Anti-racism Toolkit

May 2023

We aim to be an
actively anti-racist organisation.

Health
Innovation
Network
South London

Contents

Introduction

Sometimes we can find ourselves in situations where we aren't sure how to talk about race or racism or are unsure of how to approach the subject without causing any offence.

Talking about race and racism can be difficult and uncomfortable, but we have a necessary duty to tackle racism. This was a starting point for the Health Innovation Network (HIN) and in having this conversation, we have learnt vast amounts along the way.

The HIN has produced this anti-racism toolkit which aims to provide practical guidance and support for individuals, organisations and communities who are taking action to tackle racism in all its forms.

With this toolkit you'll learn how to manage open and honest conversations about race, how to get comfortable with being uncomfortable, and what steps can be taken to tackle racism in your community or workplace.

The practical resources and guidance will support your organisation or community to implement anti-racist principles in your daily work, whilst maintaining focus on the ongoing fight against racism. Many of the principles discussed are not only applied to work settings but can also be applied on an individual level.

Join us on this journey towards a more just and equitable world. Let's learn, grow, and take action together with the HIN's anti-racism toolkit.

Executive Summary

The Health Innovation Network has developed an anti-racism toolkit that is designed to provide practical guidance and support for individuals and organisations who want to take action to tackle racism in all its forms.

The toolkit is divided into several sections, each of which focuses on a different aspect of anti-racism work.

The first section of the toolkit is about how to talk about racism and provides tips and guidance for having open, honest conversations about race and racism. The second section, "Get comfortable with being uncomfortable," explores the discomfort and challenges that can arise when confronting issues of racism and encourages individuals to embrace these challenges as a necessary part of the anti-racism journey.

The third section, "Taking action," provides practical advice and guidance for individuals and organisations on how to take steps to combat racism. The fourth section, "Implementing an Anti-Racist scope into the work we do," offers guidance on how to integrate anti-racism principles into the work that individuals and organisations do daily.

The fifth section, "Keeping focused on the change," provides strategies and guidance for maintaining focus and momentum in the ongoing fight against racism. Finally, the toolkit includes an "Anti-Racism Glossary" that provides definitions for key terms and concepts related to anti-racism work.

It is important to note that this toolkit was developed out of the Anti-Racism project and reflects the ongoing journey of learning and growth that individuals and organisations must undertake to become effective anti-racism advocates. By working together and committing to ongoing education and action, we can create a world that is more just, equitable, and free from racism.

The HIN's Anti-Racism Project and the Creation of this Toolkit

In the aftermath of George Floyd's murder in 2020, our organisation initiated a vital discussion among our staff, centring on the pervasive impact of race and racism on our own team members as well as our wider organisation and the communities we serve through our work at the HIN.

With the input of our anti-racism project team and the HIN's internal advisory group, we have formulated a variety of activities and interventions that have been carefully mapped out into a logic model, which links them to several outcomes, including some that are more long-term in nature. One of these interventions was the creation of the HIN's Anti-Racism toolkit.

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Brief History of Racism in the United Kingdom

Racism has a long and complex history in the United Kingdom. The country's history of colonialism and imperialism has shaped its attitudes towards people of different races and cultures. During the period of colonial expansion in the 19th and early 20th centuries, the British Empire controlled a large part of the world, including many countries in Asia, Africa, and the Caribbean. This period of colonisation was marked by racist attitudes and policies, including the slave trade, forced labour, and the exploitation of natural resources.

The arrival of immigrants from the former colonies in the UK after the Second World War, led to a rise in racism and discrimination. Many people of colour faced hostility and prejudice from the White British population, and were often denied access to housing, education, and employment opportunities.

Notting Hill
Race Riots
1958

Murder of Stephen
Lawrence
1993

1965
Passing of the Race
Relations Act

2006
The Equality and
Human Rights
Commission is
created

In the 1960s and 1970s, there were a few high-profile incidents of racism, including the Notting Hill race riots in 1958 and the murder of Stephen Lawrence in 1993.

The UK government has implemented several policies and initiatives aimed at combating racism and discrimination over the years. In 1965, the Race Relations Act was passed, which made it illegal to discriminate on the grounds of race in employment, housing, and other areas of public life. The creation of the Equality and Human Rights Commission in 2006 aimed to further promote equality and tackle discrimination in all forms.

However, despite these efforts, racism and discrimination still exist in the UK. In recent years, there has been a rise in hate crimes, particularly against Muslims and people of African and Caribbean descent. The Black Lives Matter movement has highlighted the ongoing impact of structural racism in the UK and around the world, and there is a growing awareness of the need to take action to address these issues.

The Importance of Toolkits in Tackling Racism

Anti-racism toolkits are relevant because, unfortunately, racism remains a pervasive issue in many societies and organisations, and it can manifest in subtle and insidious ways. Even if an organisation has taken steps to promote diversity, equity, and inclusion, it's still possible for bias and discrimination to occur, often unconsciously or unintentionally. The goal of an anti-racism toolkit is to provide practical guidance and tools to help individuals and organisations identify, confront, and address racism in all its forms.

There is ample evidence to suggest that anti-racism toolkits can be effective in creating meaningful change. For example, a study published in the Journal of Social Issues found that interventions that focus on increasing awareness of racism, its effects, and how to combat it can lead to significant reductions in bias and discrimination. The study also found that interventions that emphasise the role of individual and collective responsibility in tackling racism were particularly effective.

Other research has found that anti-racism toolkits can be particularly effective when they are designed to be interactive and engaging, allowing individuals and organisations to actively participate in the learning process. This can include activities such as role-playing, group discussions and scenario-based training.

Ultimately, anti-racism toolkits are important because they provide individuals and organisations with the tools and knowledge they need, to make meaningful change. By increasing awareness of racism and its effects, providing practical strategies for tackling it, and emphasising the role of individual and collective responsibility, anti-racism toolkits can help to create more inclusive and equitable workplaces and communities.

Section 1
How to Talk About Racism

Welcome to the section on approaches to talking about racism, which is a crucial part of any anti-racism toolkit. The way we talk about racism can have a significant impact on how we understand, address, and ultimately eradicate it from our communities and institutions.

This section will provide you with bite-size guidance summaries that will help you approach conversations about racism in a way that is productive, respectful, and effective. Whether you are engaging in these discussions with family, friends, colleagues, or strangers, these tips will help you navigate difficult conversations, promote mutual understanding, and work towards a more just and equitable society.

By using the information provided in this section, you will be better equipped to approach conversations about racism with confidence and empathy, and to make a positive impact in your personal and professional life. Remember, talking about racism is never easy, but it is necessary if we want to create a world where everyone is treated with dignity and respect, regardless of their race.
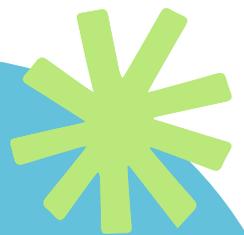
Section 1:
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Research and Relearn if Necessary

Research and relearning are essential for combating racism because they help us to understand the complexity of racism, identify best practices, stay up to date with the latest developments, and recognise and address our own biases. By staying informed and engaging in ongoing learning, we can develop more effective strategies. Keep updated by frequently visiting websites such as the [NHS Race & Health Observatory](#).

Be Clear About Your Intentions

It's important to communicate openly and honestly, clarify the purpose of the discussion, establish ground rules for respectful dialogue, and be receptive to feedback and different perspectives. By being transparent and intentional about your goals and approach you can create a safe and productive space for meaningful dialogue and learning about anti-racism.

Establishing Rules of Engagement

You should begin by setting a tone of respect and openness, and then clearly communicate guidelines for the conversation, such as avoiding personal attacks, actively listening to others, being mindful of one's own biases, and acknowledging the impact of words and actions. By establishing clear rules and expectations for respectful dialogue you can create a safe and productive space for learning and growth.

Assume Good Intent

Assuming good intent involves approaching a situation with the assumption that others are acting in good faith, even if their words or actions may be unintentionally harmful. To assume good intent, you can start by recognising that everyone has their own unique experiences and perspectives and that misunderstandings and miscommunications can happen. By assuming good intent and seeking to understand others' perspectives, you can create a more positive and collaborative environment, even in difficult or challenging discussions.

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Clarify Approaches for When Things Get Heated

To clarify your approach for when things get heated in an anti-racism discussion, it's important to establish clear guidelines for de-escalation and ensure that everyone understands the steps to take if the conversation becomes intense or emotionally charged. This can include taking a break, practising self-reflection, and reiterating ground rules for respectful dialogue. By establishing a clear plan for how to handle conflict, you can promote a more constructive and productive conversation, even when tensions run high. A good idea is to have the ground rules or guidelines on a screen or piece of paper to serve as a visual reminder while discussing.

