

# Inclusive Leadership and Accountability Conference



## Going Beyond the Conversation - Action to Impact

# Delegate Guide

**A warm welcome to you all!**

Thank you for participating in this Inclusive Leadership and Accountability Conference held in partnership with JS Associates for the NHS England Midlands region.

Interactive sessions will focus on the following key areas:



*Hearing about key achievements and impact through inclusive leadership from the Board.*



*Understanding challenges facing CEOs and Chairs in demonstrating accountability and progress with Equality, Diversity, and Inclusion.*



*Looking ahead at what senior leaders will be doing differently, or more of, to increase accountability and transparency on the Equality, Diversity, and Inclusion agenda.*

# Inclusive Leadership and Accountability Conference



## Welcome to the Inclusive Leadership and Accountability Conference.

Accountability is a critical focus of the conference aligned with the regional Workforce Race Equality and Inclusion (WREI) Strategy and the National EDI Improvement Plan. In addition, the event will form part of the region-wide commitment to support senior leaders to develop their capability to hold themselves and others accountable in relation to tackling workforce inequalities.

This regional conference will spotlight the essential role of senior leaders across the Midland's region, operating within Integrated Care boards and across the Integrated Care Systems. The aim is to support our senior leaders to demonstrate their responsibility in turning words on inclusion into actions. This event aims to show case what CEO's and Chairs from the 11 ICBs and wider NHS and social care in the Midlands have achieved. It will also highlight what action they will take, and how they will hold themselves accountable in realising measurable change.

“ I would like to thank everyone involved in organising the event and most importantly you for coming and participating. ”

Dale Bywater  
Regional Director,  
NHS England,  
Midlands Region



# Conference Foreword

Venue: West Midlands Conference Venue - The Hawthorns  
West Bromwich Albion Football Club, West Midlands B71 4LF

8th March 2024

# Inclusive Leadership and Accountability Conference

## Going Beyond the Conversation - Action to Impact

08:30 - 10:00	Registration and networking breakfast
10:00 - 10:10	<b>Why we are here - Our regional commitment to the Midlands Workforce, Race, Equality and Inclusion (WREI) Strategy</b> <ul style="list-style-type: none"><li>■ Steve Morrison, Director of Workforce &amp; OD, NHS England (Midlands)</li><li>■ Kuvy Seenan, Assistant Director of Equality, Diversity &amp; Inclusion, NHS England (Midlands)</li></ul>
10:10 - 10:20	<b>Welcome and Introductions</b> <ul style="list-style-type: none"><li>■ Dale Bywater, Regional Director, NHS England (Midlands)</li></ul>
10:20 - 10:30	<b>Opening Remarks</b> <ul style="list-style-type: none"><li>■ Jo Lenaghan, Director of Strategy and Workforce Planning, NHS England</li></ul>
10:30 - 10:50	<b>Keynote 1: Accountability - what it is and why it's important?</b> <ul style="list-style-type: none"><li>■ Ian Trenholm, CEO of The Care Quality Commission</li></ul>
10:50 - 11:15	<b>Keynote 2: Messenger Review, and the Leadership Competency Framework (LCF)</b> <ul style="list-style-type: none"><li>■ Dr Clare Price-Dowd, Leadership and Management Review Implementation Team, NHS England</li><li>■ Lyndsay Bunting, Head of Talent and Leadership (Midlands) NHS England</li></ul>
11.15 - 11.40	Break and networking
11.40 - 12:25	<b>Panel discussion 1 - Let's talk about key achievements (Workforce, Race, Equality Standard (WRES) data and staff survey data)</b> <ul style="list-style-type: none"><li>■ <b>Chair: Sabrina Richards, WRES Expert</b></li><li>■ Sally Roberts, Chief Nursing Officer and Deputy Chief Executive Officer, NHS Black Country ICB</li><li>■ Danielle Oum, Chair, NHS Coventry and Warwickshire ICB</li><li>■ Amanda Sullivan, CEO, Nottingham and Nottinghamshire ICB</li></ul>
12.25 - 12.55	<b>Keynote 3: Accountable leadership, Inclusive recruitment and talent management practices</b> <ul style="list-style-type: none"><li>■ Raj Tulsiani, CEO &amp; Founder, Green Park</li></ul>

