

# Mary Seacole's Legacy:

## Scholars with Courage and Ambition

---

DR ADA HUI, DEBORAH ISAAC, HILLE HALONEN & PHILOMENE UWALMALIYA



Deborah Isaac

Senior Lecturer, MA, BSc, BA, RMN, PGDip

University of Greenwich [D.B.Isaac@gre.ac.uk](mailto:D.B.Isaac@gre.ac.uk)

Faculty of Education & Health

Presentation for the RCN International Nursing Research  
Conference 5-7<sup>th</sup> April 2017, Oxford.

*AN EXPLORATION OF BRITISH BME MENTAL HEALTH NURSES  
EXPERIENCE OF THEIR CAREER TRAJECTORY IN THE NHS*

---





# What is this project about?

---

An exploration of the experiences of British BME mental health nurses and how they perceive their career prospects in the NHS.

The aims of this project was influenced by reports, such as The “*snowy white peaks*” of NHS (Kline, 2014) which indicated that there is a disproportionately low number of ethnic minority nurses who occupy senior Bands, i.e. Band 7-9.

Kline’s (2014) report also highlighted concerns that there is a lack of ethnic minority nurses in Trust Board positions.

This project seeks to further explore, in which ways might Equality & Diversity Policies, implemented in Mental Health NHS Trusts, address these factors?

Qualified nursing & health visiting staff in NHS Trusts and CCGs in England by Ethnicity.  
Source: NHS Hospital and Community Health Services (HCHS)



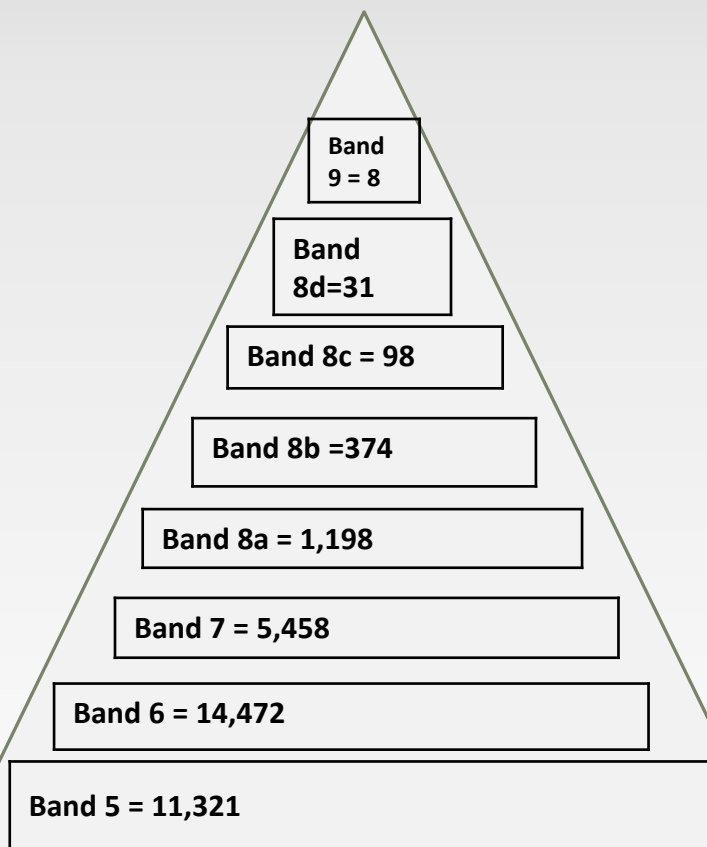
2014	White	Black or Black British	Any Other Ethnic Group
Qualified nurses & health visitors by ethnicity	238,607	23,706	9,022
Qualified nurses & health visitors excluding mental health nurses	205,746	17,986	8,420
Qualified mental health nurses only	32,908	5,728	602
2015	White	Black or Black British	Any Other Ethnic Group
Qualified nurses & health visitors by ethnicity	240,392	23,339	9,073
Qualified nurses & health visitors excluding mental health nurses	208,414	17,810	8,517
Qualified mental health nurses only	32,908	5,728	556
2016	White	Black or Black British	Any Other Ethnic Group
Qualified nurses & health visitors by ethnicity	240,690	23,450	9,405
Qualified nurses & health visitors excluding mental health nurses	209,152	17,850	8,867
Qualified mental health nurses only	31,588	5,603	538