Acknowledge You Do Not Have All the Answers

To acknowledge that you don't have all the answers, you can start by recognising that racism is a complex and multifaceted issue. No single person has all the solutions. You can communicate openly and honestly with others about your limitations and areas where you still have room for growth and learning. You can also actively seek out different perspectives and expertise and be receptive to feedback and constructive criticism. By embracing a humble and open-minded approach, you can foster a culture of continuous learning and growth in the pursuit of anti-racism.

Allow for Authentic Dialogue

To allow for authentic dialogue in an anti-racism discussion, it's important to create a safe and respectful environment where participants feel comfortable expressing their thoughts and feelings openly and honestly. You can establish ground rules for respectful dialogue, encourage active listening, and promote a non-judgemental atmosphere. You can also acknowledge and validate the emotions and experiences of others and seek to understand different perspectives. By creating a space for authentic dialogue, you can foster deeper understanding and connections among participants, and facilitate meaningful progress towards anti-racism. For four ways on how to use authentic dialogue, there is an [insightful article on the website Psychology Today](#) that you can read.

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Respect that Not All Will Be Ready to Talk

It's important to acknowledge that everyone has their own unique experiences and journey towards understanding and combating racism. You can communicate openly and honestly about the purpose of the discussion but also recognise that some people may not feel comfortable or ready to participate at this time. You can create opportunities for learning and growth that are flexible and voluntary and provide resources and support for those who may need it. This can be done by creating a toolkit, holding webinars on how to talk about racism and communicating a range of anti-racism resources across your organisation. By respecting everyone's individual journey, you can promote a culture of inclusion and diversity that is based on mutual respect and understanding. It is important to create a psychologically safe environment (section 2 of the toolkit) before venturing into these sorts of discussions.

Structure Dialogue in Phases

Structuring dialogue in phases can be an effective way to facilitate a productive and constructive anti-racism discussion. Here are some key steps to consider:

Introductions and Framing

- Begin by introducing the purpose of the discussion and framing the conversation within a larger context.

Sharing Experiences and Perspectives

- Allow participants to share their own experiences and perspectives related to the topic at hand, while actively listening and avoiding interrupting or dismissing others' viewpoints.

Education and Learning

- Provide opportunities for education and learning, such as sharing relevant data, research, or resources related to the topic.

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Goal Setting and Action Planning
- Facilitate a discussion to identify specific goals and action steps for moving forward, based on the insights and knowledge gained from the dialogue.

Closing and Follow-up
- Conclude the discussion by summarising the key takeaways, expressing gratitude for participation and discussing the next steps for follow-up or further action.

By structuring dialogue in phases, you can help to ensure that everyone's voices are heard and that the conversation remains focused and productive towards the goal of combating racism. Note that these phases do not have to be implemented in one go. For example, phases one and two could be a meeting while other phases follow in succession. It is also important to add that these phases, if need be, can occur over several different sittings.

Acknowledge Where Your Organisation Is At

To acknowledge where your organisation is at regarding anti-racism, it's important to start by recognising that combating racism is an ongoing journey that requires continuous learning, growth and action. You can assess the current state of anti-racism within the organisation by gathering feedback from diverse stakeholders, such as employees, patients, and community partners, and using this feedback to identify strengths and areas for improvement. By acknowledging the current state of anti-racism within the organisation, you can create a more inclusive and diverse culture that is committed to advancing equity and justice. Feedback can be drawn from surveys and whole team meetings, utilising anonymity-enabled tools such as slido and menti.com. Encouraging departments and teams across the organisation to discuss and acknowledge where they are contributing to the bigger picture of where the organisation is at. Having someone lead this initiative and collate the data from across the different teams is imperative for this to work. Nominate an anti-racism 'champion' or initiative lead to steer this.

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Lead with Compassionate Curiosity

To lead with compassionate curiosity, approach conversations with an open mind and a genuine desire to understand others' perspectives and experiences. Ask thoughtful and respectful questions, actively listen to others' answers, and seek to find common ground, even when there are differences of opinion. By demonstrating empathy and curiosity, you can foster a culture of understanding and connections that promotes meaningful progress towards anti-racism. The aim here is to promote a deeper understanding. A technique that can be used to guide this is the 'five whys combined with a dialogue process model such as one detailed in an article by Professor Edgar Schein written for The Systems Thinker (Schein 1994).

Express Curiosity, not Judgement

Start by asking questions that are framed in a neutral and respectful manner and that demonstrate a genuine desire to learn and understand. Avoid making assumptions or jumping to conclusions, and instead focus on seeking to understand the other person's perspective. Be receptive to feedback and acknowledge when you don't know something and try to approach the conversation with a sense of humility and openness. By expressing curiosity instead of judgement, you can create a more inclusive and understanding culture. Types of questions and examples can consist of the following:

Open-ended Questions
- Instead of asking yes or no questions, ask open-ended questions that invite the other person to share their thoughts and feelings. For example, "Can you tell me more about your experience with racism?" or "How do you feel about the current diversity and inclusion movements?"

Clarifying Questions
- If you don't understand something that the other person has said, ask for clarification in a respectful and curious way. For example, "Can you help me understand what you mean by that?" or "Could you explain that in more detail?"

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Reflective Questions
- Reflective questions can help to show the other person that you are listening and trying to understand their perspective. For example, "It sounds like you're feeling frustrated about the lack of progress on this issue. Is that accurate?"

Empathetic Questions
- Empathetic questions can help to demonstrate that you are trying to connect with the other person on an emotional level. For example, "That must have been really difficult for you. How did you cope with that experience?"

Hypothetical Questions
- Hypothetical questions can help to explore different scenarios and perspectives without making assumptions or jumping to conclusions. For example, "How do you think things might be different if more people understood the impact of systemic racism?"

Acknowledge and Validate Emotions

Acknowledging and validating emotions is an important part of building a culture of empathy and understanding, especially in anti-racism discussions. To acknowledge and validate emotions you can start by actively listening to what the other person is saying and expressing empathy and understanding for their experience. You can use non-judgemental language and tone and avoid dismissing or minimising others' feelings or experiences. Instead, try to validate their emotions and perspectives, and demonstrate that you value their input and perspectives. By acknowledging and validating emotions, you can create a more inclusive and understanding environment that promotes deeper connections and understanding among participants and facilitates meaningful progress towards anti-racism.

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Here are some examples of how you show acknowledgement and validate emotions:

- *"I can understand why you might feel frustrated about this issue. It's not fair that you have to deal with racism on a daily basis."*

- *"It sounds like you've had some really difficult experiences with racism. I'm sorry you've had to go through that."*

- *"I appreciate you sharing your thoughts and feelings with me. It's not always easy to talk about these things, and I want you to know that I'm here to listen."*

- *"Your perspective is important and valuable, and I want to make sure that you feel heard and understood."*

- *"I can see that this is a very emotional topic for you. Thank you for sharing your feelings with me."*

Ensure Tone Authentically and Express Compassion

To ensure an authentic tone and express compassion, it's important to approach conversations with a genuine desire to connect and understand, and to express empathy and care in your interactions. You can use active listening and thoughtful questions to show that you are engaged and interested in the other person's perspective and be mindful of your tone and body language to convey a sense of warmth and openness. Additionally you can use language that demonstrates compassion and care, such as expressing gratitude for others' perspectives, acknowledging the challenges and difficulties that people face, and demonstrating a commitment to working together to create a more equitable and just environment. By ensuring an authentic tone and expressing compassion, you can create a more inclusive and connected environment that fosters meaningful progress towards anti-racism.

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Here are some tips to convey warmth and openness:

Make Eye Contact
- Looking directly at the person you're talking to and maintaining eye contact can convey a sense of attentiveness and connection.

Smile
- A warm and friendly smile can help to put people at ease and create a sense of warmth and openness.

Use a Calm and Even Tone
- Speaking in a calm and even tone can convey a sense of stability can create a more relaxed and comfortable atmosphere.

Show Enthusiasm
- Demonstrating enthusiasm and interest in the conversation can help to create a more engaging and energised atmosphere.

Use Open Body Language
- Avoid crossing your arms or legs, which can convey defensiveness or disinterest. Instead, use open body language such as keeping your arms at your sides or leaning in slightly to create a more welcoming and open environment.

By using these tips, you can convey warmth and openness in your tone and body language and create a more inclusive and connected environment for anti-racism discussions.

