

Creating a Culturally Competent Organisation

Race Health Inequities Maturity Matrix

(Nov 2022)



Principle	Emerging	Developing	Maturing	Thriving
Community Engagement	<p>There is limited meaningful engagement with BAME communities. BAME citizens are not routinely involved in the development of priorities or co-design of services.</p> <p>Communication assets are general and not specific to BAME communities.</p> <p>When BAME citizens are consulted they are not always aware of the outcome of their involvement.</p>	<p>Processes are in place to engage with elements of BAME citizens in the design and delivery of programmes and trusted relationships between BAME citizens and partners are beginning to develop</p> <p>Communication assets refer to BAME communities with limited input from BAME communities in the design process.</p> <p>Desired outcomes are shared with BAME communities with limited involvement to agree measures or outcomes from BAME communities. General feedback given on outcomes is not specific to BAME communities.</p>	<p>There are embedded forums and processes for seeking and acting on BAME citizen views in co-designing and delivering care. BAME citizens are involved in programmes and contribute to key decision making.</p> <p>Communication assets are co-designed at the start of projects/campaigns with affected BAME community.</p> <p>There is commitment for outcomes to be co-developed with BAME communities and some autonomy given to communities to design the output. Feedback is given to select specific BAME communities on outcomes.</p>	<p>BAME citizens are routinely involved and engaged in the design and delivery of services to meet the needs of population groups / cohorts. There are established links and relationships with wider community assets and regular working in partnership with community assets to meet population need.</p> <p>An open 2-way active communication relationship to develop & design communication assets driven by individuals/organisations representing BAME communities.</p> <p>BAME communities are involved at the earliest design stage and there are dedicated resources in place to facilitate engagement.</p> <p>There are established and emerging relationships/forums across BAME communities around outcomes and feedback given via diverse formats & platforms.</p>
Evidence				
Principle	Emerging	Developing	Maturing	Thriving
Inclusive Decision Making (Divergent approaches and collective intelligence)	<p>Divergent thinking and collective intelligence is limited in key decision making.</p> <p>There is limited coproduction and meaningful engagement with BAME communities.</p>	<p>Divergent thinking and collective intelligence is sometimes used, however this remains focused on the same outcomes and challenges and therefore have limited diverse collective intelligence. .</p> <p>There is some coproduction and meaningful engagement with BAME communities.</p>	<p>Divergent thinking and collective intelligence is often used, supporting diversity of thought and the inclusion of multiple perspectives.</p> <p>Collective intelligence is welcomed providing capacity for change but not proactively sought.</p> <p>There is regular coproduction and meaningful engagement with BAME communities.</p>	<p>Divergent thinking and collective intelligence is consistently used to providing robust diversity of thought and the inclusion of multiple perspectives.</p> <p>Collective intelligence is embraced and systematically used enabling, lasting change for the purpose of solving societal issues.</p> <p>There is consistent coproduction and meaningful engagement with BAME communities.</p>
Evidence				
Principle	Emerging	Developing	Maturing	Thriving
Representative Workforce	<p>The workforce is not representative at all levels throughout the organisation of the diverse ethnic communities they serve in line with local</p>	<p>The workforce has some representation at all levels throughout the organisation of the diverse ethnic communities they</p>	<p>The workforce has good representation at all levels throughout the organisation of the diverse ethnic communities they serve in line with local demographics profile.</p>	<p>The workforce is representative at all levels throughout the organisation of the diverse ethnic communities they serve in line with local demographics profile.</p>