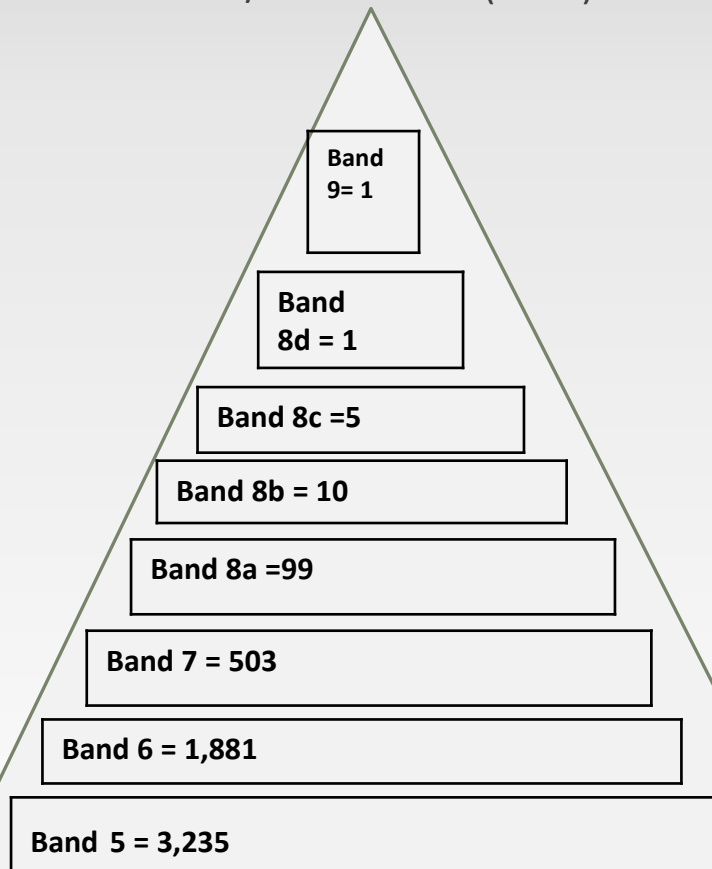
# The “snowy white peaks” of the NHS

Agenda for Change – Bands 5-9. NHS Workforce Data for Mental Health Nurses

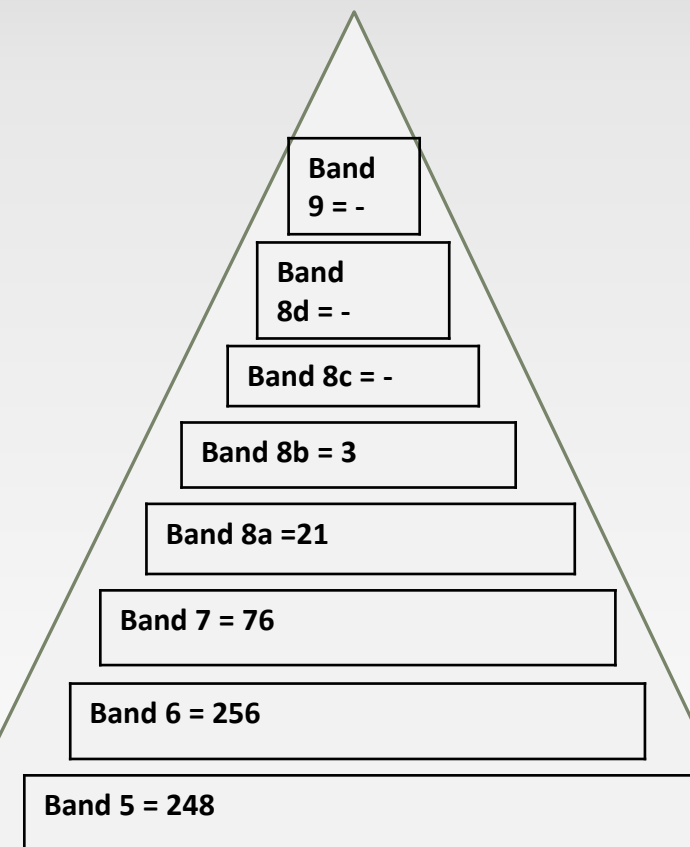
White (2014)