Morning Programme

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12.55 - 13.55	Networking Lunch
13.55 - 14.15	<b>Keynote 4: Improvements and limitations, withn Equality, Diversity &amp; Inclusion</b> <ul style="list-style-type: none"><li>■ Navina Evans, Chief Workforce, Training and Education Officer, NHS England</li></ul>
14.15 - 15.00	<b>Panel Discussion 2: Gaps and Challenges</b> <ul style="list-style-type: none"><li>■ <b>Chair: Paul Singh, Vice Chair of the East of England and Midlands WRES Experts Group</b></li><li>■ Patrick Vernon, Chair, NHS Birmingham, and Solihull ICB</li><li>■ Philip Johns, Chief Executive of Coventry and Warwickshire ICB</li><li>■ Dr Kathy McLean OBE, Chair, University Hospitals of Derby and Burton NHS Foundation Trust &amp; Chair of Nottingham and Nottinghamshire ICB</li><li>■ Dr Gerry McSorley, Acting Chair, Lincolnshire ICB</li></ul>
15.00 - 15.15	Break and networking
15.15 - 15.45	<b>Keynote 5: Leading from the front - Accountable leadership, inclusive recruitment and talent management practice</b> <ul style="list-style-type: none"><li>■ Richard Mitchell, Chief Executive, NHS University Hospital Leicester and Chair Midlands Regional Talent and Leadership Board</li></ul>
15.45 - 16:30	<b>Panel Discussion 3 - Looking Ahead</b> <ul style="list-style-type: none"><li>■ <b>Chair: David Holmes, WRES Expert</b></li><li>■ Crishni Waring, Chair, NHS Herefordshire and Worcestershire ICB</li><li>■ Gianjeet Hunjan, Non Executive, Black Country Integrated Board</li><li>■ Richard Mitchell, Chief Executive, University Hospitals Leicester and Chair Midlands Regional Talent and Leadership Board</li></ul>
16.30 - 16.45	Summary
	<b>Close</b> <ul style="list-style-type: none"><li>■ Steve Morrison, Director of Workforce &amp; OD, NHS England (Midlands)</li><li>■ Kuvy Seenan, Assistant Director of Equality, Diversity &amp; Inclusion, NHS England (Midlands)</li></ul>

Afternoon Programme

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## Going Beyond the Conversation - Action to Impact

### Keynote Speakers



**Dale Bywater, Regional Director, NHS England, Midlands Region**

Dale was appointed Regional Director for the Midlands in 2018 and has the privilege of leading the largest of the seven NHS regions.

Prior to that, he held a number of executive and leadership roles within regional and national organisations, including NHS Improvement, NHS Trust Development Authority (TDA), Midlands and East Strategic Health Authority (SHA) Cluster, and the Department of Health.

Dale spent the first 10 years of his career working in a variety of senior operational roles within NHS acute hospitals. He also has experience leading a number of national programmes, including the development of NHS treatment centres, and service improvement programmes to improve day surgery and operating theatre efficiency within the provider sector.

In 2018 he was awarded a CBE for services to NHS patients and taxpayers.



**Jo Lenaghan, Director of Strategy and Workforce Planning, NHS England**

Jo Lenaghan has held a number of national roles in the NHS, where she has worked to improve patient health and public accountability through the NHS Plan, the NHS Constitution, the Five Year Forward View, Framework 15 and more latterly the Long Term Workforce Plan (LTWP) as HEE's Director of Workforce Strategy.

She was Chief Advisor to Sir David Nicholson when he was CEO of the NHS and was an Executive Director at several SHAs in the Midlands.

More recently Jo was seconded to Birmingham and Solihull ICB during 2023 where she carried out a workforce diagnostic, before being appointed as Director of Workforce Strategy and Integrated Planning at NHS England.

