



Inclusion and diversity: A view from award winners Airedale NHS Foundation Trust

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Izaaz Mohammed, Assistant Director of Finance,
Airedale NHS Foundation Trust

Chaired by Lisa Robertson, Policy and
Research Manager, HFMA

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Diversity & Inclusion
A view from Airedale
NHS Foundation Trust



Thriving people,
healthy communities

Farida Khawaja - Deputy Director of Finance

Appointed - May 2021

Experience: Farida has 18 years of experience in both the private and public sector. She has worked in Business Recovery Services at PwC, been a Commercial Manager at NHS SBS and the Head of Contracting at LTHT.

Farida led on the successful implementation of the Aligned Incentive Contract whilst at LTHT and delivered 15 workshops (joint LTHT/CCG/NHSE) to around 300 clinical and operational staff.

She has been an I&D Ambassador at LTHT and has continued to contribute to the I&D agenda by continuing this role at Airedale.



Izaaz Mohammed – Assistant Director of Finance

Appointed - September 2018

Experience:

- 14 years of experience in financial management, last 10 in the NHS.
- NHS Career has included working at Mid Yorks, Bradford District Care Trust and Airedale.
- Lead the Financial Management function at Airedale and responsible for overseeing Finance Business Partnering service, FFF and financial planning.
- Reciprocal Mentoring and Sponsorship Programme participant.



How did we start on this journey?

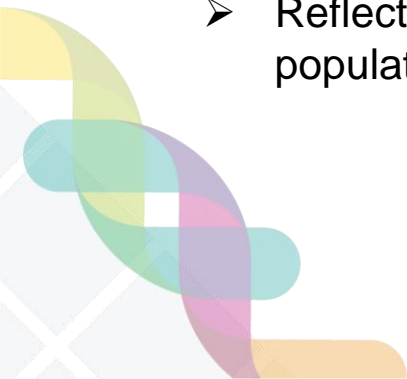
The catalysts for change:

1. Apprentice experience:

- Strong track record of successful apprentice roles in the past
- Negative experience of an apprentice in 2019
- Line manager felt a sense of injustice and determination to make change happen
- Led to Airedale's first Diversity & Inclusion Ambassador

2. Nye Bevan Programme:

- The impact and importance of diversity in the workplace.
- Diverse learning sets led to sharing of experiences.
- Highlighted differences in career journeys and challenges faced by those from diverse backgrounds.
- Importance of allies.
- Reflections on the make up of our own department and how this relates to our population.



What we have done

- Encourage conversations and raise awareness – fortnightly check in, team meetings, department time outs. Make diversity “normal”.
- Recognising different celebrations within our Team and hospital community e.g Eid, Diwali, Vaisakhi, Hanukkah. Using these as opportunities for social gatherings (pre COVID!)
- New Finance Strategy - Diversity and Inclusion integral to all workstreams and solutions.
- Shadowing and Apprenticeship programmes.
- Accessibility of finance information and training e.g BI dashboards with high contrast options
- Outreach and strengthening community links.
- Development sessions



What we have done

Outreach and strengthening community links.

- Presented to schools about NHS finance and the routes into a finance career
- Been part of a mock interview session where year 11 and 13 students were interviewed and given feedback to help prepare them for life after education
- Created a video to be included in a schools careers week about the different roles and experiences working at Airedale.
- Published a video on the new One NHS Careers website.
- Plans to link in with more local schools over coming months/years.

Up & coming plans

- Jubilee party week. Picnic in the garden the celebrate and learn about British Values.
- Around the world in 80 foods. Where is the team from. Learn about different foods and cultures.

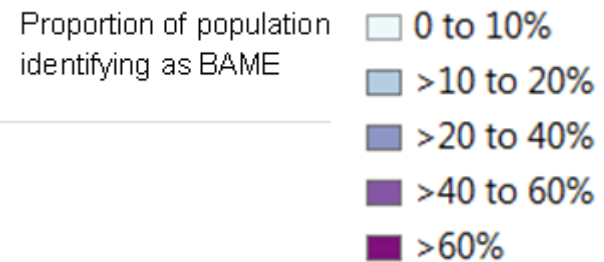
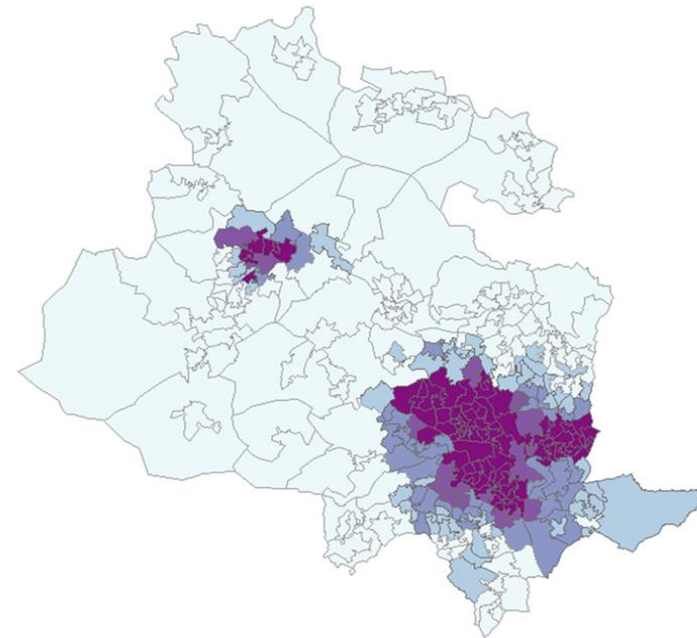
What we have done

- Reviewed recruitment practices and membership of interview panels.
- Disability confident employer.
- Use excellent resources already available – FFF monthly D&I bulletin
- MS Teams channel used to keep the department up to date with news and developments, celebration calendar, useful training etc.
- Encouraged and engaged with staff to get involved in various networks and programmes – NE&Y Diversity & Inclusion Networks, Sponsorship Programme, Reciprocal Mentoring etc.
- Develop a 5 year Diversity & Inclusion plan – in progress



Outcomes


- The population we serve is very diverse and significant differences in socio-economic status and health outcomes across the patch.
- As a result of the changes implemented we are seeing real progress in ensuring our workforce is representative of the population we serve.
- Team of 63, 71% female and 29% male.
- Women represent 59% of the workforce at Band 7 and above, 100% at Band 8d and above.
- Our ethnicity mix is exactly aligned to our population, with 81% of our workforce being white and 19% from an ethnic minority background. Increases to 50% at band 8d and above.



Outcomes - continued

- Change in Team culture and engagement
- Recruitment success
- National and local recognition

Next Steps

- Develop 5 year EDI plan, with focus on all protected characteristics.
 - Expand outreach work to incorporate local community groups and universities.
 - D&I mandatory training for finance staff.
 - Support partners and share best practice.
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Questions