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Acknowledge the World Beyond Your Organisation

To acknowledge the world beyond your organisation it is important to recognise that the experiences and perspectives of people outside of your organisation are valuable and important. This can be done by actively seeking out diverse perspectives and experiences and by recognising and engaging with the broader social, cultural and political contexts in which our organisation operates. This might involve reaching out to community groups or experts in the field, engaging in conversations and collaborations with other organisations, and staying informed about issues and events that impact our work and our community. By acknowledging the world beyond your organisation you can build a more comprehensive and nuanced understanding of the complex issues related to anti-racism and develop more effective strategies for promoting equity and inclusion both within and outside of your organisation.

Close the Discussion With a Call to Care and Action

It is important to close the discussion with a call to care because it emphasises the importance of empathy, compassion and understanding in building a more equitable and just society. By highlighting the need for care and kindness towards one another, even during challenging conversations you can create a more supportive and collaborative environment that fosters deeper connections and understanding. This can help to build momentum and motivations for continued work towards anti-racism and can help to ensure that all members of the organisation/team/discussion feel valued and supported in their efforts to promote equity and inclusion.

Have an Action

Having an action plan is important because it helps to move the conversation beyond dialogue and towards tangible change. It provides a clear roadmap for the steps that need to be taken to create a more equitable and just environment and helps to ensure that the ideas and insights generated in the conversation are translated into concrete actions that can be implemented.

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Commit to One Next Thing

Committing to one next thing is important because it helps to avoid overwhelming people with too many tasks or goals. By focusing on one small action or task that can be completed in the near future individuals or organisations can build momentum and create a sense of accomplishment that can motivate further action. It also allows for a more targeted and focused approach to anti-racism efforts which can help to ensure that the energy and resources being invested are directed towards areas of greatest need or impact. Finally, committing to one next thing can help to build confidence and trust among stakeholders as they can see that progress is being made and that the organisation or individuals are serious about their commitment to anti-racism. Overall, committing to one next thing can help to create a sense of purpose and direction and can provide a foundation for continued progress towards a more equitable and just society.

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Action and Commitment Plan

Below is an example of a commitment and action plan created by the HIN that can be utilised by organisations or individual teams to demonstrate their dedication to enacting change. This plan outlines specific commitments, the actions that will be taken to fulfil them, and a framework for measuring the impact of these actions.

By implementing this type of commitment and action plan, organisations and teams can hold themselves accountable for their promises and ensure that their efforts towards change are meaningful and measurable. This approach can serve as a powerful tool for driving progress towards a more just and anti-racist organisation.

Team Name	Your Team Name	
Commitment	**How and When**	**Measurement and Impact**
Your commitment.	*How will you achieve this? Do you have a timeframe?*	*Can this be measured? How will it be measured? What will be the impact?*
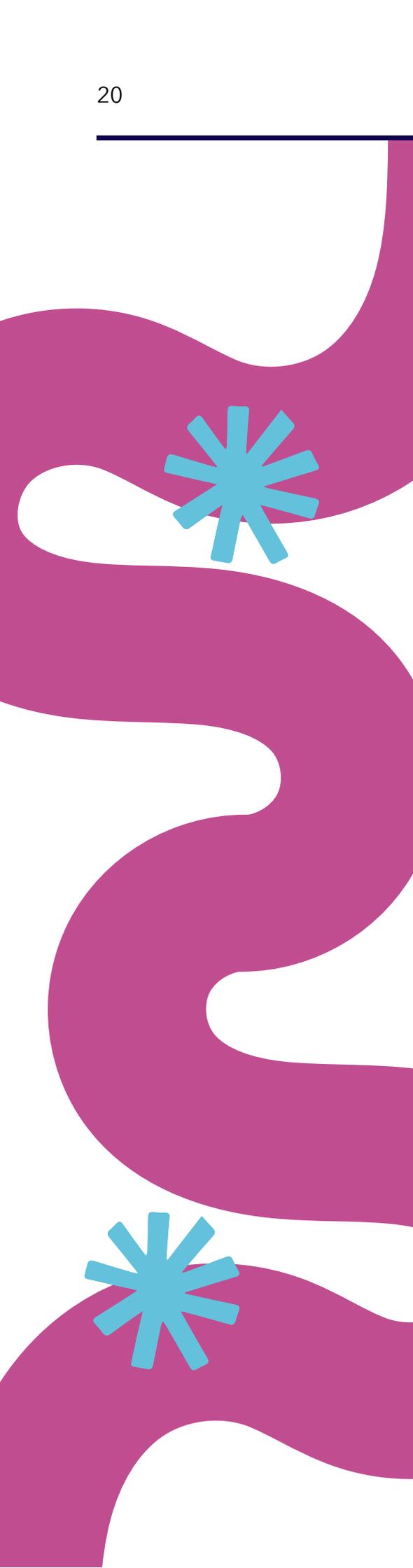
Section 2
Get Comfortable with Being Uncomfortable

Getting comfortable with being uncomfortable while discussing, learning and spreading anti-racism refers to the process of acknowledging and confronting the discomfort that often arises when discussing issues of race and racism.

It requires individuals to actively engage in self-reflection, to be open to listening to the experiences and perspectives of others and to be willing to take action to address and dismantle systemic racism.

To assist this approach, a process called LARA (Listen, Affirm, Respond, and Add) can be used. This section will cover how LARA can be implemented within your workplaces and communities to create a psychologically safe environment for all, as well as how to practice empathy and curiosity when navigating discussions around race and racism.

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LARA (Listen, Affirm, Respond, and Add)

Utilising this process enables us to do the following:

Build Empathy and Understanding

- By listening to and affirming the experiences of people of colour, individuals can gain a deeper understanding of the impact of racism and how it affects different communities and areas of work.

Challenges Bias and Stereotypes

- Being willing to confront discomfort and challenge one's own biases is a necessary step in breaking down stereotypes and assumptions that reinforce systemic racism

Promote Accountability and Action

- encourages individuals to respond to racism by taking action such as advocating for change in policies and practices, educating others and using their privilege to support marginalised communities.

Create a Sense of community

- fosters an environment of support and solidarity where individuals can come together to address issues of racism.

Assessing your comfort level, committing to bringing your vulnerability as well as your strengths and planning to use LARA in 1:1 meetings or team discussions can help individuals become more effective allies in the fight against racism and contribute to a more equitable and just environment. The importance of fostering a psychologically safe environment for these conversations to take place is vital to progression. Psychological safety refers to the perception that one can speak up, take risks and express themselves without fear of negative consequences such as ridicule, ostracism or punishment.

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There are several factors that can hinder psychological safety and ways that you can celebrate courageous conversations. Below are some workplace-based points of what can hinder psychological safety:

Fear of Retaliation
- Employees may fear retaliation or retribution for speaking up or expressing their opinions. This can take the form of loss of opportunities for advancement, negative performance evaluations or even termination.

Lack of Trust
- Employees may not feel that they can trust their colleagues or supervisors to maintain confidentiality or to support them if they express their thoughts or feelings.

Unclear Expectations
- If employees do not have a clear understanding of the expectations and norms of the organisation, they may be hesitant to speak up for fear of breaking the rules or being seen as unprofessional.

Microaggressions
- Microaggressions such as insensitive or offensive comments can create an environment that is hostile or unwelcoming making it difficult for employees to feel safe expressing themselves.

Power Dynamics
- Power dynamics in a workplace can play a significant role in hindering psychological safety. If there is a perceived significant power differential between employees or between employees and management, the less powerful person may be hesitant to speak up for fear of negative consequences.

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To promote psychological safety it is essential to create an environment that fosters trust, openness and respect. This can involve setting clear expectations, encouraging open communication, providing opportunities for feedback and establishing procedures for addressing any issues that may arise. It is also important to address any instances of harassment, discrimination or other forms of misconduct swiftly and decisively. By doing so, you can create a workplace culture that values and prioritises psychological safety which can improve productivity, creativity and employee satisfaction. You can measure psychological safety through employee surveys. You should consider asking questions that measure the employee's perceptions of psychological safety within their team and their work. For more help on this, you can check out these 9 strategies to create psychological safety at work by Quantum Workplace.

Celebrating Courageous Conversations
At the HIN, we are guided by our values. Our values help us navigate holding courageous conversations with our staff, partners and communities.
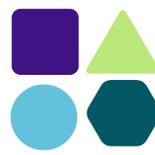
| Brave | Kind | Open | Different | Together |

Brave: we encourage our teams and others to be brave with their ideas and support.
Kind: we care about each other, the people we work with and about the health and wellbeing of south London.
Open: we are open about what we do and we share what we learn.
Different: we think differently and we are strong because of our diverse backgrounds, talents and experiences.
Together: we build communities and networks, we collaborate and we connect.

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You can hold courageous conversations in your communities by:

Acknowledging and Appreciating Those Who Engage in Courageous Conversations
- Recognise and appreciate the efforts of those who initiate and participate in courageous conversations. Show them that their contributions are valued and that they have made a positive impact.

