

Report of the #ProjectD Accelerated Design Event: Thursday 5th September 2019

Valuing Difference/Embracing Diversity in Ambulance Services









The purpose of this report



What this report seeks to do:

- Present the inputs and outputs from the #ProjectD Accelerated Design Event (ADE) on 5th September 2019
- Make a record of what happened on the day
- Document the wealth of information and experience that the attendees brought to the event

What this report doesn't seek to do:

Make verbatim notes

The #ProjectD ADE, 5th September 2019



Over 100 ambulance leaders, paramedics, staff and critical friends from the English, Welsh, Scottish, Irish and Northern Irish Ambulance services came together on 5th September to explore ways to co-create actions and next steps of embedding and valuing difference in ambulance services.

The aims of the ADE were to:

Enable a wide group of ambulance staff and service users to contribute their energy and experience to improving diversity and valuing difference within the ambulance service.

Build energy, enthusiasm for change and hearing from everyone about diversity and valuing difference.

Identify the areas that could be encompassed within a programme of work and shared aims of the service.

Agree a clear set of next steps.

The event was facilitated by Helen Bevan from the NHS Horizons team in collaboration with the Association of Ambulance Chief Executives utilising an "accelerated design" methodology, with the goal of covering as much work in a day as might take two months using conventional methods of engagement.



Helen set the scene of the day by introducing the room to a quote by Audre Lorde:



In our work and in our living, we must recognise that difference is a reason for celebration and growth, rather than a reason for destruction.



Audre Lorde
Poet Laureate of New
York and social justice
activist



Helen Bevan, Chief Transformation Officer NHS Horizons welcomed all to the event



Today is all about valuing difference – a day of celebration and growth - we need energy, enthusiasm and change

"Let's work connectedly in finding ways forward and shared aims for our services. We want a clear set of next steps, momentum and enthusiasm for change. This is a safe space, don't be frightened of saying the wrong thing or that it could be deemed as offensive. Let's be safe and support one another".

We have ground rules for safety:

GROUND RULES Go with the flow Everyone has an equal voice (no hierarchy) Focus on strengths and solutions Listen like an ally There's no "right" answers High support, high challenge Be kind



Welcome by Jason Killens CEO of Welsh Ambulance Services NHS Trust/AACE National CEO Diversity Lead. Why today is important......

The challenge is to start thinking differently as the ambulance sector and to think about valuing difference, diversity and inclusion.

Today is the start of answering Pam Brown's call from the Ambulance Leadership Forum, challenging us all to think differently about diversity. It's great that we have representatives from all UK ambulance services. Thank you for all for being here – and also for the early starts that many of you had to travel here.

We want to celebrate all that is good and different from across the ambulance sector - difference makes us great and strong and helps us to give the best care to all the patients and communities we serve across the UK.

We know that there is great work in the diversity forums and networks presently however there is still more for us to do. Today is to help us move forward on that journey.

We want to see, hear and discuss diversity more, AACE CEO colleagues are committed to this too and have openly supported today's event.

Today we will work across different services, learn about others experiences, and all that is great about our difference. Thank you all for being here.







We used Slido polls to ask the attendees a number of questions in preparation for the day.



Question 1



A poll

Do you know:

- •The person to the right of you?
- •The person to the left of you?
- •The people on both sides?
- Neither of them?





Question 2

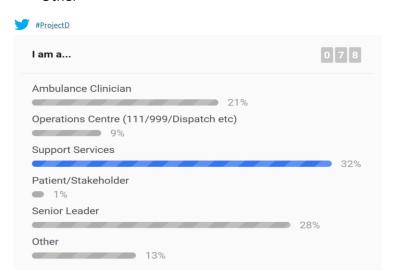


Poll – Who is in the room.....

I am a:

- Ambulance clinician
- Operations centre (111/999/Dispatch etc)
- Support services
- Patient/stakeholder
- Senior leader
- Other





Two of the questions we turned into word clouds



Question 3 **sli.do**

What does valuing difference mean to you?

