Rapid Review of Anti-Racism Interventions in the Workplace
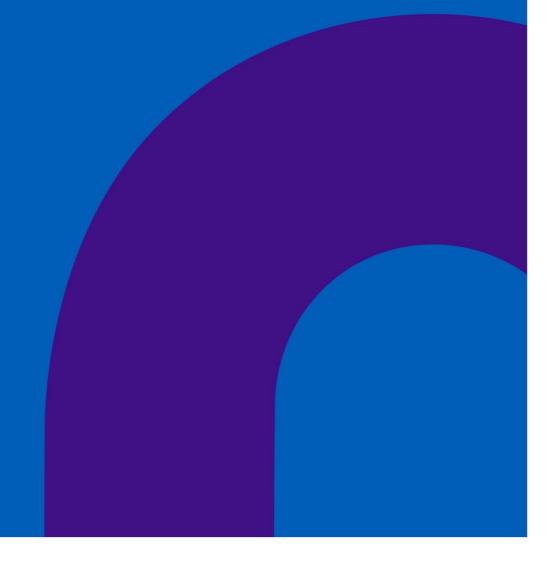
https://healthinnovationnetwork.com/hin-anti-racism/

Health Innovation Network
South London

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1. Background

Following George Floyd's murder in 2020, the Health Innovation Network (HIN) began an organisational conversation with staff focusing on the impact of race and racism on people working in the organisation and the communities we work with and serve. This sparked the HIN's anti-racism project. With the input of an anti-racism project team and the HIN's internal advisory group, various activities and interventions were developed. These are summarised in Appendix 1, and Appendix 2 contains the project logic model which links the project activities to expected outcomes, both short and longer-term.

An evaluation was undertaken, using qualitative interviews with HIN staff to explore the project impact and aspects of the project which have had the greatest impact. The main findings can be found here: https://healthinnovationnetwork.com/hin-anti-racism/.

This rapid evidence review was conducted to inform the ongoing work on anti-racism, including what further action could be taken and how best to measure impact over time, both for the HIN and interested others. It aims to summarise evidence from organisations that have undergone similar cultural transformation programmes or activities around race, racism, and racial inequality, including measures of change that have been adopted.

Methods

Searches were conducted in July/August 2023 on ProQuest One Academic and on Google, in recognition that most relevant material was likely to be grey literature. The following search terms were used: (anti-racism OR anti-racist) AND (organisation OR 'workplace) AND (intervention OR initiative OR activity). Searches were limited to material published since 2018. 56 documents were retrieved in ProQuest One abstract searches. The titles of these were manually scanned but no items were identified that warranted detailed review. Google searches retrieved over 1,000 documents produced by different organisations. Adding 'NHS' to the search terms also generated hundreds of documents.

Detailed review was limited to five documents in each of three types of organisation: NHS, other UK and non-UK. Documents were selected to reflect different types of organisation. For example, NHS organisations included two NHS trusts, two umbrella organisations, and an NHS region. The content of each document was summarised, including whether it referenced activities which the HIN anti-racism project found to be of importance: an advisory group, recruitment practices, staff training, development of a toolkit of resources and addressed mechanisms for raising concerns.

2. Findings

The findings are presented in four tables summarising examples of anti-racism interventions in the workplace. Table 1 contains examples from NHS organisations, Table 2 contains examples from other UK organisations, and Table 3 summarises examples from outside the UK. Table 4 contains some examples of where organisations have provided detailed information on how to measure the impact of the anti-racism interventions. These documents outline the organisation's approach but contain little detail that help understand how improvements have been undertaken, and the nature of the outcomes.