Sharing Success Stories
- Share success stories from previous courageous conversations to inspire and encourage others to engage in these conversations. Highlight the positive outcomes that have resulted from previous conversations such as increased understanding, improved relationships and positive change.

Fostering a Culture of Openness and Respect
- Encourage a workplace culture that values openness, respect and empathy. The Health Innovation Networks values directly link into this[PB1] . This can involve promoting active listening, providing opportunities for feedback and creating a safe and welcoming space for all voices to be heard.

Provide Training and Resources
- Offer training and resources to support individuals and teams in engaging in courageous conversations. This can include resources on communications skills, conflict resolution and empathy building. For those who work in the NHS, there is a [great course on courageous conversations](#) that can be taken for free.

Collaborating and Taking Action
- Encourage individuals and teams to collaborate and take action to address the issues and challenges that arise from courageous conversations. By working together they can create positive change and promote a more inclusive and equitable workplace.

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Practice Empathy and Curiosity

Listen Actively

- Listen carefully and attentively to others. This means being fully present in the conversation, putting aside your own biases and assumptions and seeking to understand the speaker's perspective.

Show Genuine Interest

- Show genuine interest in what the speaker is saying. Ask questions and seek clarifications without judgement or criticism.

Validate Feelings and Experiences

- Validate the speaker's feelings and experiences, acknowledging their perspective and showing empathy for their situation.

Practice Self-reflection

- Reflect on your own biases and assumptions and be open to learning from others. This can involve questioning your own beliefs or preconceptions. This can also involve seeking out diverse viewpoints, engaging in cross-cultural experiences and actively listening to those with different life experiences.

Don't Rush to Give Advice or Offer Solutions

When it comes to discussing racism it's important to approach the conversation with care and sensitivity. Rushing to give advice, offer solutions or "fix" the problem can be counterproductive and may even exacerbate the issue. Here are some reasons why:

It May Not Be Relevant

- Offering solutions without fully understanding the context and nuances of the situation may not be relevant or helpful. Each situation is unique and it's important to take the time to fully understand the issue before offering suggestions.

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It Can Perpetuate Power Imbalances

- When a person with more privilege or power offers solutions without fully listening to and considering the experiences and perspectives of marginalised communities it can perpetuate power imbalances and exacerbate the problem.

It May Not Be Your Place

- As someone who may not have experienced racism or its effects it may not be your place to offer solutions or advice. Instead you can listen, learn and support marginalised individuals/communities in their efforts to address racism.

It May Be Premature

- Rushing to offer solutions without fully understanding the issue can be premature and may even prevent the development of effective solutions. It's important to take the time to fully understand the issue, gather information and perspectives and work collaboratively to develop solutions.

Clarify Roles and Expectations

Clarifying roles and expectations can help ensure that everyone is working towards the same goals and that each participant understands their role in the conversation.
This can also help prevent misunderstandings and confusion and create a more productive and collaborative conversation. By taking the time to clarify roles and expectations you can ensure that the conversation is respectful, empathetic and effective in addressing issues related to racism. You can take the following steps to ensure this:

- Define the goals and objectives in writing.
- Identify the individual roles and responsibilities.
- Establish expectations for behaviour.
- Allocate time before to plan the conversation carefully and time afterwards to reflect on the conversation and resources.

Section 3
Taking Action

For everyone, it is crucial to take action against racism and discrimination, but it is especially critical for those in leadership and management positions. People managers are crucial in creating an inclusive environment that values diverse perspectives, experiences, and approaches throughout the organisation.

To move from the fear zone to the learning zone (please see the becoming anti-racist chart on the next page), increase your awareness of racial injustice and inequality. It's not enough to simply acknowledge their existence; challenge yourself to examine how you might be complicit in perpetuating them.

This self-reflection is an ongoing process. To become an anti-racist, it is essential to understand the various ways in which you may have benefited from systemic racism. Learning about these issues isn't just about winning debates or saying the right things, but rather about developing a critical perspective on society to understand the depth of racial privilege.

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Moving beyond the fear and learning zones to reach the growth zone can be a challenging and uncomfortable process. It requires a period of self-examination, where you must reflect on the various ways in which you may have contributed to perpetuating racism, both in the past and present. By recognizing your own role in the problem, you can begin to let go of defensiveness and focus on holding yourself and others accountable.

Reaching the growth zone entails gaining a deep awareness of racial injustice, educating yourself on the impact of White privilege in society, and acknowledging your own complicity in perpetuating it. Only once you have attained this level of understanding can you take meaningful action to combat racism and make a positive impact.

Black Life Matters: Anti-Racism Resources for Social Workers and Therapists, June 2020, (https://www.socialwork.career/2020/06/anti-racism-resources-for-social-workers-and-therapists.html).

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The Becoming Anti-racist chart was adapted by Andrew M. Ibrahim MD, MSc from "Who Do I Want to Be During COVID-19" chart (original author unknown) and is re-used from Black Life Matters: Anti-Racism Resources for Social Workers and Therapists, June 2020, (https://www.socialwork.career/2020/06/anti-racism-resources-for-social-workers-and-therapists.html).

Examine Your Own Biases and Consider Where They May Have Originated

Examining our own biases is a crucial step in promoting inclusivity and diversity. It requires us to take an honest look at ourselves and our experiences to understand how they may have shaped our perceptions of the world and the people in it.

How Can We Do This?

- Start by acknowledging that we all have them. Our biases can manifest in many ways, from making assumptions about people based on their appearance, to favouring certain groups of people over others.

> **It's important to remember that biases are not always intentional or malicious but they can still have a negative impact on those who are marginalised or underrepresented.**

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- Reflect on our own experiences and how they may have influenced our beliefs and attitudes. For example, a White person who grew up in a predominantly White community, may have limited exposure to people from different racial or ethnic backgrounds. This lack of exposure can lead to biases and assumptions that may not be accurate or fair.

- Seek out diverse perspectives and engage in conversations with people from different backgrounds. By actively listening to and learning from people with different life experiences we can challenge our own assumptions and broaden our understanding of the world.

It's important to remember that this is an ongoing process. We may uncover biases that we didn't realise we had, and it can take time and effort to unlearn them. However, by being open, honest with ourselves and committing to ongoing self-reflection and education we can become more aware of our biases and work towards promoting inclusivity and diversity in all areas of our lives.

Challenge the Idea that Being "Colourblind" is Progress

The idea of being "colourblind" – the idea that it is good to not even notice the colour of a person's skin - has been criticised as an ineffective approach to combatting racism because it ignores the reality of systemic discrimination and the ways in which people of different races may experience the world differently.

Rather than embracing the notion of a "colourblind" ideology, instead actively work towards anti-racism by educating yourself on issues of race, listening to and amplifying the voices of people of colour and taking action to address systemic inequalities and discrimination.

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Avoid Saying "I'm Not Racist"

Declaring that you or someone else is definitely not racist can be problematic for a few reasons. First, it suggests that racism is a binary either/or issue, rather than a spectrum of attitudes and behaviours that are influenced by larger societal structures and systems. In reality, everyone holds some conscious or unconscious biases.

Secondly, someone saying "I'm not racist" can be a means of distancing ourselves from any association with racism or racist actions. This defensiveness can make it harder for us to have open and honest conversations about race and racism and can create a culture where people are afraid to talk about issues related to race for fear of being labelled as "racist".

Finally, focusing on one's personal beliefs or attitudes can be a distraction from the larger issue of systemic racism and its impact on people's lives.

> **By focusing on whether or not someone is personally "racist" people can avoid confronting the ways in which they may be benefitting from or contributing to racist systems and structures.**

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Instead of saying "I'm not racist" it's more productive to acknowledge that everyone has biases and that we all have a responsibility to work towards greater understanding and equity. This involves actively working to recognise and address racism in all its forms, both individually and systemically and continually educating ourselves and engaging in dialogue with people of different races and backgrounds.

As Dr Angela Davis said: It's not enough to be "not racist", one must be anti-racist.

Identifying Racial Inequities and Disparities

To identify racial inequities and disparities in healthcare it is important to examine and compare health outcomes and access to healthcare services across racial groups. This can involve analysing data on various health indicators, such as rates of chronic disease, infant mortality and life expectancy, among others. By examining these indicators and comparing outcomes across racial groups, patterns of racial inequity and disparities may become apparent.

It is also important to consider how factors such as race, racism and social determinants of health (e.g., income, education, housing, access to healthy food) may be influencing these outcomes. For example, Black and minority ethnic groups in England may experience higher rates of chronic disease due to a combination of genetic and environmental factors, as well as unequal access to healthcare services, healthy food, and safe living environments. Details of this issue are outlined in the [2021 report commissioned by Kings Fund and published by The NHS Race and Health Observatory](#). Additionally, racial bias and discrimination in healthcare settings may contribute to poorer health outcomes for racial minorities.