Speaker Biographies

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**Dr Clare Price Dowd, Leadership and Management Review Implementation Team, NHS England**

Clare has worked in the National Health Service in England for all her career, originally training as a nurse in Nottingham, Clare has also worked in clinical practice, education and as a senior manager.

After her clinical practice, Clare moved to the University of Derby to lead the Health Visitor Specialist Community Practice Programme before becoming the Head of Interprofessional Care Programmes at the proposed NHS University. Clare joined the NHS Institute for Innovation and Improvement in 2005.

Clare completed her doctorate in 2012 having researched the sustainability of service improvement using the clinical microsystems approach to change management. Since 2013, Clare has worked at the NHS Leadership Academy. She was originally responsible for managing the new suite of national core programmes which have won national and international awards for excellence in both content and digital learning approaches.

In 2014 Clare won the Florence Nightingale Foundation Travel Scholarship and spent time at the University of British Columbia in Canada researching patients as educators for healthcare staff. This work has been incorporated into the work of the Leadership Academy at all levels since Clare's return. Clare is passionate about patient involvement and especially empowering patients as equal partners in their care.



**Ian Trenholm, CEO at Care Quality Commission**

Ian was Chief Executive of NHS Blood and Transplant from 2014 until his appointment as Chief Executive at the Care Quality Commission, in 2018.

Ian was previously Chief Operating Officer at the Department of Environment Food and Rural Affairs (Defra), a role which included being the Department's Digital Leader.

Prior roles included Chief Executive of the Royal Borough of Windsor and Maidenhead and Strategic Director for Resources at Buckinghamshire County Council.

Ian began his career as an Inspector in the Royal Hong Kong Police Service. He then served with the Surrey Police for four years before moving to the commercial sector.

Ian has a degree in Geology from Goldsmiths' College London and an MBA from Durham University Business School.

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**Kuvy Seenan, Assistant Director of Equality, Diversity and Inclusion, NHS England (Midlands)**

Kuvy currently works as the Assistant Director of Equality and Inclusion at NHS England in the Midlands region. His career started 20 years ago in the NHS as a psychiatric nurse after moving from Mauritius. As a mental health nurse, Kuvy has worked as a clinician in various settings supporting people through their recovery.

His career journey moved from clinical practice, through to education and training. During that time in 2012 he completed his master's in clinical education before transferring his passion and values in leadership, equality, and inclusion.

He feels honoured to have been part of the Midlands regional NHSE team to have led on the co-designing and implementation of the Midlands Workforce Race Equality and Inclusion Strategy in 2021.

Kuvy is also a qualified coach and has completed his international Coaching Federation qualification. He is also a qualified Sport Massage Therapist. He really enjoys supporting others and using his expert knowledge, experience as well as his personal lived experience to motivate.

Other than his professional career, Kuvy is a keen enthusiast in home improvement and design. He enjoys keeping active and love every opportunity to connect with nature.



**Steve Morrison, Director of Workforce & OD, NHS England (Midlands)**

Steve Morrison is currently the Regional Director of Workforce and OD for NHS England in the Midlands. He has worked with NHS England since 2012 in roles which focussed both on the internal NHS England Workforce and the broader NHS workforce in the Midlands. He is currently working with systems and Trusts to ensure the delivery of the NHS Long Term Workforce Plan as well as advising on diversity, leadership and workforce transformation. His previous roles include board appointments in social care and Universities as well as most types of provider Trusts and commissioning organisations in the NHS.

Steve is a fellow of the CIPD and holds master's degrees in law, strategic HR and organisational change. He is also a qualified and registered coach and mentor.

Throughout his career Steve has been involved in large scale organisational change, leadership development and the management of multi-disciplinary teams. This has enabled him to see and understand the negative impact for organisations and their employees when those organisations were not inclusive, diverse, and welcoming of contributions from all. Latterly he has led the EDI programme of work across the Midlands region and is committed to making as much progress to shift the dial on inequality and deliver diverse and just employment practices. Much of the emphasis of this work has been to support senior managers in accepting accountability for delivering inclusive workplaces.