(A sentence or short phrase)





Question 4 Sl.do

What will make the day a success for you?

(one word)

#ProjectD





Richard Webb-Stevens, Acting **Clinical Team Manager** of the Motorcycle **Response Unit in the London Ambulance** Service, and Flight Paramedic London's **Air Ambulance Service** presented an inspiring session on sharing his lived experience of disability.

Richard faced and conquered difficulties that we might often not consider, such as having to wear a headphone/microphone whilst also wearing a hearing aid. An inspirational story of how he's had a terrific 20+year career in the Ambulance service.



"'You need a supportive boss and supportive service, I had both' "



Richard gave a great perspective on being a deaf motorcycle and air ambulance paramedic and overcoming barriers. Richard stated that his colleagues have been key to him achieving his goals and recognising and supporting his needs.































"There wasn't even a word for transgender when I was growing up"

"It's a scary world out there, there is a lot of hate but there is a lot more love, and that is what counts"

Emma Proctor (UNISON) was the second guest presenter and delivered a touching and thought provoking talk on her lived experiences as a trans woman

My personal steps

- ▶ Fully transitioned 9 years ago October 2010.
- Partial transition within UNISON 2008.
- ▶ 2001 Diagnosed with chronic depression linked to personal identity crises.
- First steps 1997 appointment at GIC, but withdrew at that stage.
- ▶ 1995 internet user groups opened up the possibilities
- Mid 1960's onwards periodic mental ill health.
- ▶ 1964 first knowledge that it was possible to change sex.
- Born 1953.

Today

- MA Equity and Diversity, UWTSD Carmarthen
 - ▶ And applying for PhD researching non-binary.
- Tutor, LGBT+ Awareness, and Trans Awareness.
- Senior lay activist UNISON
 - Deputy Regional Convenor, East Midlands
 - Chair, UNISON Regional Equalities network
 - Member UNISON National LGBT+ Committee
 - Member UNISON National Women's Committee

A non-fiction story, not a mystical journey.

Trans is a gender identity, not a life style 'choice' or a passing 'fad'

- Every trans person has their own unique story.
 - ▶ Don't assume. If you don't know ask. Be polite.
 - It may take a great deal of personal determination for someone to transition.

When I felt different - 1-2-4-ALL



1 - In silence, we asked participants to reflect on what they had just heard from Emma and Richard and think about their own experience of when they felt different.

Think about your own experience of feeling 'different' (something that you are comfortable to share).

- 2 We then asked them to discuss with their neighbour
- What's in common, what's different?
- Were there any patterns emerging?
- 3 Then to find another pair on the table and discuss again
- 4 Finally we asked the table to discuss, What stood out that the rest of the table needed to hear?





A summary of the feedback from the 1-2-4 ALL



"Assumptions people have - people think you have a different opinion or even an agenda, without thinking through what you are saying to them".

"People's ignorance and assumptions of who you are and who you want to be".

"The outcomes are how we build up our personal resilience. Different experience gives different resilience".

"Consequences for being different – fear is in our head but we shouldn't fear – perceptions. External society can play a part in our fear".

"Protected characteristics, some are visible and some you can't deduce from seeing the person".

"Different stories yet one common theme judgment without reality".

"Constantly having to justify oneself - inner conflicts".

"Opportunity to develop capability - common problems and shared solutions".

"Skin colour makes us feel different".

"The need to fit in is significant - psychological safety".

"Theme of not making assumptions - when people reach certain levels often feel they need to be confident and know everything – imposter syndrome".

"How the instant feeling of "difference" happens - perceptions and assumptions by others stay with us longer".

"Aware of those being treated differently – some turn away from it and don't help".