Identifying racial inequalities and disparities in healthcare is an ongoing process that requires continued analysis of data and examination of underlying factors that contribute to these inequities.

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Learn to Recognise and Understand Your Own Privilege

Here are some tools and resources that can help individuals learn to recognise and understand their own privilege:

Privilege Walk

- This is a powerful activity that can be done with a group of people. Participants are asked to line up and take steps forward or backwards based on questions related to privilege. This activity can help individuals see how their privileges and disadvantaged can affect their lives. UCLPartners has created a [helpful pack](#) for those who wish to facilitate a privilege walk.

Implicit Bias Test

- Harvard University offers an [Implicit Bias Test](#) that measures unconscious biases that can impact our decisions and actions. This tool can help individuals recognise and understand their biases. This is not advisable for a group setting.

Read Books and Articles

- There are many books and articles on privilege and systemic inequality that can provide valuable insights. Some recommended reads include "Why I'm no longer talking about race" by Reni Eddo-Lodge and "White Fragility: Why it's so hard for White people to talk about racism" by Robin DiAngelo.

Stay Updated

- Keep abreast of the changing landscape of privilege and anti-racism.

Listen and Learn from Others

- It's important to actively listen to and learn from people who come from different backgrounds and have different experiences.

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Reflect and Self-examine
- Individuals can take time to reflect on their own experiences and the advantages they have had. They can also examine how their privilege has impacted their beliefs and actions.

Champion Anti-racist Ideas and Policies

One cannot become anti-racist without taking action. One way to act is by supporting organisations in your community that are fighting policies that create racial disparities. Using one's power or getting into a position of power to change racist policies in any setting where they exist – school, work, or government is one way to action anti-racist ideas and policies. Committing to some form of action has the potential to change racist policies. Use your platform to advocate for change by speaking out against racism, supporting anti-racism initiatives, and promoting social justice causes. Collaborate with other leads and organisations to effect change beyond your workplace.

Refuse to Let Silence Condone Racism

This involves taking action to speak out against racism and discrimination and promoting empathy and understanding towards people who are different from us.

- When you hear or witness racist or discriminatory comments or actions, speak out against them. Be clear and direct in your message that racism is unacceptable and will not be tolerated.
- Support individuals who have been affected by racism and discrimination. Stand up for their rights and amplify their voices.
- Educate others about the negative impact of racism and discrimination on individuals and society. Encourage them to speak out against racism and discrimination as well.
- Hold others accountable for their actions and words. Don't let racism and discrimination go unchecked.

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Be Prepared to Take Needed Action

Having to face and address racism in both the workplace and home environments can be a challenging task that many of us may prefer to avoid. However, it is crucial to learn how to engage in these difficult dialogues and view them as a chance for personal growth. To assist you in this preparation here are some suggested actions to take:

- When engaging in a conversation about racism, it is important to carefully consider its scope. Trying to convert or change the mindset of someone who may appear to be racially insensitive is a difficult and lofty goal. Instead, a more realistic approach is to strive for mutual understanding and encourage the adoption of new, more inclusive behaviours.

- Recognising how words and actions can cause harm, even if unintended, can facilitate a non-confrontational discussion about unwarranted behaviour. While you may not be able to change someone's beliefs, you can encourage them to refrain from making hurtful comments and curb their insensitive behaviour.

- In case you believe that an individual's words or actions were explicitly racist and intended to cause harm it is necessary to involve HR or senior leadership in the conversation. It is important to remember that racist remarks not only have moral implications but also contribute to creating a hostile and offensive work environment. As such, be prepared to take appropriate disciplinary measures to address such behaviour.

- To ensure that behaviour aligns with expectations, it is important to have a conversation that invites appropriate actions or, if necessary, an appropriate departure. As a leader, it is your responsibility to communicate that offensive remarks are counter-productive and may even be dangerous.

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As People Leaders, Consider the Following:

- Do my behaviours align with my goal of becoming anti-racist?
- Am I willing to commit to the necessary actions to become anti-racist?
- Does my team reflect the anti-racist values that I am promoting?
- Is my commitment to racial justice a one-time event, or am I willing to engage in ongoing dialogues and work?
- Do I have a game plan and understand what I need to do to stand up and reject racism when I see it?

When we encounter racism in our interpersonal interactions, whether it is overt or covert, there are ways to respond and interrupt it.

One powerful tool is to ask questions to seek clarity or offer a new perspective. Here are some conversation suggestions to use when confronting racist behaviour:

- Seek clarity: "Can you tell me more about _____?"
- Offer an alternative perspective: "Have you considered _____?"
- Speak your truth: "I see it differently. To me, it seems like _____."
- Find common ground: "We may not agree on _____, but we can agree on _____."
- Allow time and space: "Can we revisit this conversation tomorrow?"
- Set boundaries: "Please do not say _____ around me or to me again."

Section 4

Implementing an Anti-racist Scope Into the Work That We Do

It is crucial for organisations, such as the HIN, to actively incorporate an anti-racist scope into their work. Healthcare systems and services have a history of perpetuating racial biases and disparities, leading to poorer health outcomes for Black, Asian and minority ethnic communities.

To create an equitable and just healthcare system, it is imperative to prioritise anti-racism in their work. By actively working to dismantle systemic racism, healthcare innovations can be more effectively implemented to address the needs of all communities.

This section will cover areas of diverse panel membership, health inequalities, stakeholder engagement and diverse panel and recruitment.

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Implementing an Anti-racist Scope Into the Work That We Do

Diverse Panel and Recruitment

A diverse panel is a recruitment approach that involves including individuals from a range of diverse backgrounds and experiences in the selection process for a job or opportunity. In the context of this toolkit, this panel typically includes people from different ethnic and racial groups. It is important to ensure that recruitment practices promote diversity and inclusion, including diverse representation in interviews.

> **The goal of a diverse panel is to ensure that the selection process is fair, inclusive, and that all qualified candidates have an equal opportunity to succeed.**

Benefits of a Diverse Panel

- Includes the potential for a more robust and creative discussion during the selection process
- Increased representation and perspectives from an under-represented group
- The potential to reduce unconscious biases in the hiring process.

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By including a diverse panel in your recruitment process, you can create a more equitable and inclusive workplace culture, and demonstrate your commitment to diversity, equity, and inclusion. You can start a diverse panel in these ways:

Identify/Recruit/Select
- Start by identifying potential panellists who represent a range of backgrounds and experiences.

Guidance
- Once you have your panellists, make sure that you provide them with clear guidance on the selection criteria, process and the potential impact their involvement will have.

Training
- Ideally, the panellists should all have recruitment training as well as training on how to recognise and avoid unconscious biases.

Evaluate
- Finally, document your selection process and evaluate the results to determine if the diverse panel approach has had a positive impact on your recruitment efforts.

Health Inequalities

Health inequalities refer to the unfair and avoidable differences in health outcomes between different groups of people, often based on factors such as race, ethnicity, socioeconomic status, gender, and geography. These differences can result in disparities in health outcomes, access to healthcare, and other social determinants of health, which can have a significant impact on the well-being of disadvantaged populations.

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There are several tools and processes that can be used to take health inequalities into consideration on an organisational, community and programme delivery level, to improve health outcomes for disadvantaged groups.

Health Equity Impact Assessment (HEIA)
- The HEIA is a tool that helps to identify and address the potential impacts of policies and programmes on health equity. The HEIA process involves a structured analysis of a policy, project or programme, including an assessment of its potential impact on health equity, a review of the evidence related to the issue, and the identification of potential strategies to address any inequities.
- The HEIA process can help to ensure that innovations, projects and programmes are designed and implemented in a way that considers the needs of all populations, including disadvantaged groups.
- To find out more, check out this primer on HEIA written by Rebecca Haber for the Wellesley Institute.

Social Prescribing
- Social Prescribing involves referring patients to non-clinical services, such as community organisations or support groups, that can address the social determinants of health, such as housing, employment, and social isolation.
- This approach recognises that health outcomes are influenced by a range of social and economic factors and aims to address these underlying determinants to improve health outcomes for disadvantaged populations.
- Though this is a great tool, its use is limited to healthcare professionals in both primary and secondary care. To find out more, check out the social prescribing page on the UK government website.

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Patient and Public Involvement (PPI)
- PPI is a process that involves actively engaging patients and members of the public in the design and delivery of healthcare services.
- Members of the public and/or patients should be consulted during the project design, delivery, and evaluation.
- This approach can help to ensure that services are tailored to the needs of diverse populations and can help to address any disparities in access to care.