Table 1: Examples of NHS anti-racism initiatives

Document Name	Organisation	Summary	Interventions cited				
			Advisory Group	Recruitment	Staff Training	Toolkit/ resources	Mechanisms for raising concerns
South London and Maudsley Anti-Racism Action Plan	South London and Maudsley NHS Foundation Trust	A root cause analysis was undertaken to identify problem areas and a high-level strategy was developed focusing on five areas: workforce, service delivery, communication and engagement, research, and work with the police. The document outlines the strategy, the approach and action plan, and how to measure its impact.	✔	✔	✔	✔	✔
Anti-racism strategy	Sherwood Forest Hospitals NHS Foundation Trust	The strategy outlines the actions to be taken by the Trust during 2021-2022 and beyond to minimise racism against staff. The interventions are grouped into the following: governance, communication, awareness raising, training and education, network and freedom to speak up, and managing complaints. Aims and specific actions are detailed for each category.	✘	✘	✔	✔	✔
East of England Race Strategy	NHS East of England	Staff surveys identified challenging and priority areas. This informed the organisation's action plan aiming to deliver sustainable and measurable change, focusing on these high priority areas. The document outlines the development of organisational principles, strategic outcomes, specific outcomes, and expected impact.	✘	✔	✔	✔	✔
NHS Providers Anti-racism statement / action plan	NHS Providers	An internal report was commissioned which identified the problem areas addressed in the statement. The statement is underpinned by a cross-organisational race equality action plan, setting out the actions to be taken to ensure five specific commitments become reality for four strategic objectives – influence, voice, support, and excellent organisation. The plan details how the success of each specific action can be measured.	✔	✔	✔	✔	✘
Commit, understand, act Our anti-racism strategy	NHS Confederation	As a response to the Black Lives Matter movement, an organisation strategy was developed, centred on commitment, understanding and action. The document explores how NHS Confederation will support their members to be anti-racist organisations and systems. The strategy reflects an asset- and evidence-based approach, demystifying racism, tackling racism in the workforce, and supporting members to focus on reducing health inequalities.	✘	✔	✘	✔	✘

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Table 2 Examples of anti-racism action plans and guidance from other UK organisations

Document Name	Organisation	Summary	Interventions cited				
			Advisory Group	Recruitment	Staff Training	Toolkit/ resources	Mechanisms for raising concerns
King's Race Equality Action Plan 2020 - 2024	King's College London	A detailed action plan, committing to becoming an anti-racist university. This document summarises key achievements to date and sets out a four-year action plan, split into six problem areas. Each section details objectives, actions, responsibilities, timeframes, measures, and progress.	✔	✔	✔	✔	✖
Our links with colonialism and slavery: an action plan	The King's Fund	Several of the individuals and organisations that donated money and helped to establish The King's Fund were linked with slavery and colonialism through their family backgrounds and business connections. This document acknowledges these historical injustices and their current day impact and makes a commitment to addressing them. It is an action plan setting out the work to be done to redress the historical injustices that their privilege is built on.	✖	✔	✔	✔	✖
From here to anti-racism: Audit and recommendations for the UK Committee for UNICEF	UNICEF UK	An audit was carried out after allegations of institutional racism in 2021. The audit involved 1:1 interviews, online qualitative research, and focus groups. This document summarises the key findings and recommendations from this audit. It identifies areas that are working well and what remains to be addressed. It also sets out UNICEF's commitment to three anti-racism principles.	✔	✔	✔	✔	✔
Anti-racist principles, guidance, and toolkit	The Wellcome Trust	An anti-racism strategy was launched following staff surveys revealing Black staff are least likely to agree that Wellcome is an inclusive organisation. This document details five anti-racist organisational principles and recommendations on how to follow these. The document also includes an accompanying toolkit, containing resources and case studies, primarily for people with leadership responsibility at Wellcome.	✔	✖	✖	✔	✔
Delivering racial equality in medicine	British Medical Association	'Racism in Medicine' survey identified problem areas. This report presents a high-level overview of the barriers preventing racial equality in the medical profession. Through summarising the evidence, the report aims to provide a pathway to achieve fair outcomes for all doctors across education and training, with key themes and recommendations to address disparities in the medical profession based on race.	✖	✔	✔	✔	✔

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Table 3 Examples of international anti-racism initiatives

