northampton, Birmingham and Essex sites. We have also formed a new Co-production Network Committee, with roles designed as co-roles, with one member of staff and one expert by experience working together.

Our Co-production Pledge:

- I will listen to everyone, as everyone has a unique perspective to share.
- I will encourage patients and service users, their partners-in-care, staff and other individuals to work together to improve mental health care.
- I will actively look for ways to support people to overcome the barriers to participation.

The purpose of the network is to influence best practice and to contribute to and monitor the Charity's implementation of co-production through the Co-production Framework that is currently in the final stages of development.

## Our Co-production Framework

The aim of the St Andrew's Co-production Framework is to support a common understanding of co-production and create a culture in which those with lived and living experience are also seen as experts and in which everyone is treated as an equal partner. At St Andrew's we want to ensure everyone is respected and valued and that their input actively contributes to decision making, and that these values become embedded in everyday practice. The framework provides a structure for specific plans with clear standards and measurable criteria to help describe, monitor and provide recognition for what good co-production practice looks like. It is supported by a robust governance structure and named executive sponsorship.

Dr Inga Stewart, Head of Patient Co-production & Inclusion and Co-production Network Chair, added "I am so proud of the work we have achieved together as a network and the high standards that we hold each other to. Working together on the Co-production Framework has been a particular highlight of our year. It was created based on workshops with experts by experience and staff, and underpinned by best practice learning from the evidence-base. This is a whole system approach and we have been ambitious, and rightly so. Full co-production isn't just about talking through things together, but about doing things together using people's skills and expertise. We know that this is where power shifts take place and I feel so privileged to be part of an organisation that is committed to making this journey together."

Dawn Chamberlain, Chief Operating Officer, is the Executive Sponsor for Co-production. She explained "We are authentically embedding co-production values into our culture at St Andrew's, as we genuinely see co-production as a foundation to our Charity purpose, which is Hope. We want co-production to be the norm for all. It's about us being equal and inclusive, fully involving the people in our care, and their partners-in-care, as experts in their own right."



## Our Recovery College

All of our patients, staff and carers have access to our REDS Recovery College (Recovery and Everyday Skills) which was launched in June 2018. The Recovery College offers recovery focused educational courses designed to support people through mental health challenges and help everyone better manage their ongoing mental health and wellbeing.

Our Recovery College takes an educational rather than a clinical or rehabilitation approach and aims to help people better understand mental health issues, learn self-management techniques and gain skills to give hope for the future. We focus on strengths and ask that all 'labels' and job titles are left at the door. Instead, learners bring their personal and professional experiences into the training space so that everyone can benefit from the richness of experiences as equals and learn collaboratively.

All of our courses are fully co-produced: co-designed, co-delivered and co-attended in partnerships with patients, people with 'lived experience' of mental health challenges and staff. There are currently over 40 courses available in a variety of delivery options, including short 'bitesize' which can be delivered on wards and longer 'substantive courses, at your own pace distance learning workbooks and 121 sessions. For example, courses include:

- Managing My Wellness – REDS Road to Recovery
- Finding Hope
- My Values, My Recovery, My Life
- The Power of Language and Attitude

Over the past year, 3,766 individual learners have taken part in courses. We have welcomed 129 external learners from within the community including students from local SEN schools and universities, local care homes and members of the public.

"The greatest gift in life is the ability to enact, or at the very least encourage, change for the better. REDS pay a fundamental part in improving understanding of others and how to support them, as well as the most important objective which is how to help themselves and understand more about how to do this"

### – Patient

"My experience of the REDS course was positive and enlightening. The information was delivered in a way that enabled me to see my daughter's perspective and through her eyes. It was truly thought provoking as well as offering me some level of comfort that she is not alone and neither am I."

### – Family Member

"Having REDS Recovery College is a real asset. The courses have given hope, helped set goals and shown the differences between clinical and personal recovery for both patients and staff."

### – Staff

## Reach Out: A co-production project

JJ, a patient on Speedwell ward in Birmingham, has recently been part of a co-production project to help Reach Out, the West Midlands Provider Collaborative to design a new brand and logo.

Reach Out - which aims to improve the experience of service users by investing in solutions that allow care closer to home - officially launched on 1 October 2022. The collaborative comprises Birmingham and Solihull Mental Health Foundation Trust, Midlands Partnership NHS Foundation Trust, St Andrew's Healthcare, Coventry and Warwickshire Partnership NHS Trust and Black Country Healthcare NHS Foundation Trust.

Andrew Kane, a Teacher at St Andrew's in Birmingham, was asked to put forward patients to get involved with the project. "I straight away thought of JJ; he is creative, artistic, and he does a lot of work in art. We had a quick chat and it was something he was very keen to get involved in."

The co-production group met virtually several times as part of the branding exercise. JJ explained: "It was a group process, we all discussed our ideas and suggestions. Everyone was respectful and had their own time to discuss what they would like. I suggested a lotus flower - as it looks like hands to represent inclusion."

The group considered everything, from colours to slogans. "Colour was a key thing," explained JJ. "We originally championed the colour blue, but decided collaboratively it was quite a corporate, NHS colour, so we agreed on a darkish purple, with the flower in yellow."

"The slogan and strapline was quite a contentious topic, and the group went back and forth with ideas," explained Andrew. "There were lots of technical words being suggested, but JJ was concerned for patients with low level reading skills, as any slogan should be easily understood. One of the things the group came up with was 'Reaching Out for Quality Care'. It is short, and easy to understand."



## Peer Support Workers

We are exceptionally proud of our Peer Support workforce, which brings people with lived experience of mental health recovery to support our patients. In 2019 we started with four Peer Support Workers and now have grown our amazing team to include 22 Peer Support Workers covering 17 wards.

During 2022 - 23 our Peer Support Workers supported the wider Charity with:

- Induction of new staff
- Development and delivery of peer support training
- Peer review of essential skills training
- Research projects
- Co-producing e-learning courses
- Co-producing Recovery College courses
- External collaborations, such as Continuous Quality Improvement (CQI) training, NHS patient safety projects, and peer support with Northamptonshire Healthcare NHS Foundation Trust.
- Reverse mentoring
- PRC

Our Peer Support Workers have been specifically hired and trained in order to use their personal experience of recovery from mental ill health to support our patients' recovery. 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. They offer guidance, support and most importantly, hope.

Peer Support Workers are part of the multi-disciplinary team, and they work on the ward to support the recovery of patients, using their lived experience, which brings a new area of expertise to the team. Our Peer Support team work in a recovery focused, strengths based way, and 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. Peer support is non directive and patient led. This has led to several patients asking if they can be peer workers when they leave. The positive impact of peer support is not only seen in the care we provide our patients, but also with the peer support worker themselves.

Our 22 Peer Support Workers cover provide 391 hours of peer support to individuals in our care, each and every week.



"Peer support, It's not just a job.... it's being able to give hope to patients by seeing what a PSW can do while still managing their own mental health. It is being there when they need to talk, knowing we understand."

– Peer Support Worker

## Chloe's story

Chloe is a Peer Support Worker at St Andrew's Healthcare. This is her story.

I have had struggles with my own mental health since the age of 16 when I was doing my GCSEs, since then I have continued to struggle and ended up spending some time in hospital during lockdown. As much as this experience was hard and challenging it lead me to getting the right support and therapy I needed to begin my road to recovery. I am now in a place where I am able to manage my emotions in a more positive way and I want to use my experience to support others.

