Case-based examples of effective anti-racist interventions in London

We, the NHS London Workforce Equality & Inclusion Team, have established an Anti-Racism Task and Finish group for London. As part of this work, we are seeking case studies showcasing effective anti-racist interventions across London (within the NHS and in our partner organisations). Our aim is to establish a foundation of anti-racist knowledge in London using a range of good-practice resources.

*Please complete this form and return it as outlined below.*

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| Organisation name:  |
| **Whittington Health NHS Trust** |
| Brief overview of intervention: |
| **Background** * BME staff are more likely to enter the formal disciplinary process compared to white staff
* In 202I/22 at Whittington health, for WRES indicator 3, BME colleagues are **3.74** times more likely to face disciplinary actions compared to white staff
* Our goal was to rectify this outcome and with sustained equity of experience and with associated impact on staff survey outcomes

**Goal*** Address disparities in formal disciplinary procedures (WRES Indicator 3)
* Sustain positive staff experience regardless of race

**Actions** 1. Review of Disciplinary cases
* Overview of the reviewed disciplinary cases
1. Staff inclusion Mission Statement
* Define a good inclusive organisation with the use of culture mission statement developed by staff/network
1. Identification of areas for improvement
* Introduce Restorative Just Culture program and commitment to openness
* Support for staff in raising concerns early
* Review of current policy and process and in line with Just Culture principles
1. Targeted support in areas with highest reported cases
* Strengthening of informal part of disciplinary processes - Fair Treatment Panel
* Review of governance and touchpoints of the disciplinary process
* Provision of training and advising for managers
1. Improvement of department culture
* WRES performance by ICSU
* Strengthening knowledge and accountability of senior leadership within department
* Addressing longstanding behavioural concerns with stepped approach and can include dismissal
* Use of case studies and examples to showcase good practice
1. Governance and report structure
* Staff networks
* Inclusion Group
* People Committee
* Workforce Assurance
* **TRUST BOARD**

**Outcome** WRES indicator 3 - The relative likelihood of BME staff entering the formal disciplinary process compared to white staff outcome for 2022/23 is  **0.6.****Sustainability** Well Led Review Commissioning Deloitte to conduct a review of the organisation's leadership Visible Leadership -Encouraging visible leadership to foster positive environments, build trust, and show commitment and ensuring sufficient visibility over the impact of the various activities deployedListening events “You said, We Did” Allowing staff to speak up Diverse FTSU champions, including senior managers and clinical staff, promoting reportingPolicies and Procedures Commitment to reviewing policies considering just culture and equality impact assessment Assessment of policies and procedures that promote diversity, equity, and inclusion - Linking assessment with training on unconscious bias Senior managers lending their voice to cultural sensitivity, respect, and acceptance Reporting System Maintaining a confidential and accessible reporting system for staff to report incidents of racism or discrimination Ensuring the system is effective and Freedom to Speak UP (disaggregation of concerns) Taking all reports seriously and thoroughly investigating concerns Providing feedback and agreeing on appropriate actions, including those for managers who are perpetrators of racism Tackling bullying and harassment that go against Trust values Quarterly and Disaggregated FTSU Data Reviewing quarterly disaggregated FTSU data to identify trends and take targeted actions supporting steady year-on-year improvements Presenting quarterly disaggregated reporting to the People Committee, Workforce Assurance Committee, Board, and ICSU dashboard/teams - Sharing findings and actions across the organisation and encouraging ownershipWRES Indicator 3 Producing and presenting the 'WRES Indicator 3 Organisation Self-Assessment Guide' at the NCL People Board Getting 'buy-in' for mandating recommendations around management of managers who are perpetrators of racism Inclusive Organisation and Teams Actively promoting move from I am not racist to being anti racist – Celebrate and showcase good practice with case studies racism Linking racism with intersectionalitySelf Assessment & Training Review training to capture areas that require improvement, cultural competence, allyship- moving from bystander to upstander Provide links to resource for self directive learningProviding regular training with peer support and reflective forumsUse of self assessment for organisation and teams inclusion checklist,  |
| Name of project/programme lead: Tina Jegede/Charlotte Pawsey |
|  |
| Contact person email address: tina.jegegede@nhs.net & charlotte.pawsey@nhs.net |
|  |
| Would you be willing to present your work as a case study for good practice sharing across London? |
| Yes  |

Please send this form, or any questions about this work to london.racestrategy@nhs.net

Well Led Review

Commissioning Deloitte to conduct a review of the organisation's leadership

Visible Leadership

Encouraging visible leadership to foster positive environments, build trust, and show commitment and ensuring sufficient visibility over the impact of the various activities deployed

Listening events "You Said, We Did" Allowing staff to speak up

Diverse FTSU champions, including senior managers and clinical staff, promote reporting

Self Assessment & Training

Review training to capture areas that require improvement, micro aggression, bias, cultural competence and allyship - moving from bystander to upstander.

Provide links to resources for self-directive learning

Providing regular training with peer support and reflective forums

Use of self-assessment for organisation and teams inclusion checklist

Policies and Procedures

Commitment to reviewing policies considering just culture and equality impact assessment

Assessment of policies and procedures that promote diversity, equity, and inclusion - Linking assessment with training on unconscious bias

Senior managers lend their voices to cultural sensitivity, respect, and acceptance.

Reporting System

Maintaining a confidential and accessible reporting system for staff to report incidents of racism or discrimination

Ensuring the system is effective and Freedom to Speak UP (disaggregation of concerns)

Taking all reports seriously and thoroughly investigating concerns

use of communication strategy to maintain information, Provide feedback, and agree on appropriate actions, including those for managers who are perpetrators of racism

Tackling bullying and harassment that go against Trust values

Quarterly and Disaggregated FTSU Data

Reviewing quarterly disaggregated FTSU data to identify trends and take targeted actions supporting steady year-on-year improvements

Presenting quarterly disaggregated reporting to the People Committee, Workforce Assurance Committee, Board, and ICSU dashboard/teams - Sharing findings and actions across the organisation and encouraging ownership

WRES Indicator 3

Getting 'buy-in' for mandating recommendations around management of managers who are perpetrators of racism

Inclusive Organisation and Teams

Actively promoting the move from I am not racist to being anti-racist

Celebrate and showcase good practice with case studies of racism

Link racism with intersectionality