Black/Black British (2014)



Any Other Ethnic Group (2014)

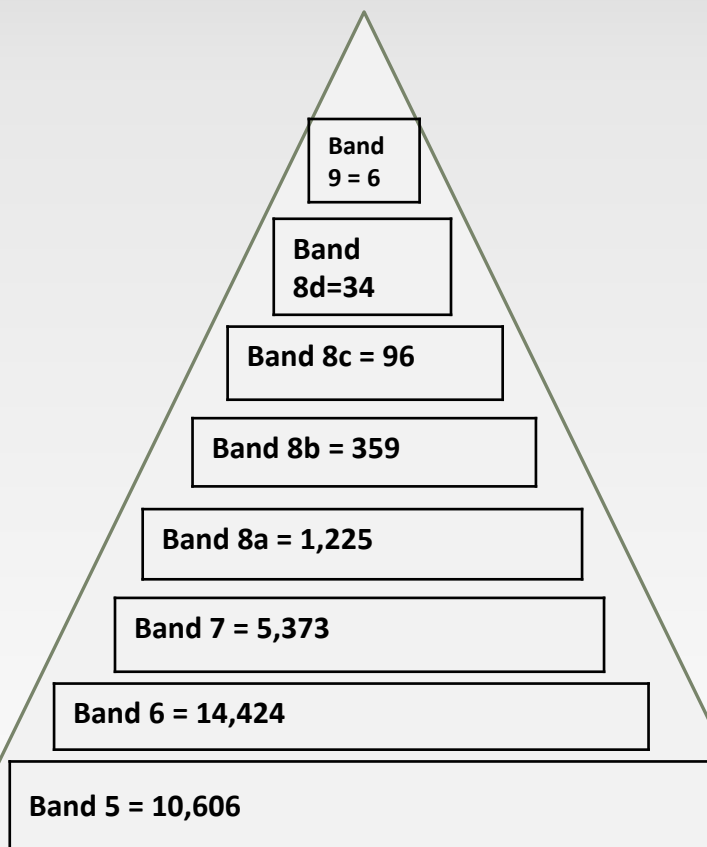




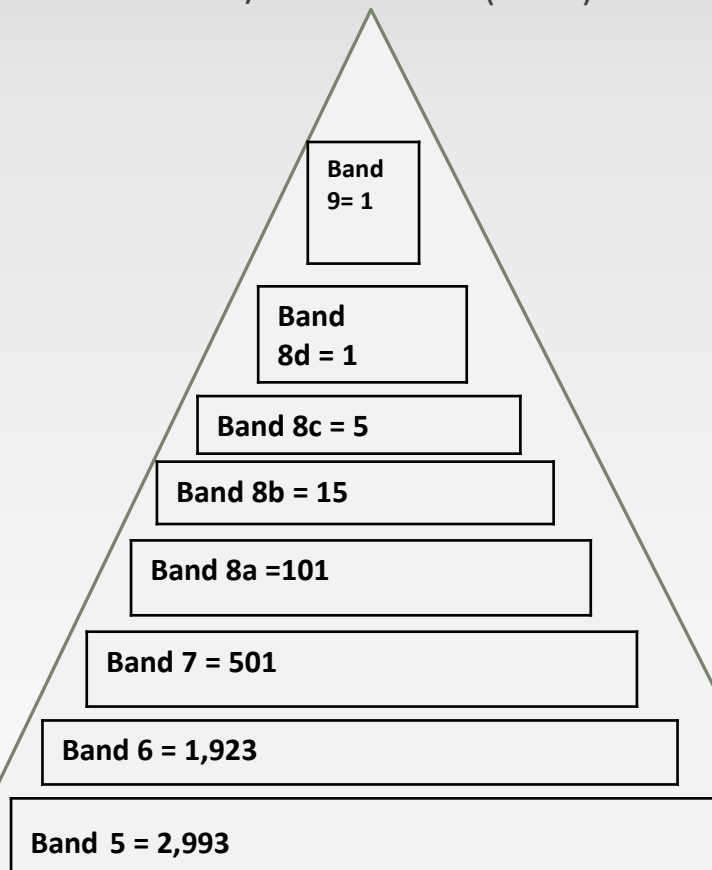
# The “snowy white peaks” of the NHS

Agenda