My job as Peer Support Worker at St Andrew's allows me to use my own experience to help those who need it to see that recovery is possible. I am also studying for my degree in Children and Adolescent Mental Health, so combining this with my own lived experience gives me the knowledge needed to support the young people on my ward. I find my role as a Peer Support Worker so rewarding, and it also helps me in my own recovery. I enjoy helping the individuals and providing them with a safe space where they can talk and offload to someone who understands and can relate to their situation.

Being a Peer Support Worker is more than just supporting patients during a time of crisis; it's about showing them that recovery is possible no matter how long it takes or how far into the journey you are. It is about holding the hope for them when they feel unable to, and letting them know that you understand what they are feeling and that their feelings are valid.





# Race and Ethnicity



33%

Over 33% of staff members at St Andrew's come from ethnic minority backgrounds. Across the UK, the average figure is 12%.



## Our UNITY Network

UNITY replaces what was formerly our BAME (Black, Asian and Minority Ethnic) Network, and offers peer support and networking opportunities. The network is open to people from different ethnicities, and also allies and people interested in raising awareness of challenges people face around race. This year Unity has undertaken various listening events to inform the Network going forward.

### UNITY aims to:

- Raise awareness of challenges people from different ethnicities face
- Support colleagues, and give staff from different backgrounds a voice
- Engage allies empowering them to support colleagues in diverse teams

## Ethnicity Pay Gap reporting

We value the importance that difference can bring to the workplace. As part of our commitment to inclusion we have, for several years, reviewed the relationship between ethnicity and pay in our Charity.

Our 2022-2023 Ethnicity Pay Gap results highlight the difference in average hourly pay between our Ethnic Minority colleagues and non-Ethnic Minority colleagues. The calculations are based on individuals who have disclosed their ethnicity, which at the time of reporting was 72% of our workforce.

When organisations publish pay gap data the median is the main measure assessed. It is calculated by listing all rates of pay for Minority Ethnic colleagues and other colleagues, identifying the ones in the middle and then identifying any pay difference.

**The Charity's Ethnicity Pay Gap ratio in 2023 shows a median ethnicity pay gap of -1% (compared to -5.4% in 2022). Our negative median pay gap means that employees from an ethnic minority background have a slightly higher overall rate when considering total remuneration (i.e. including unsocial hours). This compares to 2.8% nationally.**

## Gift Chingwena, Healthcare Assistant (Essex) and Co-Chair

"Hi my name is Gift. I am an HCA in Essex and one of our Unity Network's Co-Chairs. For me, inclusion is more than simply a catchphrase; it's a passion. Every person's voice is important, and I believe we can achieve great change where everyone is heard, appreciated, and respected by working together.

Inclusion, in my opinion, is about more than just diversity; it's about creating an atmosphere of mutual respect, teamwork, and development and I am happy to be part of that journey here at St Andrew's. Like the saying "team work makes the dream work" every person matters and is important - just like when rowing a boat, even though everyone is different our collective efforts and collaborations will propel us forward."



# Black History Month celebrations

In October 2022 we celebrated Black History Month across our hospitals and community settings, with cultural dress, food, events and music. One of the special events was a virtual conference, hosted by performance artist and poet Richard Grant (AKA Dreadlock Alien).

Black History Month 2022 had an action-packed agenda, with a welcome and introduction from the UNITY (formerly B.A.M.E) Staff Network Executive Sponsor Sanjith Kamath, and CEO Vivienne McVey. We had guest speakers, including the performance poet Richard Grant, AKA the Dreadlock Alien.

The buga dance challenge was a success, with entries taking the first and second prize. There were patient and staff quizzes for the month, with 1 patient and 1 staff member winning the draw on each site.

Activities co-ordinators on each site ran BHM events adapted for each division to fit for their service, including film nights with a Black History Month specific content.

We also had varied menus for the different kitchens, that each published these locally amongst the communities they serve.



Richard Grant, alias Dreadlock Alien, aims to reach a million young people in the next 10 years with the values of respect, tolerance, rule of law and democracy. It is the biggest literacy and social values project he has ever done in his poetry career. He is a host of BBC Radio 4's Slam Poetry, Co-Director of Colour Free Vision Theatre, a founding member of the New October Poets and curator of the Art 4 Social Change collection of ethnic art.

Alongside this, he is Co-Director of the UK Schools' Poetry Slam Championships, an ongoing search for the very best of a new generation of poets from over 35 top poets working in schools throughout the year.



## Jamaica by C.F, Hawkesley ward

Bin too long Jamaica  
 Man I miss ya  
 They try and dis ya  
 Friends are not far  
 Chillin' at the bar  
 Red Stripe jar  
 Bob boom out mi car  
 Dumplings n jerk chicken  
 Fingers I'm lickin'  
 Barman I told ya  
 White rum n cola  
 Keep it pouring on ice  
 Helps mi ackee n rice  
 Mi having long sip  
 Gonna go for a dip  
 I'll be back Kingston Town  
 No tears of a clown  
 No fear or a frown  
 Black prince with a crown.

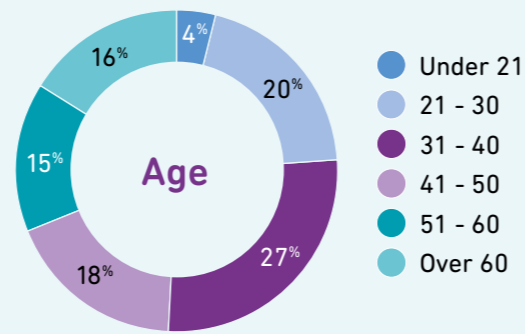
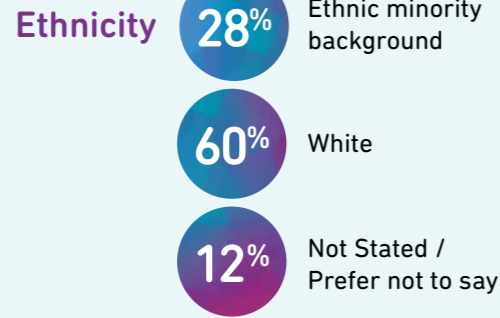
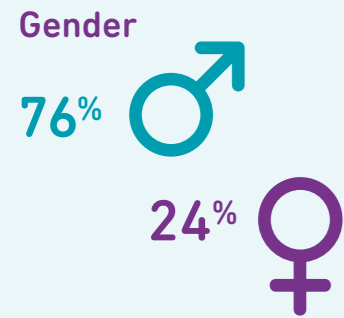


# Organisational diversity and overall representation

Number of staff within each career level:

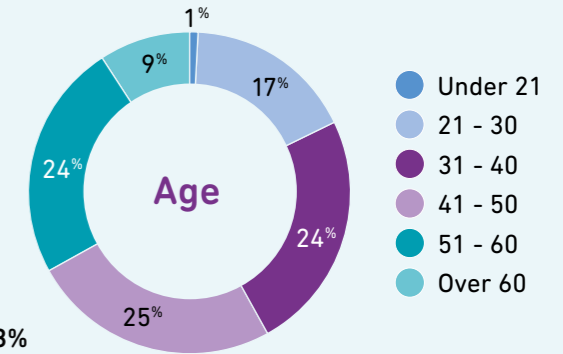
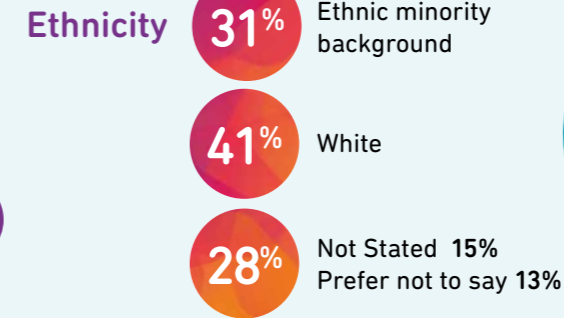
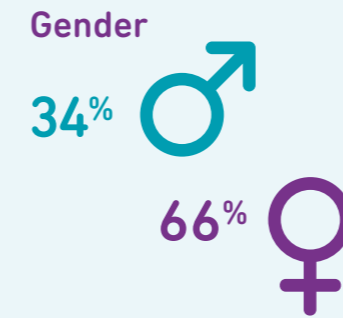
E - Senior Leaders - 17 total  
 D - Leaders - 31 total  
 C - Manager/Expert - 265 total  
 B - First line manager/Professional - 830 total  
 A - Team Leader/Core Contributor - 2,136 total