Susan Cousins: Amplifying conversations about race. Giving a voice to BAME wellbeing



I wrote overcoming racism as a narrative of lived experience so that practitioners could offer clients something tangible. I could not find any self help books for BAME people, there was a gap in narrative. My book is a starting point to explore thoughts and feelings with ourselves and others, new ways of thinking and feeling helping us to build an internal sense of pride.

Identity can get us into trouble if we are speaking up we are labelled as rebels. There is no easy way to shrug off stereotypes. We can learn from our history and to expand and reflect. Our environment can be tough to navigate when experiencing indirect and subtle racism. We need support and to be included and to figure out what can we can control and to seek out new ways. Micro aggressions are like small paper cuts: annoying and painful lying beneath the surface of our workplace and associated feelings. We need to choose to fight our own battles and handle our own situations but it's worth considering what we want to achieve and keep our focus on own goals.

We each need to figure out for ourselves what will make us feel more energised? We need to hold on to a sense of our own self – to maintain structure, to maintain wellbeing and to help build spiritual and emotional wellbeing. We need to be concerned about the welfare of others in white environments. Within these contexts we may be told that we are angry if make a stand or too sensitive - even hypersensitive. Our lived experiences often absorb this racism. We can make too many allowances, we must try to be ourselves. When living with everyday racism - allies' friends and families are essential to hold on to for enriching relationships with people who can make you feel alive and your true self.

We feel pressure to conform to what others think and feel the judgment of others thus creating patterns of behaviour. White culture majority can bring us into conflict. I suggest joining BAME networks for support. This may be safe for some but not for others each individual must seek the ways that are safe for them. Try seeking out your own unique meaning in life, find out who can support you. Everyone has lived experience and a story that is unique to them.





Asmina Chowdhury @AsminaC · 5 Sep

Listening to @SusanCousins6 share her #IndividualStory and talk about the need to #amplify conversations about #Race today more than ever.

Her book, #OvercomingEverydayRacism was written as a response to the gap on psychological support resources for #BAME patients

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A charter for valuing difference

NHS

Creating a draft charter Charter



What can we request of our ambulance service colleagues and leadership to commit to?

- What we stand for
- Our aims
- The steps we must take in our journey towards valuing difference of all kinds



Time available: 35 minutes

"We want to take forward ideas and actions that will create meaningful change across all ambulance services. We want a charter for change to take back to ambulance service colleagues and Chief Executives. A set of actions to sign up to.

As a table create a draft charter - what we stand for, our aims and the steps we must take in our journey towards valuing difference of all kind".



Helen talked participants through making a draft charter.

We used Slido polls to ask the attendees to provide their table feedback on the draft charter activity: What is the most important factor from your charter?



What is the most important action from your charter?





- Less talking, more action
- Learn from each other
- Prioritise racial issues so staff feel supported and are more likely to enjoy coming to work and recommend to others
- Top leaders to role model behaviours and don't tolerate intolerance
- Treat others as we expect to be treated
- Learn from each
- Encouraging challenge
- Make space & time to understand & value diversity
- Must Embrace Patient Values
- Become a better employer to their people
- Investment: education, leadership, preparing the workforce
 respecting difference
- Create safe space for everybody
- Challenging negative and/or disrespectful behaviour
- Tell the truth
- Our people feel safe, listened to, cared for and able to flourish!

Our draft charter for valuing difference

Our Promises - 'The What'

Together we will strive to create the condition for a safe healthy respectful and inclusive culture for our people and our patients.

Together we will create and take opportunities to educate, engage, learn and understand.

Together we will challenge and call out inappropriate behaviour's actions and micro aggression and support individuals to positively move forward to overcome barriers.

Together we will create a workplace where everyone is encouraged to be more open to difference and appreciate individuals' unique life experiences and circumstances.

Together we will challenge stereotypes within the ambulance service in relation to our people and our patients

What we will do - 'The How'

Provide a fit for purpose progressive and agile policy framework to enable all our people to be their best and provide the best care for our patients.