for Change – Bands 5-9. NHS Workforce Data for Mental Health Nurses

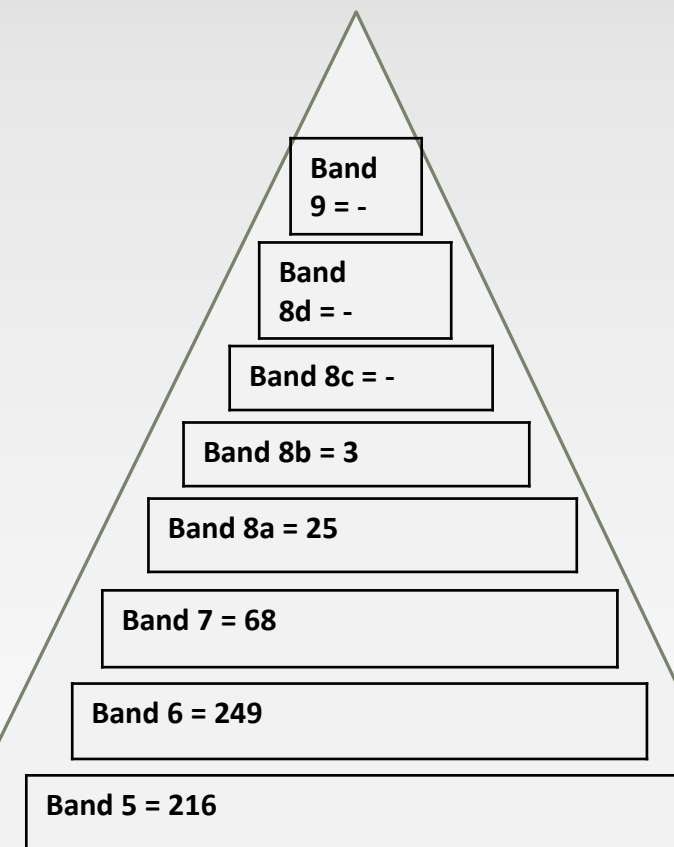
White (2015)



Black/Black British (2015)



Any Other Ethnic Group (2015)