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	demographics profile (e.g. Census data). Legislative based equality and diversity training is provided.	serve in line with local demographics profile. In addition to legislative based equality and diversity training, targeted interventions are based on the organisations current level of cultural awareness.	A clear strategy is in place for addressing under-representation throughout the organisation. Comprehensive training for the workforce is provided in addition to legislative based equality and diversity training.	An embedded holistic approach which encompasses the key components of recruitment, retention, training and professional development of different communities are consistently applied, resulting in leading with inclusivity.
Principle	Emerging	Developing	Maturing	Thriving
Equality Impact Assessment	<p>The BAME population is considered as a homogeneous group.</p> <p>Focus is predominantly on access to services.</p> <p>There is no focus or very little focus on the relevant impact on individual equality strands with the same analysis being applied in relation to the benefit of everyone.</p> <p>Limited intelligence through evidence and/or engagement has been applied to the interpretation in the impact assessment.</p> <p>Process is one-off informing proposals and business cases.</p>	<p>The BAME population is considered a homogeneous group however the assessment includes identifying geographical communities.</p> <p>Focus is on access but consideration is also given to experience of services.</p> <p>There is an acknowledgement of the different needs of the BAME population relevant to geographical communities. Where a negative impact is identified there is clear reasoning and/or mitigating actions identified.</p> <p>Intelligence from engagement has been used to inform the interpretation in the impact assessment.</p> <p>Process is considered at the start of the EIA.</p>	<p>Consideration of impact includes an understanding of impact on individual ethnic groups.</p> <p>Recognition is given to differential factors in relation to access, experience, and outcomes.</p> <p>Due consideration has been given to different ethnic groups and communities, recognising differences and disparities across Nottingham and Nottinghamshire.</p> <p>Intelligence from engagement has been used to inform the interpretation in the impact assessment, alongside other sources (e.g. JSNA).</p> <p>Process is reiterative with ongoing engagement and reflection through to completion/implementation and review.</p>	<p>Consideration of impact includes an understanding of individual ethnic groups, recognising differential factors in relation to access, experience and outcomes.</p> <p>Recognition is given to intersectionality across other protected characteristics.</p> <p>Consideration has been given to the different ethnic groups and communities, plus clear interpretation of impact of intersectionality across other protected characteristics.</p> <p>Co-production across different ethnic groups has informed the EIA, through a process that also includes regular and ongoing feedback in relation to access, experience and outcomes for ethnic groups</p> <p>Feedback from engagement has been used to inform the interpretation in the impact assessment, alongside other sources including the JSNA. Alongside local intelligence, recent research and evidence based reports have been applied to inform the assessment.</p> <p>Process is reiterative through ongoing co-production and engagement.</p>
Principle	Emerging	Developing	Maturing	Thriving
Accountable Leadership	<p>Leaders talk about cultural intelligence on occasion. They make some effort to canvass views but avoid difficult messages</p>	<p>There is sufficient ownership of the impact of cultural intelligence, clear change agents and a plan to increase competence. Leaders talk about it.</p> <p>There few visible role models.</p>	<p>Leaders consistently demonstrate cultural intelligence in all aspects of their leadership. They work to create the right environment of cultural diversity to inform the organisation.</p> <p>There are some visible role models</p>	<p>Leaders embody the desired values and are able to create a culturally competent, just and fair culture and are accountable for the impact of this in the organisation.</p> <p>There are a large number of visible role models</p>

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	<p>Organisations are committed to changing existing power relations and the social and economic structural factors that compound and sustain BAME health Inequalities.</p> <p>Leaders recognise and seek to understand the structural causes and effect of health inequalities in different groups.</p> <p>Leaders acknowledge that service delivery should account for differing beliefs, values, attitudes, behaviours and experiences of groups of citizens</p>	<p>Organisations are working together to influence and change existing power relations and the social and economic structural factors that compound and sustain BAME health Inequalities.</p> <p>Leaders have some understanding of the major structural causes and effect of health inequalities in some groups, and seek to increase their awareness of others.</p> <p>There is increasing cultural intelligence within leaders, organisations and services</p>	<p>Organisations actively change power relations and the social and economic structural factors that compound and sustain BAME health Inequalities.</p> <p>Leaders understand the structural causes and effect of health inequalities in most groups.</p> <p>Organisations account for the differing beliefs, values, attitudes, behaviours and experience of their user group and collaborate with other organisations their user group use.</p>	<p>Organisations continues to address and monitor power relations and the social and economic structural factors that compound and sustain BAME health Inequalities.</p> <p>Leaders understand and effectively respond to the structural causes and effect of health inequalities in such a way as to fully account for the differing beliefs, values, attitudes, behaviours and experience of all citizens.</p>
Principle	Emerging	Developing	Maturing	Thriving
Data and Evidence	<p>Collection: High levels of missing or unknown ethnicity data. Data largely focused on process measures and for contract management.</p> <p>Data sharing: Governance structure but none or few existing data sharing agreements in place.</p> <p>Development needs with respect staff understanding of data sharing governance.</p> <p>Data usage: Used for contract monitoring only.</p> <p>A workforce with limited skills in interpreting evidence</p>	<p>Collection: Some missing ethnicity data but structures in place to collate data as completely as possible.</p> <p>Data sharing: Governance structure that allows some data sharing between organisations to fulfil discrete projects e.g. an equity audit. Minimal data sharing agreements in place.</p> <p>Staff awareness of governance structures requires improvement.</p> <p>Data usage: Some reports that combine data from multiple service areas.</p> <ul style="list-style-type: none"> - Reports created ad hoc rather than as routine. - Largely reactive responding to re-commissioning needs or other requests with limited remit <p>A workforce containing skilled individuals who are able to review evidence. Workforce has basic abilities to critically appraise evidence.</p>	<p>Collection: Complete and accurate data reporting across most service areas. Recorded in a format that is user friendly.</p> <p>Data sharing: Clear and robust governance structure that allows some data sharing between organisations to fulfil discrete projects e.g. an equity audit. Some data sharing agreements established with local partners.</p> <p>Data usage: Collation of data from multiple service areas:</p> <ul style="list-style-type: none"> - Stand-alone, static reports rather than 'live' dashboards. Reports available for all local stakeholders and refreshed in a timely manner. - Some proactive work but limited by lack of individually linked datasets. <p>A skilled workforce able to interpret and infer actions from a range of evidence sources.</p>	<p>Collection: Complete and accurate data reporting across all service areas with agreed measures across system organisations. Recorded in a 'live' or 'frequently updated' format that is user friendly.</p> <p>Data sharing: Clear and robust governance structure. All required data sharing agreements in place to allow meaningful data flows between local partners.</p> <p>Data usage: Transparent data and actionable intelligence. This includes:</p> <ul style="list-style-type: none"> - Linked datasets combining multiple sources of data at an individual level to explore links in access and outcomes across service areas. - 'Live' dashboards to summarise data from multiple sources. - Proactive exploratory research. <p>A highly skilled workforce able to interpret and infer actions from a range of evidence sources. A proactive strategic approach to producing evidence.</p>
Evidence				