Equip all people with the skills, tools permission to challenge inappropriate behaviours and enable resolution at the earliest possible opportunity

Improve our recruitment processes, the language we use, the approaches we take to help ensure the workforce reflects the communities we serve

Explore ideas and ways of supporting our people and our patients to engage and share their stories to enable learning and positive change to happen.



In the afternoon a small group of participants from a frontline paramedic to a CEO reviewed all the charters produced by the individual tables and pulled into an overarching charter that was presented back to the room

It starts with us – not you or them

Further work is to be completed on the charter and will be circulated once finalised.

Notices before lunch

The opportunity to make a film

- What do we need to change?
- What are you passionate about?



30 SECOND PITCH[™]

Get the support of others to do so

Also - we need 20 volunteers with an iPhone

.....film making school – with Ian and Dominic

TA

Get lunch

First meet at 12.50





Prior to the lunch break we asked for 20 volunteers to step forward to take part in film making.

After lunch Dom Cushnan and Ian Baines from NHS Horizons delivered a film making lesson to the volunteers in preparation for the afternoon activity.





#ProjectD

Encouraging people to think differently



Thinking differently.....



Pam Brown talked to the room about the 56 black men campaign which challenged stereotypes and changed the narrative about race equality. Pam motivated and inspired the room to think differently ahead of the film making activity.



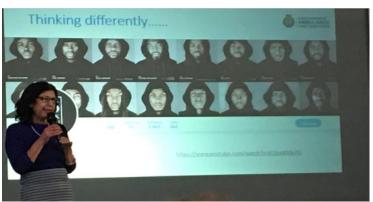
Head of Diversity & Inclusion

West Midlands Ambulance Service University Trust

#ProjectD

56 Black Men Video Inclusion beg

Inclusion begins with 'I' Video



Cephas Williams runs a studio in London - "The Drummer Boy" - He became fed up of negative images of black men and wanted to change the narrative of criminality of and violence.

He chose 56 black men because in 2018 56 black men died in London. In 2019 it is also 56 years since Martin Luther King wrote his speech.

Cephas is now working with Apple and with Accenture on "Inclusion starts with I" to create powerful imagery. His question and answer sessions are now working across the globe – changing the narrative through posters that engaged a huge amount of people. The message is clear – let's change the narrative for life and create the necessary changes. I'm looking forward to seeing the films that you create today.





We asked participants to value difference and consider how we can change the narrative.

We wanted teams to think about a diversity subject or theme that they would like to make a film about and pitch it to the room for help. Twelve films were made. Participants had 1 hour to make the film.



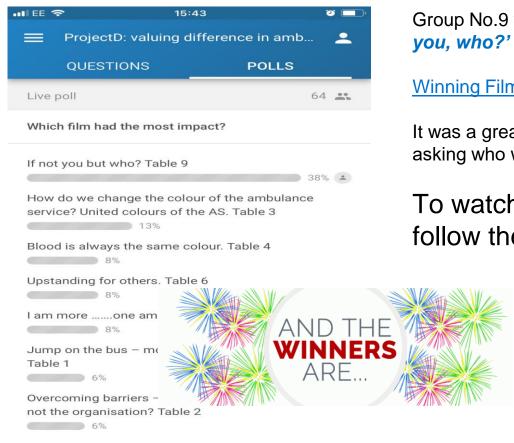
The pitches were:

- 1. Jump on the bus, more connects us than separates us.
- 2. Overcoming barriers why is it always the individual not the organisation?
- 3. United colours of the Ambulance Service?
- 4. Blood is always the same colour.
- We are the same but different.
- 6. Upstanding for others.
- 7. Denial is not a river in Egypt.
- 8. Inside out.
- 9. If not you, who?
- 10. Positive patient outcomes anything that hinders diversity hinders care.
- 11. Modern day slavery.
- 12. I am more.....one ambulance for all.



Voting for the film that had the most impact.





Group No.9 were the winners with their poignant film of 'If not

Winning Film

It was a great film and explored the theme of diversity by asking who would be in your job if it wasn't you.