Speaker Biographies

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**Lyndsay Bunting, Head of Talent and Leadership (Midlands) NHS England**

Over the last 20 years both as a clinician and a manager, Lyndsay has worked passionately to improve our service for patients and carers. Lyndsay has developed a wide-ranging leadership expertise across multiple health settings, and has considerable experience in contract negotiations, procurement, change management, service improvement, talent management and deployment, as well as system collaboration and partnership.

Lyndsay especially enjoys using high level and strategic skills in education design, strategic workforce planning and delivery as well as a utilising skills in educational evaluation, impact analysis and strategic narrative.

Lyndsay has had several voluntary board executive level non-executive roles in the charitable sector and NHS senior executive level roles with notable achievements. For instance, Lyndsay has played a key role in the creation of membership and engagement models, design, and delivery of internationally recognised and award-winning leadership development programmes. Lyndsay is especially proud to have led some very high performing teams who have consistently exceeded targets by creating a good place to work which values diversity and fosters a climate of continuous learning and growth.

Lyndsay has a passion for the North Yorkshire coastline where she has a static caravan and she loves to spend a lot of time on the beach with her family.



**Richard Mitchell, Chief Executive, University Hospitals Leicester (UHL) and Chair of the Midlands Regional Talent and Leadership Board**

Richard joined UHL as Chief Executive in October 2021 and in October 2023 he was also appointed as Chief Executive of the University Hospitals of Northamptonshire NHS Group.

Richard chairs the East Midlands Acute Providers Network, where the eight acute providers across the East Midlands come together to improve clinical services and to strengthen recruitment and retention. Richard is also the Chair of the East Midlands Cancer Alliance and the Midlands Regional Talent and Leadership Board.

Richard is proud to work in his local hospitals and he and his family live in Leicestershire.

Speaker Biographies



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**Navina Evans, Chief Workforce, Training and Education Officer NHS England**

Navina is the Chief Workforce, Training and Education Officer at the new NHS England, leading the Workforce, Training and Education (WT&E) Directorate. This means that NHS England has now taken on responsibility for all activities that were previously undertaken by HEE. This includes planning, recruiting, educating, and training the health workforce; ensuring that the healthcare workforce has the right numbers, skills, values and behaviours in place to support the delivery of excellent healthcare and health improvement to patients and the public.

Dr Navina Evans was HEE CEO from October 2020 to April 2023, HEE was part of the NHS, and work with partners to plan, recruit, educate and train the health workforce.

Previously Chief Executive of East London NHS Foundation Trust (ELFT) from 2016 to October 2020.

Navina has over twenty years of clinical experience in psychiatry, medicine and paediatrics and previously held the positions of Deputy Chief Executive and Director of Operations. Navina has worked as the Clinical Director for Child and Adolescent Mental Health Services at ELFT. She has also been involved in medical education and provided pastoral care to medical students.

Navina acts as a trustee for Think Ahead Organisation which develops training programmes for mental health social work. She was awarded an honorary fellowship by the Royal College of Psychiatrists in 2020. She is a senior fellow at the Institute of Healthcare Improvement. Navina uses her voice in support of staff wellbeing and coproduction with patients, advocating for the best possible quality of life and creating a culture of enjoying work for staff. She was awarded the Commander of the British Empire in the 2020 New Year's Honours List for services to NHS Leadership and the Black, Asian and Minority Ethnic community.

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**Raj Tulsiani, CEO & Founder, Green Park**

Raj Tulsiani is one of the UK's leading figures in executive and interim, workforce planning and diversification. He has over 20 years of experience moving the dial on leadership, talent and diversity and is the author of 'Diversity and Inclusion for Leaders: Making a Difference with the Diversity Headhunter.'

The founder and CEO of one of the recruitment industry's few minority-owned businesses, Raj is a passionate advocate of the power of diversity as a source of competitive advantage and has helped set the benchmark for more inclusive, fair and ethical recruitment practices.

In 2020, Raj co-founded Race Equality Matters, a Community Interest Company with a mission to tackle race inequality in the workplace through collaborative, impact-driven solutions. This included the launch of the UK's first Race Equality Week, now an annual UK-wide movement uniting thousands of organisations and individuals to practically address the barriers to achieving race equality.