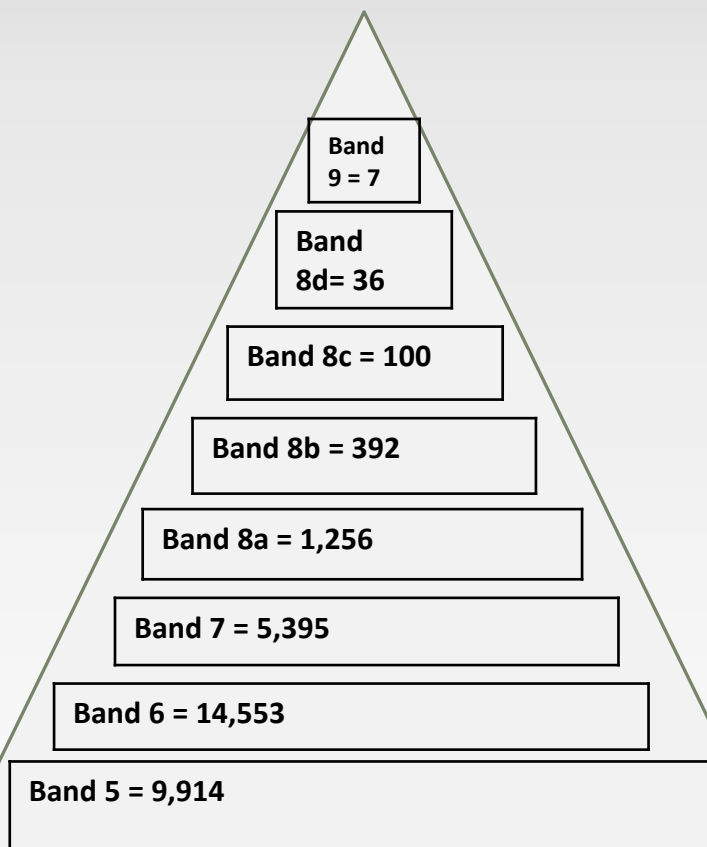




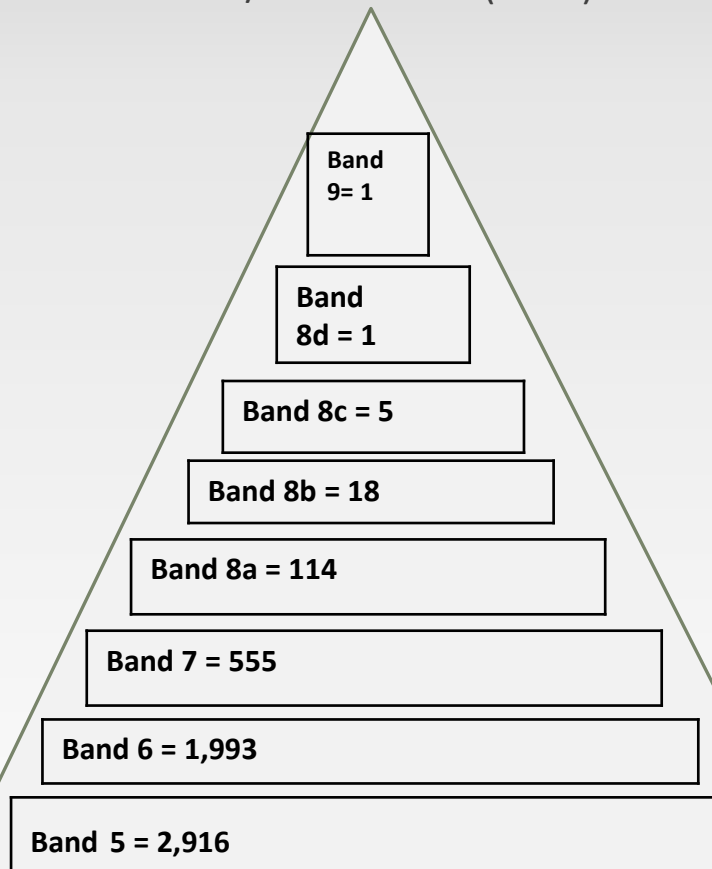
# The “snowy white peaks” of the NHS

Agenda for Change – Bands 5-9. NHS Workforce Data for Mental Health Nurses

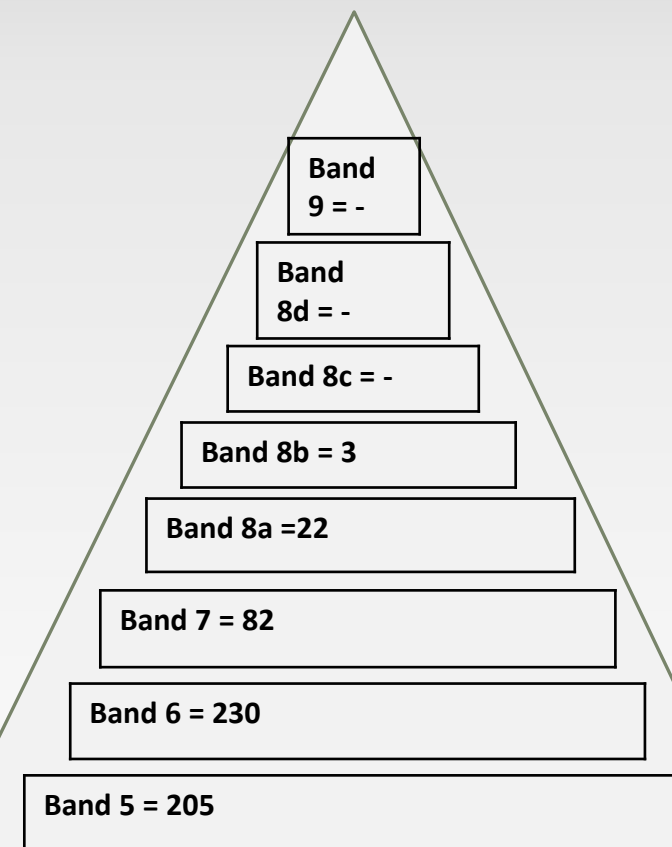
White (2016)