In summary, tools and processes such as HEIA, social prescribing, and PPI can all be used to take health inequalities into consideration and improve health outcomes for disadvantaged groups in healthcare and the NHS.

Stakeholder Engagement

EDI Dashboard

One effective tool for portraying and championing anti-racist ideals to stakeholders is an Equity, Diversity and Inclusion (EDI) dashboard. This dashboard can provide a visual representation of the organisation's progress towards anti-racism, including metrics on diversity and inclusion, anti-racist training and education, and efforts to address structural racism.

This tool can also be used to hold leadership accountable for their commitments to organisational anti-racist practices. By providing stakeholders with a clear understanding of the organisation's efforts, the dashboard can help to build trust and engagement among stakeholders, employees, partners, and patients. This data can be compiled and presented in a user-friendly format, such as a dashboard or interactive visualisation, which can be shared with stakeholders quarterly or at agreed terminals for review.

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Additional Ways to Communicate Your Anti-racism Agenda:

Newsletters and Internal Communications

- Utilise communication channels to keep stakeholders informed of anti-racism commitments, such as regular newsletters and updates. Declaring the organisation's public statement.

Website and Social Media

- Dedicating a section on the organisation's website and social media pages to promote anti-racism and highlight initiatives the organisation is undertaking.

Training and Educational Programmes

- Develop anti-racism training programmes for employees and offer educational resources to stakeholders.

Partnerships and Collaborations

- Collaborate with organisations that share the same values and goals regarding anti-racism and promote these partnerships through the organisation's communication channels.

Employee Resource Groups (ERGs)

- Establish ERGs to create a forum for employees to share their experiences and offer recommendations for improvements to the organisation's policies and practices.

It is also important to provide stakeholders with resources and tools to help them promote anti-racism within their own companies. This could include sharing best practices and offering advice on how to create a more inclusive culture and providing resources on how to tackle unconscious bias and create equitable systems. By promoting anti-racism, stakeholders can contribute to building a more equitable and inclusive healthcare system.

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Implementing an Anti-racist Scope Into the Work That We Do

Project Planning

When planning a project, it is important to actively consider how the project planning and approach supports anti-racism. Here are some steps you can take:

Define the Project's Objectives and Goals

- Identify how the project can contribute to reducing health disparities and promoting health equity for people from all racial and ethnic backgrounds. Consider how different groups and communities might be affected by the project and how to mitigate any negative impacts. Please see the Health Inequalities segment above for information on using an HEIA.

Involve Diverse Stakeholders From the Outset of the Project Planning Process

- This includes patients, community leaders, healthcare providers, and representatives from marginalised communities.

Analyse Health Disparities and Healthcare Access in the Area Where the Project Will be Implemented.

- Use this data to inform the project planning and identify areas of focus to reduce health disparities.

Incorporate Anti-racist Practices into the Project Design and Approach.

- This includes diversifying the project team and leadership, ensuring cultural competence and addressing any implicit biases that might affect decision-making.

Monitor and Evaluate the Project

- Assess the impact on health disparities and equity and adjust the approach as needed.

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Moving Towards Business As Usual (BAU)

Ensure that the guidance that has been detailed throughout this section is adhered to and maintained. To ensure the organisation is keeping to its commitments to these tools being used as BAU, a system of reporting can be established on a routine basis.

Conduct regular audits of the organisation's policies, procedures and practices to identify areas that may perpetuate systemic racism or health inequities. These audits can help identify opportunities for improvement and track progress in reducing health disparities.

Section 5
Keeping Focused On the Change

Creating an anti-racist workplace requires continuous effort and a sustained commitment to change.

It's not enough to simply implement a few initiatives and hope for the best. It's essential to keep focused on the change and maintain momentum towards creating a more equitable and inclusive workplace.

In this section, we'll explore some strategies for keeping the momentum going and ensuring that anti-racism remains a priority in your workplace over the long term.
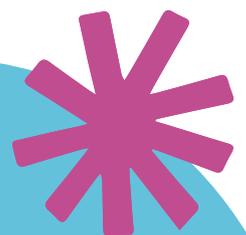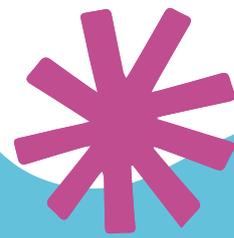
Section 5:
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Everyone Will Have a Different Experience

Individuals have varying values, lived experiences, and personal perspectives on structural and systemic racism. To navigate these differences, it's crucial to approach anti-racism work as an ongoing, iterative process. This involves actively listening to each person's understanding of the larger racial equity journey within the organisation.

By gaining a deeper understanding of each person's unique perspective, you can set smart goals that provide "small wins" for all and create a shared sense of inclusion and ownership of the effort. This approach can help to build momentum towards the "big win" of creating an equitable workplace. You want to both share your perspectives and listen to others with respect and empathy.

Acknowledge Emotions

Establish an environment where all members of the team can candidly express any emotions, concerns, and apprehensions on a personal level regarding the overall initiative. This fosters sincerity and builds trust among staff members, encompassing diverse identities beyond race. Moreover, it promotes the kind of trust, openness, constructive disagreements, and ingenuity that is crucial for achieving lasting organisational transformation and a solid foundation for positive interpersonal working relationships.

It might be advantageous to engage an external facilitator to lead these discussions initially, and as trust and ownership are gradually established, the efforts can become self-perpetuating. You also want to personally acknowledge and reflect on where your own emotions, biases or triggers may come from and how they influence your perspectives. Mindful that this will be a lifelong journey and the aim is to strive for progress not perfection.

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Take a Break If Need Be

Although there is a substantial amount of work to be accomplished, concentrating exclusively on the long-term consequences of the change effort can be overwhelming, especially for team members who have experienced iniquity. Therefore, it is advisable to maintain equilibrium between setting definitive long-term objectives and obtaining immediate, short-term achievements. This can be executed by taking a break to allow for immediate action, resulting in sustaining and strengthening staff participation, endurance, and support.

Distributing Leadership

Distributed leadership is a strategy for promoting shared responsibility and ownership of the organisation's racial equity vision among all team members. By adopting this approach, the burden of emotional labour is not solely placed on Black, Asian and minority ethnic staff, and all members of the team can play an active role in achieving racial equity goals. Global majority colleagues often have to bear the brunt of the emotional labour associated with anti-racism work, which can be emotionally and mentally taxing. This can lead to burnout and exhaustion, which can hinder their ability to pursue other career opportunities that are crucial for their professional growth.

Taking some of the administrative burden off global majority colleagues can help to alleviate this burden and allow them to focus on other career opportunities. By sharing the responsibility for anti-racism work, everyone can contribute to creating a more equitable and inclusive workplace, without putting an undue burden on any one individual or group.

Additionally, it's important to recognize that emotional labour is often not given the same level of respect and recognition as other forms of work. This can create further disparities, as global majority colleagues may not be valued or compensated adequately for the emotional labour they are expected to perform.

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Therefore, it's crucial to acknowledge the emotional labour involved in anti-racism work and to take steps to ensure that global majority colleagues are not unfairly burdened by it. This includes providing resources and support for emotional self-care, as well as recognising and valuing the emotional labour that is being performed.

In summary, taking some of the administrative burden from global majority colleagues is important to ensure that they are not hindered in accessing career opportunities. It's also important to recognise and value the emotional labour involved in anti-racism work and to provide support and resources to ensure that it is not unfairly burdensome.

Practically, this can be accomplished by implementing a rotational system for meeting facilitation, agenda preparation, and leadership for different projects. This ensures that everyone has a chance to contribute their ideas and perspectives, creating a sense of inclusion and active engagement among all team members.

Moreover, by distributing leadership responsibilities, White team members can gain a deeper understanding of the importance of racial equity work and develop a more authentic commitment to the cause. This approach promotes a culture of collective responsibility, mutual accountability, and active participation towards achieving the shared goal of racial equity in the organisation.

Comprehend the Dynamics of Power and Utilise It to Drive Change

Identify the standards, principles, and methods that privilege White people and working styles. Devote efforts and resources to the professional development of employees by promoting learning about issues related to comprehending history, examining personal prejudices, establishing empathy and consideration for others, and becoming comfortable with vulnerability. These proficiencies necessitate training and consistent application. Demonstrate this personal growth and development from leadership positions.