Regarded as a champion for entrepreneurialism and diversity & inclusion within the UK, Raj has been recognised with several awards and accolades, including Entrepreneur of the Year by both the MSDUK Awards and Recruitment International Awards; named in The EMpower 100 Ethnic Minority Executives List; winner of Recruitment Agency Leader of the Year; a Lifetime Diversity Achievement Award; and the Global Equality & Diversity Lord Noon Award.

Speaker Biographies

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### Panel Members



**Sally Roberts, Chief Nursing Officer and Deputy Chief Executive Officer - NHS Black Country ICB**

Sally has over 37 years in the NHS as a Nurse. As well as being Chief Nursing Officer CNO and Deputy Chief Executive for the Black Country Integrated Care Board, she is also the lead Board Level Nurse for the Black Country Integrated Care System a role she has held for the past three years. Before this, Sally held Chief Nurse and Director of Quality positions at the former Wolverhampton and Walsall Clinical Commissioning Groups, and the former Black Country and West Birmingham Clinical Commissioning Group.

As well as holding a registered nurse qualification, Sally is a qualified specialist practitioner, district nurse, lecturer/practice educator, and nurse prescriber. Sally has undertaken a variety of senior management roles in provider, education, and commissioning organisations throughout her NHS Career.

For the ICB, Sally is the executive lead for children and young people with special educational needs and disabilities (SEND) safeguarding all ages including looked after children and children and young people (aged 0-25)



**Danielle Oum, Chair, NHS Coventry and Warwickshire ICB**

Danielle has a strong leadership background in strategic development, stakeholder engagement and transformational change spanning the public, private and voluntary sectors.

She has previously held positions at Walsall Healthcare NHS Trust, Healthwatch Birmingham and Healthwatch Solihull as well as Dudley and Walsall Mental Health Partnership NHS Trust.



**Amanda Sullivan, CEO, Nottingham & Nottinghamshire ICB**

Amanda Sullivan has a clinical background, working as a nurse and midwife before moving into senior management.

In 2001 Amanda was awarded a PhD for research investigating decision-making during pregnancy. In her capacity as a consultant midwife, Amanda worked at regional and national levels. She chaired a working group on behalf of the National Screening Committee, which developed national standards for ultrasound consent in pregnancy. Amanda has also edited midwifery academic text books.

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**Professor Patrick Vernon, Chair, NHS Birmingham, and Solihull ICB**

Professor Patrick Vernon OBE is the Chair of the Birmingham and Solihull NHS Integrated Care Board (BSOL ICB). Patrick initially took up the role on an interim basis in January 2023 and was appointed as permanent Chair in January 2024. Patrick was the first Non-Executive Director to be appointed at the BSOL ICB and was appointed to specifically lead inequalities (in fact he was the first NED lead for inequalities to be appointed in the country). He received an Order of the British Empire in 2012 for his work on tackling health inequalities and ethnic minority communities. In 2019, he was awarded a lifetime achievement award for campaigning and advocacy work by the Sheila McKechnie Foundation.

Patrick is a former Non-Executive Director for Hertfordshire Partnership University NHS Foundation Trust, Camden and Islington NHS Foundation Trust and Healthwatch England. In 2020 Patrick established the Majonzi Fund, which provides grants to families and community organisations to hold commemoration events for individuals from Black and racialised communities who died from COVID-19 during the pandemic. Alongside his work for the BSOL ICB, Patrick also chairs the Walsall Together Partnership Board working to create happier partnership working in the locality.

In August 2021 Patrick was appointed by Wolverhampton University as Honorary Professor of Cultural Heritage and Community Leadership for the Department of Community Development. In 2020, Patrick was selected by British Vogue as one of Britain's top 20 campaigners and was included in the 2020 power list of 100 influential Black People in Britain. Also in 2020, Patrick co-authored 100 Great Black Britons. Patrick is a sought-after broadcaster, and public speaker and writes blogs and articles for the national and international media on healthcare, cultural heritage and race.