Black/Black British (2016)



Any Other Ethnic Group (2016)



# Why is it important?



- ❖ It is widely acknowledged that there is a disproportionately high number of ethnic minority patients (particularly young British Black men) who are detained and 'sectioned' under the Mental Health Act and/or placed in high secure psychiatric units.
- ❖ According to a report by 'Lambeth Black Health and Wellbeing Commission: FROM SURVIVING TO THRIVING (2014:4), 'Nationally black men are 17 times more likely to be diagnosed with a serious mental health illness than their white counterparts'.
- ❖ There is a strong case to be had, which call for British BME mental health nurses to occupy senior decision-making positions, to work in a positive way with this group, in order to address such high incidences.
- ❖ Their representation (or not) in senior positions (including sitting on NHS Boards) has implications for patient care. This is specifically as regard having a strategic role that can benefit and influence the health status of ethnic minority service users in psychiatric settings.
- ❖ There is compelling evidence (West, 2012 and Dawson, 2009, NHS Leadership Academy, 2012) to suggest that a diverse workforce (one which represent its population) has improved health outcome for patients.
- ❖ Esmail *et al* (2009) *Developing leadership interventions for Black and minority ethnic staff*, propose a 'business case' which necessitates a diverse workforce who hold positions to make management and service decisions.
- ❖ It is important that the voice of British ethnic minority mental health nurses are communicated. A qualitative approach, using focus groups will enable the participants to share concerns and provide meaning to their experiences and perceptions.



# Brief outline of Job Roles for Bands 7-9

Band 7 Team Leader/Ward Manager	Band 8a Community Mental Health Team Manager	Band 8b Service Manager	Band 8c Head of Adult Mental Health Services	Band 8d Mental Health Policy Lead	Band 9 Nurse Consultant
<p><b>MAIN PURPOSE OF THE ROLE</b> To champion a culture based on principles of recovery, choice and personalised care, providing a role model to the rest of the team. To take a proactive approach to caseload supervision and management to ensure that practitioner skills are matched to clinical need, and that service users are able to 'flow' through pathways of care.</p>	<p><b>MAIN PURPOSE OF THE ROLE</b> To ensure that services provided by the CMHT in Barnet who are experiencing complex deprivation associated with mental health difficulties are well organised, evidence based, needs led and service user and carer focussed. To ensure that services take account of Equal opportunity and are in accordance with the relevant provisions of the Mental Health Act 1983 and NHS and all statutory Community Care Legislation</p>	<p><b>MAIN PUPOSE OF THE ROLE</b> The Service Manager is responsible for the management and co-ordination of person-centred, accessible, culturally appropriate adult mental health services in the area covered by the PCT's in Leicester and Countywide Services that are hosted.</p>	<p><b>MAIN PUPOSE OF THE ROLE</b> Responsible for the efficient and effective operational management of the Adult Mental Health services provided by the Integrated Division within the resources available.</p> <p>The post holder will be required to work with and support the Director of Integrated Care – Mental Health, Learning Disabilities and Social Care, and staff in developing the services provided, and improve the performance of the services provided.</p>	<p><b>MAIN PURPOSE OF THE ROLE</b> The post holder will be required to ensure contemporary Mental Health policy and practice standards are adopted and implemented both internally and externally in order to assure accountability and necessary adherence to policy standards across provider organisations.</p> <p>The post holder will hold professional advisory responsibility for strategic clinical leadership for Mental Health policy within the Nursing Directorate on behalf of NHS Improvement, ensuring that the organisation provides system support for providers to deliver high quality, safe mental health services now and in the future.</p>	<p><b>MAIN PURPOSE OF THE ROLE</b> Provides expert professional advice to patients/clients, carers and staff Responsible for service development/redesign in own area of expertise Undertakes clinical audit, research in a specialist field Provides education and training to other staff, students: may develop or contribute to development of specialist training, education programmes in own field Ensures the maintenance of clinical excellence.</p> <p>Responsible for policy implementation, development for a service. Develops and implements policies for specialist service.</p>