Document Name	Organisation/ Author	Summary	Interventions				
			Advisory Group	Recruitment	Staff Training	Toolkit/ resources	Mechanisms for raising concerns
Organizational Strategic Plan to Embed Racial Justice and Advance Health Equity	American Medical Association	Based on a logic model, a strategic plan was developed outlining the vision and conviction to becoming a sustainably diverse, multicultural anti-racist organisation. The aim is to advance equity and justice, contributing to improving outcomes and quality in health care, and closing historical and contemporary inequities in health. The document contains background and history, sets out five strategic approaches and details on how effectiveness can be measured to ensure accountability.	✓	✗	✓	✓	✓
CDC's Efforts to Address Racism as a Fundamental Driver of Health Disparities	Centres for Disease Control and Prevention	CDC have made a commitment to effectively address health inequities nationwide and serve as a model for organizational and workforce diversity and inclusion, through dismantling discriminatory policies and practices and instituting new ways to support diversity, equity, and inclusion. This document summaries some of the key examples of their efforts to date.	✓	✓	✓	✓	✓
A Racial Equity Toolkit for Midwifery Organizations	Wendy Gordon, The Journal of Midwifery and Women's Health	This article proposes a framework for midwifery organizations to incorporate a racial equity toolkit, starting with explicit intentions of the organization regarding racial equity in the profession. Indicators of success are elucidated as the next step, followed using a racial equity impact analysis worksheet.	✓	✗	✓	✓	✗
Addressing and Eliminating Racism at the AAMC and Beyond	Association of American Medical Colleges	The AAMC released a statement on police brutality and racism in America and their impact on health. This led to the development of this framework, serving and a strategic imperative, to guide internal efforts at the AAMC and help to amplify and accelerate the efforts of their member institutions to catalyse change in academic medicine. The framework is divided into four sets of concrete actions to pursue.	✓	✓	✓	✓	✓

Table 4 Examples of measuring the impact of anti-racism interventions
(Overleaf)

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Organisation	Intervention	Measuring Impact
NHS Providers	Roll out of inclusive leadership training to all managers.	Training being completed. Annual staff survey, pulse surveys and other appropriate indicators evidence that senior managers are demonstrating inclusive leadership behaviours.
	Ensure our recruitment materials reflect our commitment to race equality.	Data and feedback from ethnic minority applicants and leavers regularly reviewed and used to inform future improvement plans.
	Develop a clear and robust procurement policy which ensures a focus on race equality in the selection of partners/suppliers.	Annual internal audit provides assurance that our procurement policy has been meaningfully followed and that our key partnerships reflect our anti-racist ambitions.
	Imagery reflects diversity and commitment to race equality.	Better visibility of people from ethnic minorities, highlighting their role, value, and contribution to the NHS. New website includes images and content which clearly demonstrates the diversity of the organisation.
American Medical Association	Embed equity throughout the AMA enterprise.	100% of staff completed at least four formal equity explicit training sessions reflected in individual objectives and standards. Increased traffic to Health Equity Resource Center. Increasing viewership of equity-based modules on Health Equity Education Center (EdHub).
	Build alliances and share power with marginalised physicians and other stakeholders.	Improved representation of marginalized (LGBTQ+) and minoritized (Black, Indigenous, Latinx) physicians within AMA membership proportionally to the demographic representation of the United States. Increased knowledge, tools and practice of alliance building and power sharing to advance health equity.
	Ensure equity in innovation.	At least 75% of internal innovation stakeholders engage in equity and innovation education and resources in 2021, with growth of content and engagement year-over-year. At least 1,000 external innovation stakeholders engage in equity & innovation education and resources in 2021, with growth of content and engagement year-over-year.
King's College London	Develop a university-wide toolkit for race allyship.	Toolkit developed. Usage measures and positive user feedback.
	Continue Diversity Matters Training –monthly sessions for staff and managers during term time.	80% of new starters complete DMT, with a proportionate spread across business units by 2024.
	Design and pilot Mutual Mentoring intervention across King's leadership.	A pilot of 20 mentoring relationships is piloted over 6 months; over 80% of participants experience reflective learning.

	Plan and deliver structured, race-specific learning and development interventions with SMT twice per year.	Two events delivered each year. Attendees' feedback that they are more confident leaders around race and racism.
South London and Maudsley NHS Foundation Trust	Review of recruitment policy to embed anti-racism.	Increasing % of ethnically and culturally diverse staff believing that the Trust provides equal opportunities for career progression or promotion.
	Members from all our Black communities will be listened to, and their experiences and feedback used to inform the delivery of our services.	Increasing the trust and reputation score with Black communities.
	Scope a follow up programme to Ethnicity Data Matters	Monitoring ethnicity data quality, promoting good ethnicity recording practice, improving access to ethnicity data in Trust dashboards and supporting staff to use this data in anti-racism improvement and assurance activity.