**Philip Johns, Chief Executive of Coventry and Warwickshire ICB**

Phil has worked in the NHS for just over 20 years beginning his career as a Finance trainee at University Hospital Birmingham. Most recently Phil has joined the ICB from Birmingham and Solihull ICB seeing them through their recent merger journey as Deputy Chief Executive.

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**Dr Kathy McLean OBE, Chair, University Hospitals of Derby and Burton NHS Foundation Trust & Chair of Nottingham & Nottinghamshire ICB**

Kathy is currently Chair of University Hospitals of Derby and Burton NHS Foundation Trust, Chair of Nottingham and Nottinghamshire Integrated Care System and a Non-Executive Director of Barts Health NHS Trust. Kathy has held board positions both locally in Derbyshire, regionally and nationally. Before her Non-Executive roles, Kathy was Executive Medical Director and Chief Operating Officer at NHS Improvement, the organisation responsible for providing leadership and support to NHS trusts. Before this she was the Clinical Transitions Director working with Sir Bruce Keogh to build the NHS Commissioning Board, now NHS England.

Kathy was Medical Director at Derby Hospitals NHS Foundation Trust for over six years, where she was also a consultant physician from 1994 until 2009. Her work focused on improving quality by building clinical leadership and expertise across the system and supporting the most challenged organisations. In 2018 Kathy was awarded an OBE in the Queen's Birthday Honours for her services to leadership across the NHS.



**Dr Gerry McSorley, Acting Chair, Lincolnshire ICB**

Dr Gerry McSorley is a former NHS Hospital Trust Chief Executive (Derby, Nottingham, Leicester, Northampton) and Vice-Chair at Sherwood Forest Hospitals; Latterly Independent Chair of Midlands & East Region, Health Education England, and Specialist Advisor to CQC.

Gerry is currently the Acting ICB Chair. He Chairs the Board meetings and the Primary Care Commissioning and Delegated Functions Committee.



**Crishni Waring, Chair, NHS Herefordshire, and Worcestershire ICB**

Crishni has significant experience in leadership at the senior level. She is currently the Chair of Northamptonshire Healthcare NHS Foundation Trust, a role which she will continue, having joined from Coventry and Warwickshire Partnership NHS Trust in 2016 where she was a Non-Executive Director for over five years.

In 2020 Crishni was invited to Chair the newly-established new NHS Midlands Regional People Board which oversees the implementation of the People Plan in the Midlands Region, and she is also a Fellow of the Chartered Institute of Personnel and Development (CIPD).

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Gianjeet Hunjan, Non Executive, Black Country Integrated Board

A qualified accountant, Gianjeet has more than 30 years' experience working in the NHS. She started her career at Sandwell Health Authority and has held various senior finance roles. She is passionate about our National Health Service and has previously been a Non-Executive at Sandwell and West Birmingham Hospitals NHS Trust, and she currently holds Non-Executive roles at Birmingham and Solihull Mental Health NHS Foundation Trust, and the Royal Orthopaedic Hospital NHS Foundation Trust.

Gianjeet lives locally and is governor at two Sandwell schools. She has a special focus on equality and inclusion, which she champions wherever she can.

## Conference Summary

The conference today emphasises how urgent it is to turn words into actions. Although accountability begins at the very top, it is everyone's responsibility to demonstrate inclusive behaviours. It is also crucial to take actions that would convince those affected by discrimination, bullying and harassment that you genuinely comprehend their day to day lived experience.

The success of the conference truly rests on all of us as leaders to act as role models. Most importantly it is our duty to influence those who are not present in the room to be accountable and responsible for combatting racism and other forms of discrimination.

We invite everyone to tweet about the event using the hashtag **#ediaccountability2024**, sharing their insights to inspire as many people as possible to be accountable to themselves and others.

Would you kindly take 2 minutes to complete our evaluation form by clicking this link (<https://form.jotform.com/240583736265361>) or scanning the QR Code. We value your input and will use it to improve future events.



Panel Biographies