Section 5:
Keeping Focused On the Change

Acknowledge Conflict as a Vital Aspect of the Process

Conflicts are not simply a by-product but rather an essential component of the transformation process, and their continued presence is needed for progress to be made and maintained. In fact, conflict - whether it's a sense of discomfort or a state of active disagreement - is often an indicator of change attempting to take place. Regrettably, many workplaces strive to evade all types of conflict, which can lead to stagnation and a lack of growth. Where conflict does arise at all times ensure it is in a spirit of self-reflection, mindfulness of power imbalances (both racial and within organisational hierarchy), respect and empathy. The Harvard Business Review released a great article in 2018 on why we should be disagreeing more at work.

Embrace Lifelong Learning and Commit to Sustained Transformation

Establishing and sustaining an inclusive, racially equitable culture requires continuous effort. It's a challenging task that often has a significant emotional impact. The success of the process depends on the dedication, confidence, and positive attitude of the staff who participate in it. This might involve confronting one's own White fragility or discussing the harm that individuals have experienced as people of colour in the workplace over the years. It's crucial to foster an environment of trust and support in which people feel comfortable sharing their experiences, concerns and even their journey from having progressed from any problematic ways of thinking or acting.

Promote Understanding and Implementation of Equity, Inclusion and Diversity by Examining How They Manifest in Individual and Team Behaviours and Practices

To promote a more inclusive workplace culture, it is important to intentionally select a diverse team that goes beyond technical skills and includes individuals with a range of values and backgrounds.

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This approach can help foster various perspectives and promote richer conversations around projects and programmes. By bringing together individuals with different experiences, you can create a more dynamic and collaborative team that is better equipped to address the complex challenges that organisations face. This not only enhances the quality of work produced but also helps to create a sense of belonging for all team members. Reflect on the skills of this diverse team using a values-based approach to activity, and where technical skills are essential but would entail a less diverse team consider developing global majority team members wherever possible. Studies have shown that in organisations, such as the NHS, there is a phenomenon known as "snowy white peaks", you can read the Kings Fund article which refers to this. We must boost opportunities to increase the pool of global majority colleagues at senior levels in healthcare to better represent the society we live in.

Emphasise the Gradual and Evolving Nature of Cultural Change Through Effective Communication

For instance, create significant markers of progress and recognise achievements in both immediate and extended periods as a way of encouraging and motivating the team towards long-term goals. This approach can also help to track progress and identify areas that need improvement. Breaking down the journey into smaller, achievable goals makes it easier for the team to maintain focus and momentum towards the larger, more gradual cultural change.

Regularly Evaluate the Cultural Shift and Adjust Initiatives as Necessary

For instance, incorporate standards and indicators that evaluate the extent to which the values and objectives of the team are being translated into everyday activities, and how this improves the experience of global majority colleagues. Positive progress should be decided collaboratively across the organisation.

Section 6
Anti-racism Glossary

This glossary serves as a comprehensive guide to terms and concepts related to anti-racism and racism. It has been designed to assist readers in navigating the toolkit and revising terms they may be unfamiliar with. Each term is accompanied by an explanation, providing a deeper understanding of its meaning and significance.

Most of the terms included in this glossary are sourced from 'Living While Black: The Essential Guide to Overcoming Racial Trauma' by Guilaine Kinouani, a renowned scholar and expert in the field of anti-racism.

With the aim of promoting greater awareness and understanding of these critical issues, this glossary seeks to empower readers with the knowledge and tools necessary to actively challenge and dismantle systems of racism in all its forms.

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Anti-racism Glossary

Accountability
The ways individuals and communities hold themselves to their goals and actions while acknowledging the values and groups to which they are responsible.

Active Listening
Active listening involves the intentional act of readiness to listen, actively observing both verbal and nonverbal communication, and providing suitable feedback as a means of demonstrating attentiveness to the message being conveyed. This type of listening promotes a shared understanding between the speaker and listener.

Anti-Blackness
Anti-Blackness is first and foremost antagonism, hatred or contempt for people racialised as Black because they are Black. Anti-Blackness is structural, psychological and relational. Anti-Blackness is premised on the alleged 'primitivity' and inferiority of people of African descent and manifests in normalised violence in all domains of functioning for Black people including legally, economically and politically. Anti-Blackness is not only a Black and White binary affair. Other non-Black groups equally benefit from anti-Blackness and commonly participate in it.

Anti-oppression
Recognising oppressions that exist in society and ways to mitigate their effects to equalise the power imbalance in communities.

Anti-racism
Anti-racism is fundamentally any action we deliberately take to dismantle White supremacy. Anti-racism has been defined as the active and deliberate process of identifying and dismantling racism in all its manifestations so that power may be redistributed and shared equitably in society. Ways to actively oppose racism by advocating for political, economic, and social change.

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Assimilation

Assimilation in the context of immigration or cultural exchanges refers to the process of taking in full the dominant culture, worldview and values at the expense of the culture, worldview or values of one's heritage, ancestry or marginalised group.

Black Excellence

Black excellence speaks to the social process by which the extraordinary achievements of Black people are celebrated and promoted by fellow Black people. It is often believed to uplift Black people and/or disrupt stereotypical expectations. Black excellence has gained much traction on social media, where it continues to be supported via the use of hashtags of the same name.

Black Exceptionalism

The notion that Black people who are educated, smart, articulate, poised, and every other positive adjective you can think of are atypical or rare among the general Black population. Black people who are deemed "excellent" are hyper-scrutinised and penalised for their excellence. Black exceptionalism can conceal the systemic barriers and pressures that Black people face and yet multiply the institutional and societal expectations of this racialised group

Black Mental Health

Black mental health simply refers to the mental health and related issues of those who are racialised as Black.

Codeswitching

The ways in which a member of an underrepresented group (consciously or unconsciously) adjusts their language, syntax, grammatical structure, behaviour, and appearance to fit into the dominant culture.

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Colonialism

Colonialism concerns the use of force, often military, violence or other forms of power by a nation to set up colonies or settlements outside of the borders of one's nation with the aim of increasing the colonising nation's power, influence and/or resources politically, ideologically and/or economically.

Compassionate Curiosity

Compassionate curiosity refers to a way of thinking and behaving that centers on a sincere and earnest interest in comprehending others. It involves actively seeking out and investigating diverse viewpoints and experiences, even if they may be unfamiliar or challenging, with the aim of gaining a more profound comprehension of people and their underlying motivations. This approach involves adopting a non-judgmental and open-minded attitude and being willing to set aside preconceived notions and biases to fully engage with others. By exhibiting genuine curiosity and empathy, individuals can establish deeper connections, foster trust, and develop stronger relationships.

Cultural Appropriation

Also known as 'cultural misappropriation'. This is the adoption of an aspect or aspects of one culture by members of another culture. This can be controversial when members of a dominant group appropriate or take from disadvantaged or marginalised cultures. Debates around what does and does not constitute cultural appropriation often try to consider a broad historical context and evaluate whether there are elements of a cultural or interpersonal power imbalance that may be at play, whether subtle or overt.

Cultural Homelessness

Cultural homelessness is a term used to describe the anxiety of not having a cultural home or not belonging to any culture that is commonly experienced among bi-cultural or multi-cultural individuals such as migrants, their children or those of mixed ancestry. The term was coined by psychologist Professor Veronica Navarrete Vivero in the late 1990s and has since generated much interest.

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Decolonising
Decolonising knowledge means freeing it from 'accepted' forms of knowing and being that have been shaped, developed and enforced by a colonial power. The decolonising movement seeks to expose and critique systems of colonial power that have shaped the world, bringing other knowledge, perspectives and opinions to the forefront.

Diverse Panel
A diverse interview panel comprises individuals with varying perspectives and viewpoints. The panellists represent different facets of diversity, such as race, gender, sexual orientation, skills, and experience. This heterogeneity fosters an inclusive environment for the candidates, while also promoting diversity in the selection process. By including a diverse interview panel, candidates are more likely to feel at ease and understood, leading to a more equitable and inclusive hiring outcome.

Double Consciousness
Refers to the internal conflict experienced by marginalised, colonised groups within an oppressive society. First published in Du Bois' The Souls of Black Folk to describe the psychological challenge African Americans faced looking at themselves through the eyes of a White, racist society.

Equality, Diversity and Inclusion (EDI)
EDI refers to a set of principles and practices aimed at promoting fairness, respect, and equal opportunity for all individuals. The goal of EDI is to eliminate bias and discrimination based on individual characteristics, such as race, ethnicity, gender, sexual orientation, ability, and other factors. By prioritising EDI in organisational policies, procedures, and culture, individuals can feel valued and included, regardless of their backgrounds or identities.

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EDI Dashboard

An EDI dashboard refers to a graphical interface or software platform that enables organisations to monitor and track their progress in promoting Equality, Diversity, and Inclusion (EDI) initiatives. It displays various metrics and data related to diversity and inclusion, such as workforce demographic makeup, representation of diverse groups in leadership positions, and employee satisfaction rates. By utilising an EDI dashboard, an organisation can identify areas where it needs to enhance its diversity and inclusion efforts and monitor its progress over time. Additionally, EDI dashboards can be used to communicate an organisation's EDI efforts and achievements to stakeholders both within and outside the organisation.