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Financial Investment (Addressing Health Inequalities in BAME Communities)	<p>Funding / resource allocation is not responsive to known health inequalities in BAME communities.</p> <p>There is limited commissioning of culturally specific race and ethnicity health and wellbeing services.</p>	<p>Funding / resource allocation is sometimes responsive to known health inequalities in BAME communities.</p> <p>There is some commissioning of culturally specific race and ethnicity health and wellbeing services.</p>	<p>Funding / resource allocation is consistently responsive to known health inequalities in BAME communities.</p> <p>Investment in race and culturally specific ethnic services is given priority where appropriate. Partners pool/align funding to support delivery.</p>	<p>Funding / resource allocation is consistently used to respond to the needs of BAME communities.</p> <p>Commissioning / service plans are extensive, routine, and formally agreed within the organisation, to ensure cultural provisions for BAME service users.</p> <p>Where additional funding is required, there is strategic intent to secure funds and direct them to effectively meet need of BAME communities.</p>

	Definition
Equality Impact assessment	<p>An equality impact assessment (EIA) is an evidence-based approach designed to help organisations ensure that their policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation. This covers both strategic and operational activities.</p> <p>Application within the Maturity Matrix: Ensures the impact assessment recognises differential factors in relation to access and experience. Intersectionality across the protected characteristics and that co-production across different ethnicities has informed the EIA.</p>
Inclusive Decision Making (Divergent approaches and collective intelligence)	<p>Diversity of thought and the inclusion of multiple perspectives is required to break current patterns of thinking and behaviour. Communication can help foster relationships and inspire and create collective action. It is essential for bringing people who think differently together to capture and integrate perspectives that might otherwise be absent.</p> <p>Collective intelligence is the process by which a large group of individuals gather and share their knowledge, data and skills for the purpose of solving societal issues.</p> <p>Application within the Maturity Matrix: Divergent thinking and collective intelligence is consistently used to providing robust diversity of thought and the inclusion of multiple perspectives to provide opportunity for change.</p>
Community Engagement	<p>Community engagement is a way of developing a working relationship between public bodies (such as local councils) and community groups. Good community engagement will mean that both groups can understand and act on the needs or issues of community experiences, helping to achieve positive change.</p> <p>Application within the Maturity Matrix: BAME citizens are routinely involved and engaged in the design and delivery of services to meet the needs of population groups / cohort</p>
Representative Workforce	<p>When the organisation represents its community, it is likely that it will have more experience in engaging with its community.</p> <p>Application within the Maturity Matrix: The workforce is fully representative at all levels throughout the organisation of the diverse ethnic communities.</p>
Accountable Leadership	<p>Leaders demonstrate cultural intelligence in all aspects of their leadership and are accountable for the impact of this in the organisation.</p> <p>Application within the Maturity Matrix: Leaders embody the desired values and able to create a culturally competent, just and fair culture and are accountable for the impact of this in the organisation.</p>
Data and evidence	<p>Data and evidence is used to understand the landscape identify opportunities and allow evidence based interventions.</p> <p>Application within the Maturity Matrix: Complete and accurate data reporting across all service areas with agreed measures across system organisations, Clear and robust governance structure. All required data sharing agreements in place to allow meaningful data flows between local partners.</p>
Financial investment in addressing Health Inequalities in BAME communities	<p>There is a commissioning plan which is extensive, routine, formally agreed, and include cultural provisions for BAME service users. Investment in race and culturally specific ethnic services is a local priority, and partners pool/align funding to support delivery of the strategy, based on mapping and analysis of current resources.</p> <p>Application within the Maturity Matrix: Funding / resource allocation is consistently used to respond to the needs of BAME communities. Commissioning / service plans are extensive, routine, and formally agreed within the organisation, to ensure cultural provisions for BAME service users. Where additional funding is required, there is strategic intent to secure funds and direct them to effectively meet need of BAME communities.</p>
Co-production	<p>Meaningful partnership engagement with community and service users when commissioning, designing, delivering and/or assessing services and support and improve outcomes.</p>