## Patient demographics



\*Data as at February 2023 aligning to specific age categories

## Employee demographics

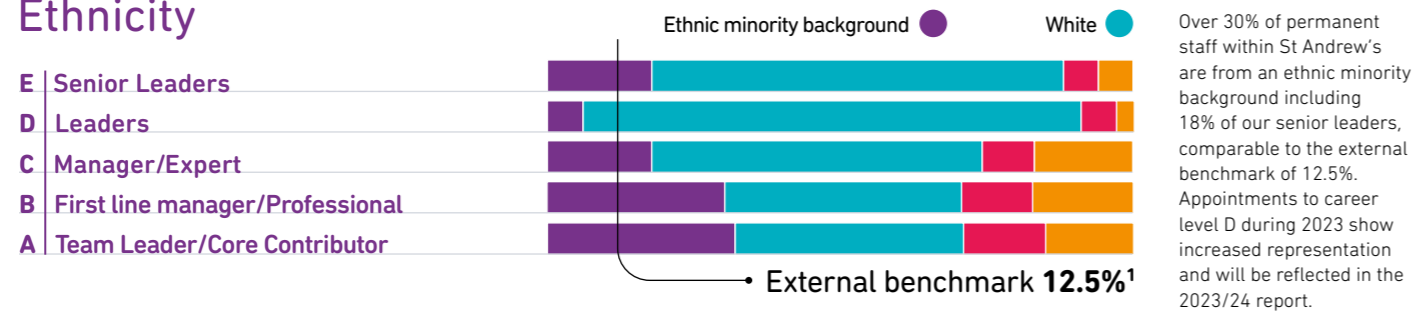


The below does not include people recruited to WorkChoice, our internal staff bank for workers on flexible, zero hours contracts.