To watch all the films of the day please

follow the link



Next steps and reflections





Bo Escritt (Programme Manager, National Ambulance Diversity Forum/AACE) - What an incredible day it's been. I was nervous no one would show up, and here you all are. Thank you all for coming and contributing to the day. We have helped to elevate diversity in the ambulance sector, had discussion, heard lived experience from Richard, Susan and Emma. It's been fantastic, thank you for your contribution. You also shared your lived experiences with each other. The purpose of the day was to get tangible outcomes and priorities to shape the work on diversity and inclusion going forward across the ambulance sector. The work that you have done today will go towards shaping a charter of promises and commitments for the national ambulance sector to sign up to and take action. All the outputs from today will influence our programme of work

Pam Brown (Head of Diversity & Inclusion, West Midlands Ambulance Service) - Thank you Bo and the Horizons team for putting the day together. What struck me explicitly today was the cognitive diversity. I previously worked in investment banking. They wanted more women in the investment bank - however just having a characteristic doesn't mean you have diversity and inclusion. Cognitive diversity is in this room.

The films were so creative and show where people are. It only takes a few minutes to change the rhetoric and change the story - I hope we don't ever loose the immense level of talent and creativity you all have.



Twitter activity #ProjectD



Claire Vaughan @ClaireVWODI · Sep 5

Excited to be here in London today for our **#ProjectD #**ValuingDifference event. @helenbevan and @jasonkillens welcome everyone. Today is about action and collectively generating ideas for improvement @WelshAmbulance @Helenwatkins @isitme_gwt @poulter_jane @ihbaines @AnnaParry12





Gareth Thomas @isitme_gwt · Sep 5

#ProjectD what a day, we made a film, wrote a charter and listened to some inspiring personal stories. Great to hear people across the ambulance sector commit to more than just words to improve #diversity & #inclusion @ClaireVWODI @jasonkillens @poulter jane @Helenwatkins



David Hammond @DrFinanceSECAmb · Sep 5

Absolutely delighted to have attended **#projectd** today with colleagues from UK and Irish Ambulance services. Lots of great ideas and conversations to take back to **#secamb #diversity #inclusion**



Oliver Evans @oliverevans79 · Sep 5

Ideas and planning for the **#ProjectD** charter in full swing. Being supported by @horizonsnhs @OatesLynsey @zarahmowhabuth and @SelinaBhambra

Amazing energy and dedication to creating a realistic and achievable charter for each trust to work from through #Collaboration



Asmina Chowdhury @AsminaC · Sep 5

'You need a supportive boss and supportive service, I had both'

Goosebumps from hearing how Richard has achieved his dreams and been a fantastic role for many others with a hearing impairment. #AbilityNotDisability #ProjectD





Christine Brereton @ChristineBrere3 · Sep 5

Some fantastic and inspiring ideas at **#ProjectD** @YorksAmbulance @HayatKez
@TasnimAliYAS



Emma Procter @EmmProcter · Sep 5

Thank you to **#ProjectD** for inviting me to speak at Valuing Difference, Celebrating Diversity today.



michelle behn @behn michelle · Sep 5

Representing @EastEnglandAmb at #projectD valuing difference and celebrating Diversity in the NHS Ambulance Sector \P @AjayKum09764213

@AmandaM58573365 @GrahamClarkEoE





Bo Escritt @BoEscritt · Sep 8

#ProjectD started with a Qu posed by Pam @ The Ambulance Leadership Forum 6 months ago. Here she is @ Valuing Difference in the Ambulance sector event last week. Question+collective will+timing were the catalyst that lead to this event and has started a chain reaction4change. twitter.com/clairewwodi/st...