# What are the impacts and implications of this work?

---

It is envisaged that this project will influence Equal Opportunities/Diversity policies in the NHS to ensure that:..

- its findings provide important contributions and acknowledges the necessity to put forward a more spirited debate.
- there is a better understanding of the concerns and dilemmas that British mental health nurses experience which maybe similar or different to overseas nurses.
- Trusts adhere to equal opportunities and career development which are vigorously committed to operate in an equitable and transparent manner.
- the issues which impede as well as help to promote and nurture the talents that exists across a diverse NHS workforce, are addressed.
- the principle objective is that implementation of care is fairly distributed in a way that meet the diverse health needs of multi-ethnic and multi-cultural patient groups.



2-3 key messages/areas/ideas, so that we can then work on identifying commonalities between each of our studies as a starting point for discussions

---

**Key Messages:**

1. Importance of highlighting the vulnerability of BME patients in relation to accessing and receiving appropriate healthcare that is sensitive to their needs.
2. Acknowledging the responsibilities of Mary Seacole Scholars to ensure that findings from their projects are disseminated widely in order to influence necessary change.
3. Mary Seacole Scholars can capitalise upon their 'leadership role' by working with key stakeholders to actively promote their project aims.



# References



BARNET, ENFIELD AND HARINGEY MENTAL HEALTH NHS. Community Mental Health Team Manager. Job Description. Band 8a.

Dawson, J. (2009) Does the experience of staff working in the NHS link to the patient experience of care? An analysis of links between the 2007 acute trust inpatient and NHS staff surveys, July 2009, Institute for Health Services Effectiveness, Aston Business School

Esmail E, Kalra V, Abel, P. (2007) A critical review of leadership interventions aimed at people from black and minority ethnic groups (2005)

Health and Social Care Information Centre Provisional Monthly Workforce Statistics

Kline, R (2014) The “snowy white peaks” of the NHS: a survey of discrimination in governance and leadership and the potential impact on patient care in London and England. Middlesex University Research Repository

Lambeth Black Health and Wellbeing Commission: FROM SURVIVING TO THRIVING (2014)

Leicestershire Partnership NHS Trust – Adult Mental Health Job Description for Service Manager (Band 8b), Adult Mental Health Services Management Team

NATIONAL PROFILES FOR NURSING SERVICES. (2006) Band 9 Job Description. Nurse Consultant.

NHS Improvement [http://healthjobsuk.com/job/UK/Tyne\\_Wear/London/NHS\\_Improvement/Mental\\_Health/Mental\\_Health-v671153](http://healthjobsuk.com/job/UK/Tyne_Wear/London/NHS_Improvement/Mental_Health/Mental_Health-v671153). Band 8d Job Description.

NHS Leadership Academy. (2012). Building Equality, Diversity and Inclusion into the NHS Board Selection Process for Chief Executives and Executive Directors March 2012 Edition

Southern Health NHS Foundation Trust - Adult Mental Health Job Description for Team. Band 7. Leader/Ward Manager, Acute & PICU

Southern Health NHS Foundation Trust – Mental Health and Social Care. Band 8c. Head of Mental Health Services.

West, M. Dawson, J. Admasachew, L and Topakas, A. (2012) “NHS Staff Management and Health Service Quality Results from the NHS Staff Survey and Related Data” Lancaster University Management School and The Work Foundation Aston Business School.