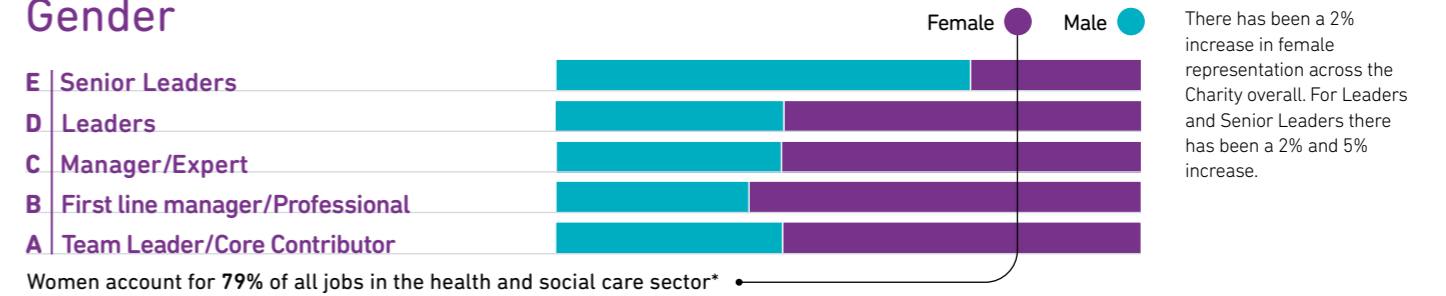
Prefer not to say Not Stated

Total number of permanent employees **3,279**

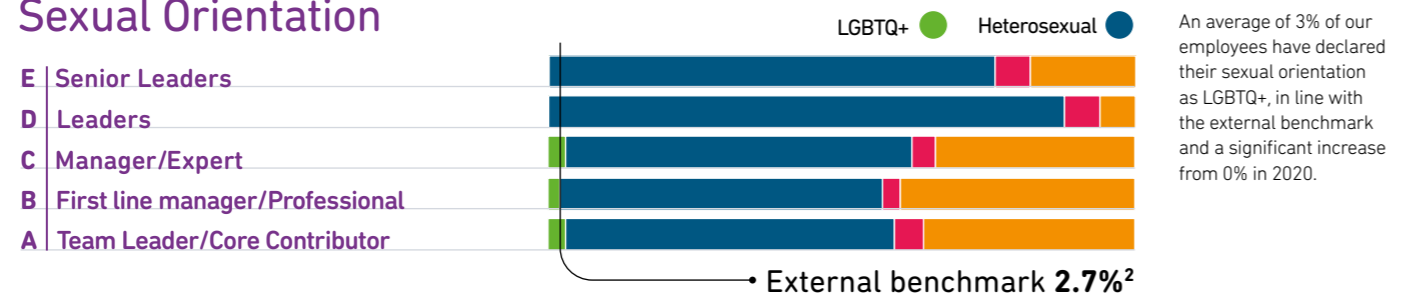
## Ethnicity



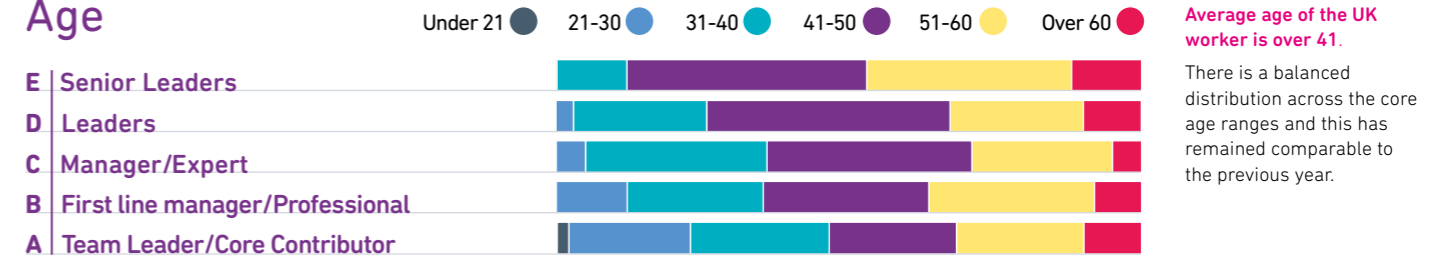
## Gender



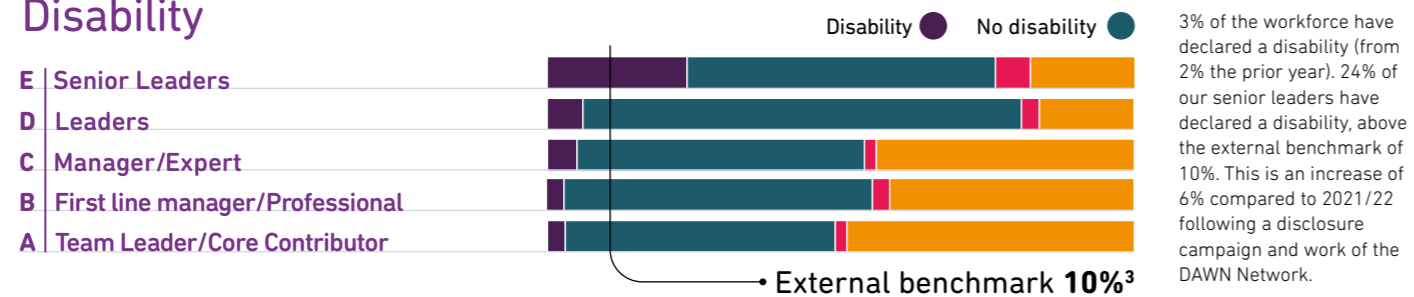
## Sexual Orientation



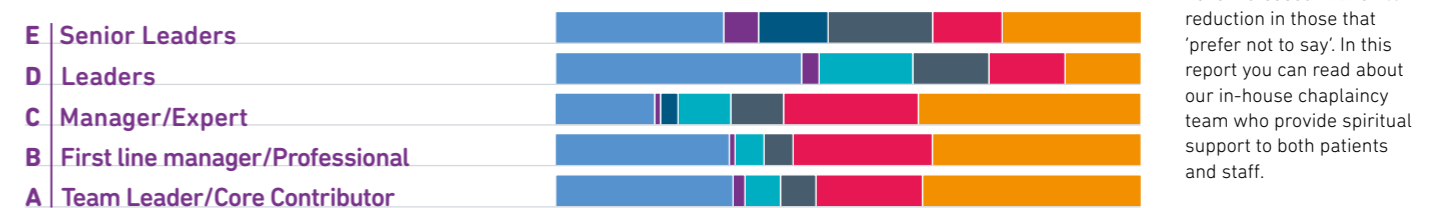
## Age



## Disability



## Faith



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

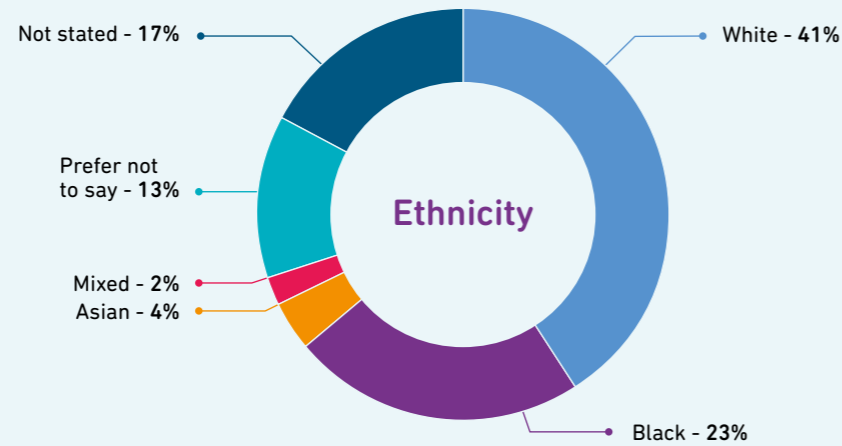
\* ONS/Gov. Labour Market Stats.



## Employee lifecycle

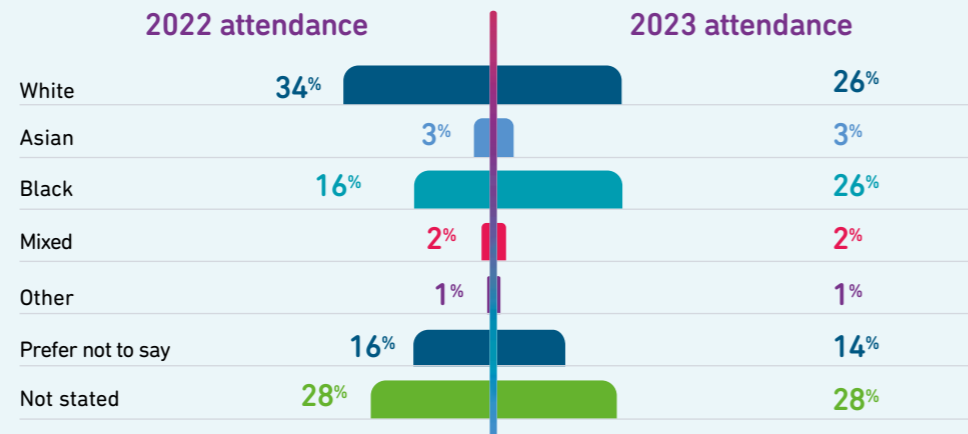
### Leavers 2022/23

There has been an increase in overall turnover compared to the prior year. When considering staff from an ethnic minority background this has increased to 29% (compared to 19% in 2021/22). This is partly linked to increased disclosure levels and is lower than the 31% overall demographic.



### Internal training

This year over 2,676 individuals attended various training courses. There has been a positive increase in training attendance from black colleagues (16% the previous year).



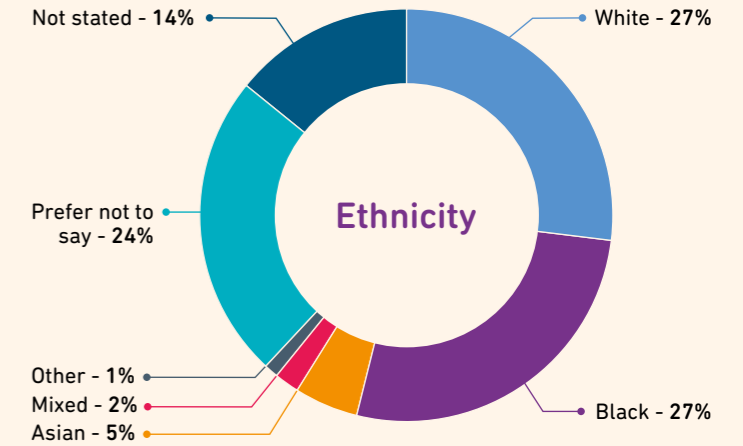
\* The ethnicity breakdown is provided as a percentage of total leavers.

## Employee relations\*

### Disciplinary cases

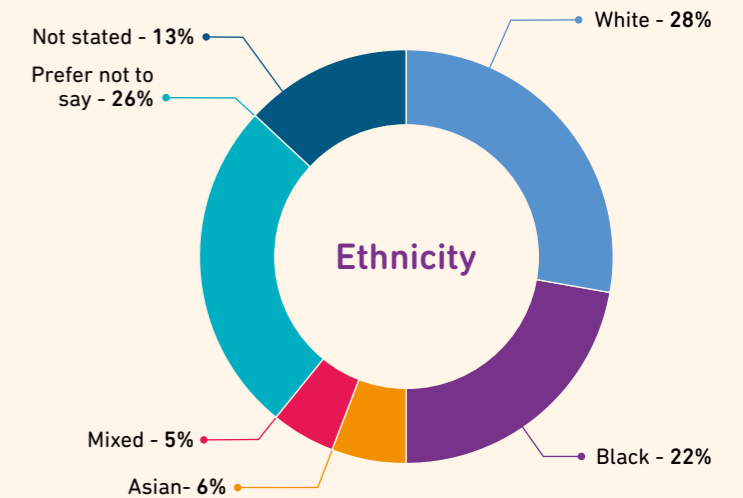
This year saw a 9% decrease in overall disciplinary cases (including appeals) compared to the previous year.

The data shows a 6% reduction in the number of black staff involved in disciplinary cases during 2022/23, however this is still above the workforce demographic and remains a focus area for the Charity.