Susan Cousins @SusanCousins6 · Sep 5

At **#ProjectD** out of my comfort zone but signing **#overcomingeverydayracsim** for someone who told me they felt empowered to consider reporting **#race** hate crime and empowered to support others to report. Available @JKP @amazon. Be an upstander **#ReportSupportRespect**





Caroline Hastings @NWAmb_Caroline · Sep 5

Great day so far at the @@AACE_org launch of #ProjectD. Listening and learning from the powerful lived experiences from colleagues

@@NWAmbulance @@@NWAmb_Christine @@@NWAMB_Inclusion @@@

[IRI]@NWAmb_Steve[PDI] 🚑



Jayne Phoenix @jboyfield01 · Sep 5

#ProjectD Exploring diversity each of our stories are unique but these are strong themes in our experiences For me the identity issues and self acceptance are key along with removing making assumptions without checking @SECAmbulance @NatAmbBME

The #ProjectD Influencers

Top 10 by Mentions

@horizonsnhs 148



@helenbevan 118



@BoEscritt 57















Top 10 by Tweets









@OatesLynsey 14













Top 10 by Impressions



HORIZONS @horizonsnhs 347.4K







@OFFICIALWMAS 56.0K









The Numbers

1.542M Impressions

433 Tweets

140 Participants

Avg Tweets/Hour

3 Avg Tweets/Participant



Twitter data from the #ProjectD hashtag from Mon, September 2nd 2019, 8:00AM to Mon, September 9th 2019, 8:00AM (Europe/London).



symplur



People feel able to speak op/out. (3) OUR CHARTOR Draft Charter Embrace + change. Embrace Patent Values.

Delcoming pour lived experience. - FAIRNESS & EQUALITY WE STORD FOR What we stand for: - RESPECT · Treating everyone in a respectful way - ACKNOWLEDGE FEETINGS HPatient Expectations of ar Sorvia" · Valueing, and recognising, diversity - WE ARE DIVERSE OURSELVES Representation Forums, Leadership.
Communicate with protocol 1945
Cotrages - Hospital
Encouraging open one man Positive fromotion · Everyone having a seat at the table HOW WE WAST TO ATTRACT A WUKEPELE THAT REFLECTS CLE POPULATION · Increase the diversity of the Amboulane Service . Make the ambulance service a safe place for all. - WE MUST FIND TIME AND SPACE TO DISCUSS Conversation to challen through good loadership And Arian DIVERSITY TO FLORESSY. ausumption praptions & Patient Gaff DR: Open & Not Hidden. . Championing the positives of diversity - WE WAST ONE MIDDLE MOST TO TAKE PINESSIM AS DIFFERENCE SERIOUSLY · Examine the dara, and drill down - UNDESTAND AND REPORT HOW WE · Concrete impomentation of equality policies Paer support graps Champions Sofe environment. Appropriate Loguage of Supported ALL FEEL (SAFE-WE ALL FEEL PIFFORENT · Challenging regarrive and for disrespectful behaviour · fixing some more of the problems before recaining more people from diverse backgrounds. AT DIFFERENT TIMES). Appendix 1 - Output from the draft charter activity - Better Employer to their people. 42 Table (5) (Respect) PRACTICAL SPERS Employer of creia) - BETTER RECEITHENT I LOT BE CENTRE - OUTSTANDING care for own staff Co PROMOTE QUE OWN DIVERSE PERENTING ALL OPENETURITIES ? - STAFF FIRST - PATIENT FIRS Aim making it everyones business. Nor JUST CINICAR J UNY NOT AN AMOUGANCE PERTAL - TEACE AND USE ON DAMA - HOW ALE WE DONG (WHAT ALE ON BESCHMINERS)? She our service a positive experience to concern right through bootstar was considered to prepare our workforce for diversity. Aims + steps - LINK OVE DIFFERENT NETWORKS - Put your money where your mouth is TO BE A MORE POWERER FORCE - Allocate time of personnel to make things happen! (THABILITY/BAME/LUBT) (\$40) - investment.

- Board discussion - frequent.