Epistemic Homelessness

Epistemic homelessness is the process in which racially marginalised individuals feel disconnected from their sense of truth, of knowing when their experiences of racism are denied by racially privileged individuals. It is the sense of losing one's truth base or anchor as a direct result of the denial of racism. The framework was developed by psychologist Guilaine Kinouani.

Equity

Creating fair access, opportunity and advancement for people from under-represented groups.

Ethnicity

Ethnicity refers to the social characteristics that people may have in common, such as language, religion, regional background, culture, foods, etc. Ethnicity is revealed by the traditions one follows, a person's native language, and so on.

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Health Equity Impact Assessment (HEIA)

HEIA is a tool that assists decision-makers in identifying how a p, policy, or initiative will affect various population groups differently. The HEIA process aims to uncover potential unintended consequences, including those that could exacerbate existing health inequities. By using HEIA, decision-makers can optimize positive outcomes while minimizing negative impacts that may widen health disparities among population groups. HEIA is a vital tool in promoting equitable health outcomes for all individuals.

Health Equity

Health equity is achieved when individuals have access to the social determinants of health, such as wealth, power, and prestige. People who have been historically deprived of these determinants are at a significant disadvantage when it comes to health outcomes compared to those who have access to these resources. Simply providing everyone with the same resources does not achieve equity; that would be equality. To achieve health equity, resources must be allocated based on a need-based principle that takes into account the specific circumstances and challenges faced by individuals and communities. This approach ensures that everyone has an equal opportunity to attain optimal health outcomes, regardless of their backgrounds or circumstances.

Imperialism

Imperialism concerns the use of force, often military, violence or other forms of power by a nation to influence, control or take over other nations usually with the aim of territorial expansion and/or increasing the imperial nation's power, influence and/or resources politically, ideologically and/or economically.

Intergenerational Trauma

Trauma that is transferred between generations. First recognised in children of Holocaust survivors, but widely documented in descendants of slaves, native Americans, war survivors, refugees and survivors of interpersonal abuse.

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Intersectionality

Intersectionality is the term coined by Professor Kimberlé Crenshaw as a way of analysing the social world to make visible the particular ways axes of oppression, such as race, gender, social class and so on, do not exist in isolation but shape one another and create particular experiences and forms of structural vulnerabilities.

Microaggression/s

A term coined by African American psychiatrist Dr Chester Pierce to describe the commonplace daily verbal, behavioural or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or harmful racial slights and insults toward people who have been racially marginalised.

Neo-colonialism

First coined by Ghana's first president, Kwame Nkrumah, in the early 1960s, 'neo-colonialism' refers to the intrusive (mis)management and continuity of the former coloniser's power through economic, political and educational systems.

Pan-Africanism

Pan-Africanism is a philosophical belief system and a cultural and political movement that seeks Black liberation through unity, solidarity and connection of people of African descent throughout the world.

Post-colonialism

This refers to the era following widespread independence from Western colonialism and the movement focused on reclaiming and rethinking the history and agency of people who were subordinated under colonial rule.

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Public and Patient Involvement (PPI)

Public and Patient Involvement (PPI) refers to the active participation of patients, caregivers, and the public in various aspects of research studies and service improvement. This involvement can include tasks such as identifying research priorities, developing study protocols, recruiting participants, and giving feedback on study findings. PPI has gained significant importance in healthcare delivery and policymaking. Its utilisation can help to ensure that healthcare services are focused on patients, responsive to their needs, and aligned with their values and preferences. PPI offers various ways to involve patients and caregivers in developing guidelines for clinical care, evaluating intervention effectiveness, and designing health services. It can also contribute to advocacy and public engagement by raising awareness about health issues, promoting health literacy, and driving changes in healthcare policy. Ultimately, PPI fosters more meaningful and collaborative relationships among patients, caregivers, the public, and healthcare professionals, which can lead to improved health outcomes for all.

Racial Equity

Racial equity refers to what a genuinely non-racist society would look like. In a racially equitable society, the distribution of society's benefits and burdens would not be skewed by race. In other words, racial equity would be a reality in which a person is no more or less likely to experience society's benefits or burdens just because of the colour of their skin. This is in contrast to the current state of affairs in which a person of colour is more likely to live in poverty, be imprisoned, drop out of high school, be unemployed and experience poor health outcomes like diabetes, heart disease, depression and other potentially fatal diseases. Racial equity holds society to a higher standard. It demands that we pay attention not just to individual-level discrimination, but to overall social outcomes.

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Respectability Politics

Respectability politics is an expression used to refer to the politics of those who are from marginalised groups and who advocate assimilation, decorum and the acceptance and mimicking of dominant values. In the context of race, it means embracing White middle-class ways of being and thinking to bring honour, 'to be respectable', and to overcome racism.

Respectful Dialogue

Respectful dialogue is characterised by sincere, reflective, and considerate communication with the intention of achieving mutual understanding. It is important to note that engaging in respectful dialogue does not imply a requirement to agree or adopt each other's viewpoints.

Social Inclusion

Social inclusion is a practice that ensures various groups of people can fully take part in society by tackling social structures, policies or processes that exclude disadvantaged groups.

Social Prescribing

Social prescribing is a method of referral, which does not involve medication, that can be utilised by different professionals, such as GPs, allied medical staff, social care workers, and charity workers. In addition, individuals can also refer themselves to obtain support in various areas. With social prescribing, doctors can refer their patients to a specialist or link worker who can recommend local social groups that can aid in improving the patient's health and wellbeing. Examples of these social groups may include social enterprises, community businesses, and local volunteer groups.

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Stereotype

A stereotype is an over-generalised belief about a particular class or group of people, regardless of an individual's behaviour.

Structural Violence

Structural violence is a term coined by Norwegian sociologist, Johan Galtung, that refers to social structures and economic, political, medical and legal systems that perpetuate inequity through the unequal distribution of power, and which disproportionately affect marginalised groups and communities.

The Talk

The Talk refers to the conversation parents have with young Black children to prepare them for racism and in particular the dangers of encounters with the police and other authority figures with a view to increase their chances of surviving these potentially deadly exchanges.

Thoughtful Questions

The purpose of these questions is to encourage deep reflection on your responses and their impact on your life. By posing thoughtful questions you can enhance your self-awareness and gain insights that can lead to self-improvement in various aspects of your life.

Unconscious Bias

Unconscious bias, also known as implicit bias, refers to the underlying attitudes, prejudices and stereotypes we hold towards people that evade our conscious awareness, but still influence the behaviour and treatment of these groups.

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Whiteness
Whiteness is a social system that ensures the production and reproduction of the dominance and privileges of people racialised as White.

Whitening the Race (Racial Whitening)
Racial Whitening is an ideology centred around the idea that Black inferiority or 'the Black problem' could be resolved over successive generations by 'breeding' exclusively with White people. It was believed that over time such selective and racially motivated breeding would lead to genetic, cultural and social improvement and ultimately the disappearance of the Black race. Although the ideology is more strongly associated with Latin America, it has been found in parts of the Caribbean.

White Fragility
Coined by Robin DiAngelo, White fragility is described as the conscious or unconscious discomfort and defensiveness on the part of a White person when confronted by information about racial inequality and injustice, including when a White person receives feedback regarding their own behaviour and privilege. It is described as "a state in which even a minimum amount of racial stress becomes intolerable, triggering a range of defensive moves… [including] ... outward display of emotions such as anger, fear, and guilt, and behaviours such as argumentation, silence, and leaving the stress-inducing situation. These behaviours, in turn, function to reinstate White racial equilibrium." White fragility is therefore said to result from the "insulated environment of racial protection" within which many White people exist.

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White Privilege

White privilege has been described in the following way, "as a member of the dominant ethnic group, a White person in Western culture has inherited privilege simply because they are White. It suggested that a White person has greater access to available resources because they are White and that White 'ways of thinking' and living are seen as the norm, forming a standard against which all people of colour are compared. It is described as an 'absence of the consequences of racism, absence of structural discrimination, an absence of your race being viewed as a problem first and foremost.'" (Reni Eddo-Lodge).

White Supremacy

This has been described as "a culture that positions White people (and all that is associated with them), Whiteness, as ideal. White supremacy is more than the idea that Whites are superior to people of colour, it is the deeper premise that supports this idea, the definition of Whites as the 'norm' or standard for humans, and people of colour as a deviation from the norm." (Robin DiAngelo).

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