### Grievance cases

This year saw a small increase in total grievance cases (5%, 61 to 64 cases including appeals). Those that have raised grievances remain similar to the previous year with 33% from an ethnic minority background, aligning with the overall workforce demographic. However, this could be higher based on the number that have not declared or stated 'prefer not to say'. This continues to be monitored closely.



Our Employee Relations data is regularly reviewed by the Senior HR team who assess any trends and actions that need to be taken.

\* This data applies to permanent and WorkChoice staff (our temporary staffing bank) and count an investigation, hearing and appeal as a separate case. The grievance ethnicity data refers to the person who has raised the concern.



# Disability and Wellbeing

At St Andrew's we are committed to supporting everyone's mental and physical wellbeing. We work hard to ensure our events and channels are accessible to everyone, whatever their needs.

Our DAWN (Disability and Wellbeing Network) Staff Network is dedicated to ensuring that the needs of staff with different abilities are met, and that their rights are protected.

**The Network is open to ALL St Andrew's staff, and aims to:**

- Raise awareness of challenges disabled staff and people with different abilities face
- Support staff and give them a voice, whether they have visible or hidden physical disabilities, well-being, mental health, trauma, or neuro-divergent support needs.
- Engage allies, empowering them to support colleagues of all abilities

Some of DAWN's key focus areas during the year have been mental health awareness week, supporting working carers and our #ComingToWorkWith film campaign.

This showcased people from across the Charity who have different visible and hidden disabilities, and their experiences of working at St Andrew's whilst managing autoimmune conditions, autism, diabetes and dyslexia.



**Victoria Akinwumi,  
Programme Manager and  
Co-Chair**

"My passion and vision is for our DAWN staff network to start to work towards a future that ensures that every staff member will feel that St Andrew's accept, welcome and celebrate all of our differences. One of my key aims for 2023-2024 would be promoting the importance of supporting our colleagues who are also carers at home.

Along with many of our staff, I am also a carer in my personal life as my daughter is autistic. One of my aims is to create a Carers Support group within the DAWN network to discuss the challenges that this can bring and how the organisation can assist us."



**Dr Inga Stewart,  
Consultant Clinical Psychologist,  
Clinical Research Fellow and  
Co-Chair**

"I am delighted to have been given the opportunity to volunteer as one of the Co-chairs of the DAWN Network.

"The right for us all to experience a fair and inclusive working environment sits close to my heart. We want to reflect a more holistic perspective by broadening the scope of the Network from focussing wholly on physical disability to include the additional pillars of wellbeing, mental health and trauma, sensory diversity and neurodiversity. We are passionate about living the values of genuine inclusion and so we want the process of designing the format and structure of the Network and our programme of events to be co-produced with colleagues across the organisation.

"Our membership is increasing, but growing this further is a priority for us along with building the Network committee. We want to start conversations around these important areas as well as increase awareness of the Network. Ultimately, I want to help build the kind of inclusive community at St Andrew's where every person feels accepted and their contributions in all their diversity are celebrated; and I truly believe this is within our reach."





# Mental Health Awareness Week 2023:

## Accessible events for everyone



This year for Mental Health Awareness Week, the DAWN Network arranged a series of talks and webinars that centred around mental health awareness and the importance of social connection to wellbeing.

### Our jam-packed events calendar included:

- Virtual and in-person events throughout the week, including yoga, mindfulness, workshops and talks
- The DAWN film showcase, showing colleagues from across the Charity talking about their experiences of various disabilities and illnesses
- Chaplaincy talks
- Open mic sessions
- Financial wellbeing support
- The new Hope photo exhibition display
- Sound Relaxation sessions

70 people attended the stalls in person across Northampton, Birmingham and Essex, supported by all of the other staff networks, and 300 people including patients and volunteers attended the various sessions.

This year's events also included a Mind & Rethink Mental Illness 'Time to Talk' Day in February, and a Supporting through listening: Tips from the Samaritans event in April.

The Network has launched a 'Carers Café' and will be providing support and resources to colleagues with caring responsibilities inside and outside of work.





# Spiritual Wellbeing Chaplaincy

At St Andrew's we have a spiritual wellbeing chaplaincy service that promotes the welfare of, and provides spiritual and religious support for both staff and patients whatever status of faith, belief or life practice.



**Rev Philip Evans,**  
Lead Chaplain



**Delroy Mason,**  
Lead Chaplain



**Cheryl Connolly,**  
Chaplain



**Mbiri Mapimhidze,**  
Assistant Chaplain



**Michele Marshall,**  
Lead Chaplain



**Peter Sellick,**  
Head of Chaplaincy  
and Spiritual Care



**Virginia Thomas,**  
Chaplain

We are aware of the diverse range of social, cultural, and spiritual expressions that are represented by our staff and endeavour to help staff to not have to deny their identity but find ways to remain true to their beliefs and yet be part of the work at St Andrew's.

We give guidance on how St Andrew's policies protects religious beliefs and cultural needs, Religion and belief are protected characteristics under the Equality Act. This means that hospitals and workplaces have to take careful regard of faith and belief, not to discriminate, and to make adjustments if they are reasonably practicable.

What constitutes discrimination because of faith and belief is not always clear: thoughtful discussion can be helpful. For instance employers do not have to give workers time off for religious observance, if that is unreasonable. But, for instance, if other staff are allowed certain breaks and allowing prayer time causes no greater disruption, then prayer time should be allowed. ACAS provides guidance on interpreting the Equality Act in terms of faith and belief.

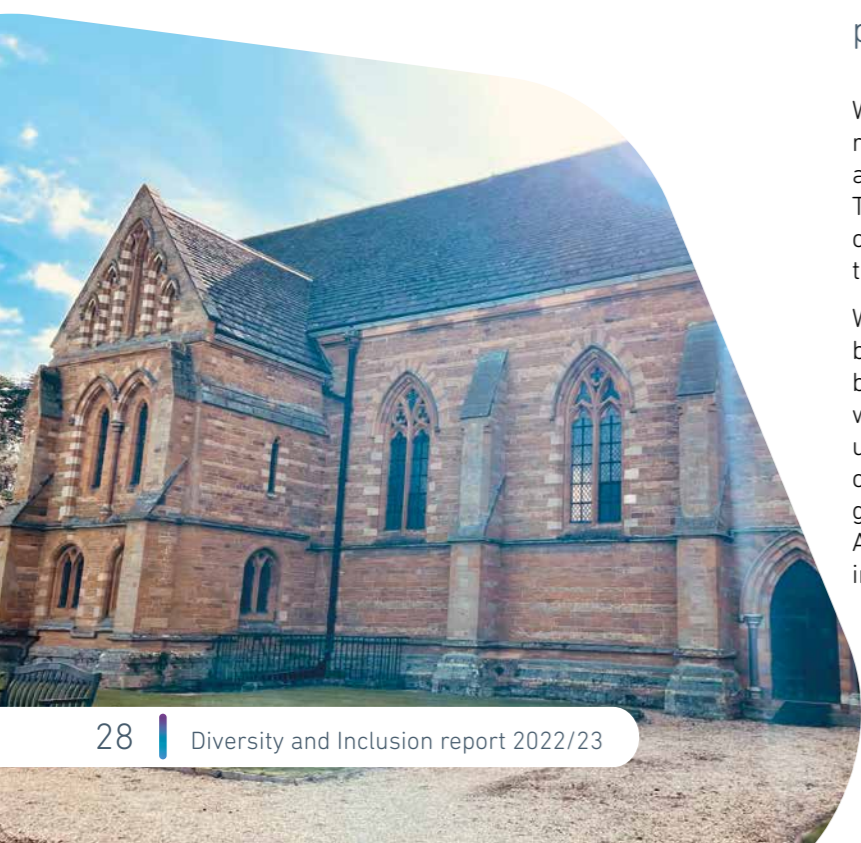
Our Pagan, Sikh, Buddhist, Humanist, Muslim, Jewish and Christian colleagues regularly meet patients and staff. As well as providing support on the hospital grounds, Chaplains assist with visiting local faith communities. 50% of St Andrew's patients have significant engagement with our Spiritual Wellbeing Chaplaincy team.