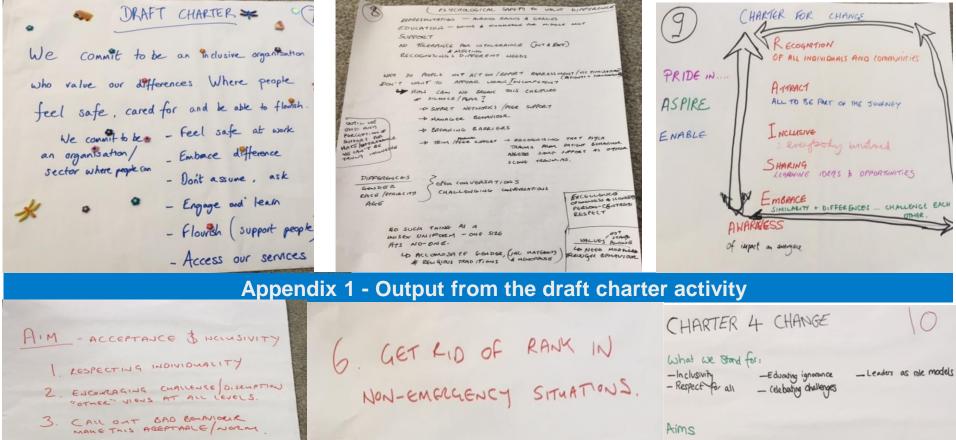
- Board discussion - frequent.

- Accountable leadership. (see or smiddle) to permiss able was a discussion of the contract of sleps we need to take. - GET CHANGE AGENTS/INFLUENCES - Systems to imposit - LINK SOCIAL ENTERLY OF - safe space to chanenge. - Advocates in the organisation. — safe space to challenge.

DIT he paid of "everymen business."

Bring everyme to the toble.

Focus on middle managers (Localite manages, comisete).— as part of organisa change. Appropriate budget Accountability - responsible for mistakes. #PROTECT D TO # PROJECTA



4. CHALLENGE WHAT IS THE NORM

5. "WE'VE ALWAYS QUE IT THIS WAY" DOES NOT MALL IT RIGHT. INNOVATION - PROMOTE

a LAMMOS GLA INNOVATIVE THOMENT

NARRATIVE OF CONTROL

-inclusive equiptment + uniform + Technology - No tolerance for intolerance - Share knowledge between different trusts.

NEEDS RE-THINKING Closer working together by minority groups

(neate the conditions for a better · See it - Say 17 - Doit! CHARTER Culture one that inspires individuals to:.... · KUERY ONE LAS UALUE snare experience · Tell the TRUTY · EVERY ONE BELONIS. Actively different · Have a collective vision · Equality-Diversity - Inclusion is Everyon. Bring RESPECT TO LIFE 2 GETHER Ideas WE GAN FUR EVENTONE. Do with not at SUPPORT + KNSDRE PATIENT CARE IS AT communiate THE FOREFRONT OF EVERYTHING. DIDERSITY AT MANDEMENT LEVEL + understand appartunities MRKE SORE POLICES MOSE WITH challenging reactive EMBRACE THE REALITY THE TIMES. IT STARTS WITH ME/VOU Appendix 1 - Output from the draft charter activity Table 13 Steps Treat Others as we expect to be treated. ECOGNITION Train Managers and stark to lack out for others WEST SEED and spot when someone might be struggling. EVELYROPY Aims NEWRIVE 1) — Deliver fair apportunity, irrespective of protested HANNG + IDGAS Start with recruitment and induction. ollown mes SIMILALIAN + E MBDACE CHALL ENERE Characteristic EACH OMER Recognize + Accommodate trose whose circumstaces change ANARNEI -OF INVACT ON Recognise contribution and potential EACHONEL Encourage and support to overcome fear or prejudice Promotion of fairness in all aspects of work LBGT - Pride in ECAmb Create a safer and inclusive environment for BME - Aspire Dis- Enable -Stake and patients