Spiritual Wellbeing Chaplaincy support at St Andrew's includes the provision of multi-faith rooms across the site and group support for arranging prayer and religious festivities (eg Eid, Christmas). On the sad occasions of patient or staff deaths, Chaplaincy can help with funerals and times of memorial, appropriate to the individual's beliefs. We also provide support during End of Life care.

Whilst caring for others it is important that staff look after themselves too. "How does my work mesh with my core values? How does work fit with my beliefs? What is ethical?" are conversations that chaplains can help with. In patient care, Chaplaincy has been developing a Progress Tracker (called SAFOM) that shows the positive outcomes of faith and belief engagement with St Andrew's patients.

A highlight of the year is celebrating the wonderful diverse staff contributions to St Andrew's care through our 'Festival of Open Light'. Hanging up the names of over 500 nominated staff on the Tree of Open Light outside the Northampton Chapel shows how much staff appreciate each other. Staff nominate each other as someone who has been a 'Light in this Place'.

You can contact the chaplaincy team directly on [chaplain@stah.org](mailto:chaplain@stah.org), and find more information including key contacts for each site, online at Chaplaincy - Home ([sharepoint.com](#))."





# PRIDE

St Andrew's is committed to building a more inclusive working environment for everyone, where everyone has equal opportunities to progress and grow. Our PRIDE Network is here to support employees who identify as lesbian, gay, bisexual or transgender, and allies.



Our PRIDE Network is open to everyone, including straight and heterosexual employees who want to show their support for the LGBTQ+ community and get involved in activities. The network aims to increase the visibility of employees who identify as LGBTQ+, while promoting equality across the Charity by supporting personal and career development.

PRIDE works to ensure people feel they can 'bring their whole self to work', because we know that people who feel they must hide their identity in the workplace often suffer in terms of both wellbeing and performance. PRIDE also aims to help us improve the quality of care we offer our patients, especially those who identify as LGBTQ+.

#### PRIDE's three main aims are:

- To raise awareness about the issues that people identifying as LGBTQ+ face, then support and give LGBTQ+ staff a voice at St Andrew's
- To engage 'allies' and help them to support their LGBTQ+ colleagues
- To spread awareness and promote inclusivity, PRIDE meet regularly and embrace 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. The network share regular blogs and run mentoring and support sessions for staff, too.



#### Sarah Ward-Greef, Leadership Development facilitator and Co-chair

#### Lived experiences of being out at work

##### Sarah Rose-Lewin

"I have not always felt comfortable to be out at work. I've faced biphobia in some workplaces, assumptions about my sexuality based on who my partner is, or about my gender based on how I look. Here, though, I wear a pin on my lanyard with my pronouns (she/they, by the way) and include them in my email signature, I attend regular PRIDE network meetings, and I discuss what the network does with both other staff members and with our volunteers.

Being comfortable in your own skin is so important in the workplace; it promotes wellbeing and allows people to perform to the best of their abilities, not having to waste their energy hiding who they are or worrying what someone's going to say about them. Having a workplace that's fully LGBTQIA+ inclusive is beneficial, not just to those in the LGBTQIA+ community, but to every single person there because it breeds a positive atmosphere and allows everyone to feel happy and safe where they work.

Is St Andrew's perfect? No, but I don't think that any workplace is. What St Andrew's is doing though is working hard, and I think that the PRIDE Network is central to that. The PRIDE Network is a place where we can come together as a community within the Charity, to discuss issues with people who understand them, and to help the Charity to deal with any issues that may arise. We are a resource for staff members, whether part of the community or just an ally trying to do their best, and a support to anyone who needs it, and I'm proud to be a part of that."

"The Charity prides itself on the values of Compassion, Accountability, Respect and Excellence. The PRIDE network aims to support this by ensuring we have a community of people who can demonstrate;

- Compassion for each other, regardless of gender identity or sexuality
- Accountability and standing united against discrimination
- Respect that everyone deserves to be able to be themselves at work
- Excellence- only through meaningful inclusion can we achieve this

The network welcomes anyone who is part of the LGBTQ+ community and their allies. We are focussed on policy review, supporting patient events and also creating a space where people can share their views and take positive action to make St Andrew's a great place to work and be cared for.

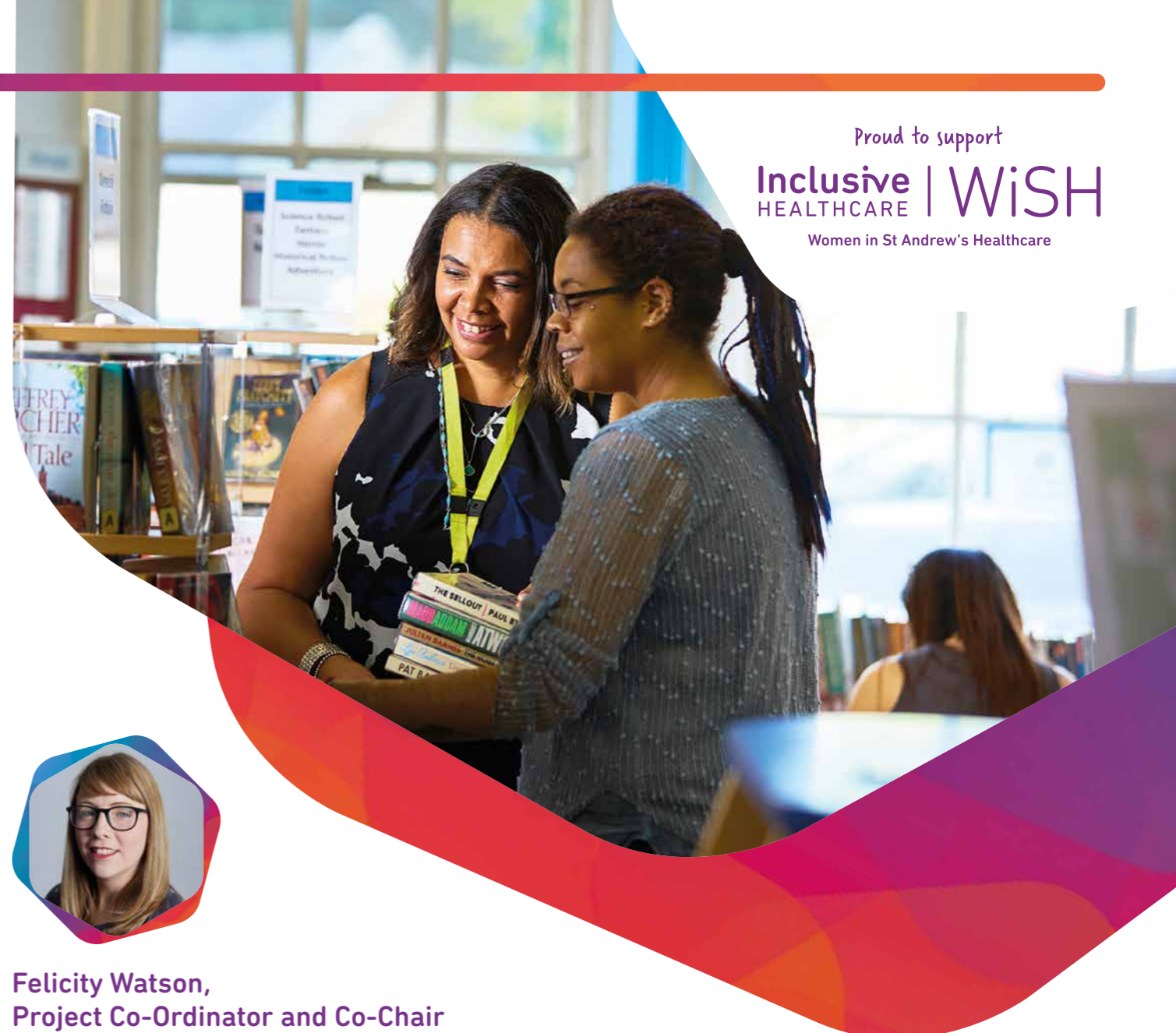
As chair I wish to take this opportunity to thank all members and look forward to the year ahead knowing how much your work helps others feel truly welcome at the Charity."



# WiSH

(Women in St Andrew's Healthcare)

Proud to support  
**Inclusive | WiSH**  
 HEALTHCARE | Women in St Andrew's Healthcare



## WiSH Network

In 2019 we launched the WiSH network that is open to all staff (not just females). It's important to ensure all members feel they have a voice, and can be a part of support and positive change within the Charity. The St Andrew's WiSH network is dedicated to ensuring that the needs of women in our workforce are met, and that their rights are protected. The Network is underpinned by a shared passion for raising the profile of women at St Andrew's, and we focus on creating a supportive, aspirational and motivational space for female staff at all stages of their careers.

## Our Aims:

- Raise awareness of challenges faced by women
- Support and give female staff a voice
- Engage allies, empowering them to support female colleagues

## Gender pay gap

The charity's Gender Pay Gap ratio, published in 2023, shows a median pay gap of **2%** (from 3% in 2022), significantly better than the national pay gap of 15.5%.

The median gender pay gap is calculated by listing all pay rates by gender and finding the ones 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.

Our mean pay gap has dropped significantly from 12% in 2022 to **5%**. This is calculated by working out the average rate of pay for each gender (which includes overtime hours worked).

The reduction in the gap is linked to the recruitment and promotion of more female staff and a better balance of male and female staff working shifts, which attract unsociable hour's payments.



## Felicity Watson, Project Co-Ordinator and Co-Chair

"I am so proud of the work we have done to celebrate International Women's Day over the years and bring staff together as a group to create improve working practices and guidance which help women progress and stay in the workplace. It has been especially important to know this work is supported by our leadership team.

Over the years there has been some great key achievements, alongside a variety of events, all of which support the work and awareness of the network and ensure progress continues. As a committee we work with many different departments Charity-wide, and it never fails to amaze me how much our teams and departments really want to do to support staff and issues raised.

Being a co-chair has really helped me understand our workforce and challenges they face. Even in this day and age, we still haven't achieved real equality within society."



## Claire Jones, General Manager – Operational Support and Co-Chair

"Since the launch of the WiSH Network in 2019 we have seen the engagement in the Network expand and reach all areas of the Charity. We strive to ally with all the Charity Networks and to deliver against our objectives which are formed in collaboration with our network members.

We are proud of the changes that have been implemented already and are committed to exploring ideas and improvements for a sustained equitable workplace."



## International Women's Day

International Women's Day (IWD) is celebrated annually on 8 March as a focal point in the women's rights movement, raising awareness of issues around gender inequality, and differential treatment in the workplace. This year our WiSH Network Co-chairs, Felicity Watson and Claire Jones, arranged an International Women's Day week of events and activities, such as the passion and drive for this movement in St Andrew's!

### The theme for IWD was Embrace Equity, and the WiSH team arranged:

- Stalls, including an L&D Career Café, other Staff Network stalls and volunteering opportunities and information
- Discussion sessions, workshops and activities around the IWD2023 theme, including Principles of Equity, Equity of the work-life balance, Women and Wellness, Mindfulness sessions and more

On the day over 50 attendees joined in-person, and over 20 people took part in each of the drop-ins held.

Our networks are a key resource at St. Andrew's – if you are interested in finding out more about any of the Networks you can read more online. Joining these Networks is an opportunity to get involved, have your say, support colleagues and contribute to ensuring the Charity stays an inclusive workplace.



## The 'Pause Café: Menopause in the workplace

We have held a series of virtual 'Pause Cafés', to encourage members of staff to share their personal experiences of the menopause.

Talking openly about the menopause is key to normalising the topic in the workplace, and ensuring that we provide the right information, guidance and practical support to people who are managing their menopause journey.

Our Pause Café sessions have been well attended by colleagues from across the Charity, and the feedback helped us to recently launch 'Menopause in the Workplace' guidance. We have particularly welcomed hearing from line managers who have supported colleagues through the menopause, and their insights and examples of good practice are being included in the new guidance.

This year we are focusing on becoming a menopause-friendly accredited employer, and there is a lot of work going on to make sure that we meet the standards for this, which includes colleagues having a say in policy, engagement, training, facilities, evaluation and culture.

The Government's appointment of Helen Tomlinson as the first 'menopause employment champion' marked a significant step towards addressing an important issue in the workplace, and as women with serious menopausal symptoms currently take an average of 32 weeks off work, and one in four has considered leaving their jobs altogether, the need for menopause support in the workplace cannot be overstated.



# Research and Innovation

The research and innovation projects we undertake are directed towards improving the quality of care we provide, in order to deliver the maximum benefit to our patients and staff. Our various research projects have a particular focus on supporting recovery, with a view to helping people to lead fulfilling and rewarding lives.

Co-production is at the heart of our current research portfolio. Ongoing studies include the development of a tool to facilitate the co-production of care plans with our patients living with dementia; an assessment questionnaire for use during the admission process that is aimed at improving the sexual health of the young people coming into our care; and an evaluation to examine the role of Peer Support Workers in a secure mental health setting. These projects have received support from both internal departments and external partners, including REDS Recovery College and The Alzheimer's Society.

All of our services have been included in research over the past year; research is taking place with our staff, inpatients and carers as well as our Community and Veterans' Services. This past year, following a research study using a Virtual Reality (VR) social engagement programme, the Veterans' Mental Health Complex Treatment Service launched a VR clinic for veterans presenting with social anxiety.

## A few of our figures:

- 247 of our patients were recruited to take part in research and service evaluation projects over the past year, and
- 1,450 members of staff took part in various research projects
- We have 52 active projects in our current portfolio, made up of 33 research projects and 19 service evaluations
- We are collaborating with 16 UK universities and a number of mental health charities
- 21 peer reviewed articles and 3 book chapters have been published in the last 12 months based upon research projects at St Andrew's

## Complex trauma

Understanding the traumas our patients have experienced in their lives has a massive impact on how we formulate their care.

Trauma is any type of distressing event or experience that can have an impact on a person's ability to cope and function. It may include stressful or traumatic events such as physical or sexual abuse, or violence, and the trauma itself can result in emotional, physical, and psychological harm. Developmental trauma refers to multiple traumas throughout childhood that often occur within relationships that should keep us safe – for example within the home.

Our Centre for Developmental and Complex Trauma (CDCT) is focused on improving the lives of marginalised populations, who have been subject to repeated trauma exposure. The Centre was established to provide a forum to network, coordinate and engage in activities to improve outcomes for people who live with the impact of trauma.

The work of the Centre is paramount in improving the lives and outcomes of patients – and people within the community – who have experienced repeat trauma. The Centre's work aims to bridge the gap between academic knowledge and clinical practice, and increase awareness of the trauma experiences and care needs of marginalised people within society.



# Carers

## Caring for our staff

We recognise that a large proportion of our staff members have care responsibilities; some of our staff are parents, and others may support a relative or friend who has a disability, long-term illness or other additional needs.

We aim to offer as much support as possible, including flexible working to assist people with their work and life balance. We are also engaging with our employee networks to understand if our current practices and policies support employees who are carers, or if we can make improvements.

## Caring for our patients

Sometimes a few words from someone who understands your situation can be a lifeline for carers. Caring can be difficult and isolating, so speaking to someone who knows what they are going through can make a big difference.

The rights and needs of our Carers are very important to us, and we regularly communicate with carers to seek out ways we can improve. The Carers Advisory Group includes family and friends of patients from across our hospitals. The group meets every two months and work hard to keep carers visible and valued throughout the year.

At St Andrew's, our friendly Carers' Centre team are on hand to offer support to the carers, family members and friends of the people in our care.



## A carer's story

We are sharing our story in the hope that what we may help others in a similar position, and to help staff to better understand and encourage closer working with carers. This can only ever have positive outcomes for the individual being cared for.

Our son became unwell with his mental health a number of years ago. Despite experiencing trauma from when he was just 16 years old, 20 years on, he is still suffering with his mental health. Nothing could prepare us for this journey and what that involves. Suddenly we found ourselves as carers. We found ourselves in a world we knew nothing about and did not know where to turn. Trying to navigate through the mental health system is not an easy thing to do. We felt and still do at times, helpless. Daunted. All we want to do is help our son, but it is often very difficult to know how.

So what has helped? We think it is crucially important for us as carers, to be listened to and involved. We know our son, we have lived this journey for years, and continue to be by his side and always will be (God willing). We have lived experience, which gives us

a wealth of knowledge and insight, experts by our experience you could say. It is vital that care teams take the time to listen, explain and involve us with care and treatment planning. We can share what has worked well, and what has not worked so well for our son and we have found this really helps his care.

Working together with families is very important, and for us it is comforting and reassuring to meet those who are looking after our son. In addition to the support from the care team, we have found the Carers Centre a valuable resource for emotional support, practical advice and signposting to other resources.

As a carer of a patient detained under the Mental Health Act you can often feel alone in a system you don't understand. Our message for people working in healthcare: Carers are often a crucial part of the recovery journey for patients, so keep them informed and involved. Listen and include them. Value their lived experiences and work together to achieve the best outcomes for the individual cared for.

For information about support and advice:

Carers Centre - 01604 616125  
carerscentre@stah.org

PALS and Complaints - 01604 616829  
pals&complaints@stah.org



# Learning and Development

St Andrew's is highly committed to providing career opportunities for all, and we have a focussed learning and development strategy to achieve this. On average, our staff members complete over 29,000 days of learning each year, with numerous opportunities for face to face study, e-learning and further education available to people of all role levels and career paths.

Career development conversations are available for all our staff to help navigate career pathways, explore opportunities and information or advice. In the last twelve months we have seen a 231% increase in the number of staff accessing the service on the previous year.

## English & Maths Skills

Providing equitable learning opportunities is key to supporting staff career development. Many further education qualifications have a minimum entry requirement for English and Maths certificates at GCSE level (or equivalent). This can be a barrier for people if they no longer have their certificates, did not complete English and Maths at GCSE level, or attended school outside of the UK. That is why we offer access to free Functional Skills courses to help improve literacy and numeracy skills that can be applied at work, and provide our staff with access to further learning opportunities.

We have a range of programmes available to support neurodiversity within our staff population. Options include face to face or online learning, 16 week programmes, or an 8 week fast track programme, as well as the option for examinations to take place online or paper based.

Furthermore, we also provide a 'statement of comparability' service where English and Maths qualifications attained overseas can be compared to the UK education system and be used as evidence of prior learning. Often, this means that our staff do not have to repeat English and Maths before they apply for further education.



## Coaching and Mentoring

We have developed an active internal community of Coaches and Mentors with staff across the Charity who offer 121 bespoke development programmes designed to support staff development, unlock potential and provide time and space to work on identified goals.

In 2022 we hosted our first ever Mentoring and Coaching conference, an opportunity to celebrate the wide range of Mentors and Coaches we have working within St Andrew's, and bring them together to share their skills and experience as part of a Charity-wide mentoring and coaching community. Our next conferences is planned for spring 2024 and the Institute of Leadership and Management (ILM) who accredit our in house ILM training programme are joining us to record the event as a spotlight for their website.

We recognise that reverse mentoring is an effective way of understanding and celebrating the diversity of our teams and colleagues. We are proud to have an active reverse mentoring scheme and have recently added reverse Mentors with lived experience of mental health to our mentoring community.

Requests for mentoring and coaching, are encouraged from everyone and easily accessed via the hub, through career café's, as part of a development programme or linked to IPDR personal development plans.



## Nursing

There is a national shortage of nurses, and we're committed to encouraging more people to join this worthwhile and rewarding profession. At St Andrew's we offer three 'career routes' for our nursing staff, which can support 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 fund 20 staff members to undertake their nursing degree via our ASPIRE Programme. ASPIRE recognises motivated and talented individuals who are keen to develop, both personally and professionally. To do this the programme offers pastoral and financial support while students study for a degree and qualify in either Mental Health or Learning Disability Nursing. We have a specialised admissions procedure with the University of Northampton which allows St Andrew's staff with healthcare experience to enter at year two of the degree programme, aiming to qualify as a Nursing and Midwifery Council (NMC) registered Nurse within two years.

## Apprenticeships

We continue to support over 70 apprentice learners at any one time across the Charity in both clinical and non-clinical settings. Apprenticeships range from Level 2 to 7 across all areas of the Charity, including, but not limited to Healthcare Support, Nurse Associate, Registered Nurse Degree, Business Administration, HR, Catering, Estates & Facilities, Data Analytics and Leadership.

## British Sign Language

Approximately 1 in 1,000 people are born profoundly Deaf or become Deaf prior to developing speech and verbal language. Deaf people often face barriers in accessing healthcare, especially when healthcare professionals lack appropriate non-verbal communication skills and Deaf awareness.

Deaf people are twice as likely to experience mental health issues such as depression and anxiety compared to hearing people and it is vital that Deaf individuals can access good quality care when they need it, delivered by competent and compassionate staff.

The Standards for Adult Inpatient Mental Health Services for Deaf People, (Royal College of Psychiatry 2015) state that all staff who work with Deaf patients should have sufficient British Sign Language (BSL) qualifications which are accredited by Signature (the awarding body)

Clinical staff should have Level 2 certification and non-clinical staff in direct contact with service users (including receptionists) should have Level 1 certification. Basic BSL skills should also be provided to all staff who need it during their induction.

BSL training commenced last year (2022/23) after a pause, due to the pandemic. The first programme took place over a 20 week period, with 26 learners successfully gaining their Level 1 qualification.

Feedback from patients, carer's and staff has been positive, with all expressing how much more valued they feel, and how much difference this first programme has made to the atmosphere and culture on the ward.

The next programme is due to commence in September 2023, it is anticipated that by the end of March 2024, a further 30 staff will have successfully achieved BSL Level 1 and 12 clinical staff will have achieved BSL Level 2.







## 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.stah.org](mailto:enquiries@standrew.stah.org)

**w:** [stah.org](http://stah.org)

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