3. Conclusions and recommendations

Conclusions

Very little is published in the formal peer-reviewed literature on workplace anti-racism interventions that help understand how organisations have worked to bring about improvements internally. More evidence can be found in the grey literature, but published material is typically a product, such as an internal strategy or action plan, or guidelines for other organisations. However, few organisations appear to have shared their detailed story about how they approached developing their strategy and the work that has been delivered. Some have described techniques used to identify the problem, such as root cause analysis and staff surveys, without providing detail of how staff and other stakeholders were engaged in that process. This information would be helpful for other organisations on this journey. In particular, there are very few examples where an organisation has published detail about the outcomes of the work and how it is being assessed over time. Some organisations, such as King's College London, have published progress against each point in their anti-racism action plan.

The findings from this review indicate that the HIN could be seen as a leader in this field in terms of the openness with which the detail of its anti-racism project, including the evaluation, has been shared with local partners through the roundtable, and nationally through the project webpage on the HIN website.

This review explored whether the documents reviewed referenced some features which were key in the HIN's anti-racism project, and whether there were other features that were not covered in the HIN's approach. All the organisational documents reviewed included, or signposted to, additional resources for developing internal approaches to anti-racism. Almost all referenced staff training and most also prioritised improvement in recruitment practices. The establishment of an advisory group to guide anti-racism activity featured in half the UK organisational documents reviewed and in all the US examples. Reference to mechanisms for raising concerns was more common but did not feature in all organisational approaches. No other features were consistently referenced across documents. Overall, therefore, the evidence indicates that the HIN's anti-racism project was comprehensive in its coverage of key components that feature commonly in organisational approaches to anti-racism in the workplace.

The tables of evidence also includes examples of interventions which the HIN has completed outside the ant-racism project. NHS Providers suggest the development of procurement policy which ensures a focus on race equality in the selection of partners/suppliers and action to ensure imagery used in organisational materials reflects diversity and commitment to race equality. The HIN had already ensured that our use of imagery reflected our local population, and as part of its wider EDI work has explored how to ensure procurement in lines with its values. South London and the Maudsley NHS Foundation Trust indicate that 'members from all our Black communities will be listened to, and their experiences and feedback used to inform the delivery of our services'. The HIN employs lived experience partners to enable listening, co-design and involvement

work, including reaching out to through other groups and community organisations.

Implementing change which is sustainable over time is necessary for any initiative to have long-term impact. The HIN is keen to learn from other organisation's about how to assess the outcomes and impact of workplace anti-racism initiatives as a first step in ensuring that change is sustained. Exploring how other organisations were measuring impact was one of the main objectives for this review. Some evidence was found (Table 4) which can be of use to the HIN in developing its approach.

Recommendations

Recommendations for the HIN and for other organisations based on the review findings are as follows.

Importance of co-design
An anti-racism strategy should be co-designed with people across the organisation to ensure it is tailored to the individual organisation's needs.

Develop action plans with clear, specific goals
Clear and specific goals should be communicated that directly relate to actions, with associated timelines and responsibilities/ownership.

Sustaining change
Consideration should be given to how change will be sustained over time. This may be through ongoing delivery of the activities that this review identified as common features of workplace anti-racism initiatives: use of an advisory group, reviewing recruitment processes, implementing staff training, and developing educational resources and mechanisms for raising concerns.

Link goals to metrics
Goals should be linked to metrics so that progress can be measured over time. Quantitative data should be used where appropriate to track progress, and qualitative data should be used to understand staff experience. Formal mechanisms for monitoring progress should be established.

Limitations

This review was conducted in six days. The extent of evidence reviewed was therefore limited, and could be viewed as a snapshot. This limits the degree to which it is possible to draw conclusions based on the findings.

4. Appendices

Appendix 1: Four main themes of the HIN anti-racism project and agreed activities (October 2022 – April 2023)

Theme	Activity
Recognition, Understanding and Commitment	• Develop theme specific anti-racism action plans from individual team anti-racism focused meetings. • Deliver two organisational training (HIN Academy) and learning events with external anti-racism clinical psychologist facilitators. • Establish anti-racism in internal and external comms through signposting anti-racism resources and information from GSTT/KHP/KCL (Talking About Race Team Note, Webpage) to support ongoing learning.
Speaking up, Listening and Leadership	• Identify specific anti-racism and EDI training to incorporate into HIN's Priority 1 training framework for all staff. • Develop and co-design a *'HIN Anti-Racism Toolkit'* that focuses on how to talk about race in your team, taking action, building an anti-racist scope into your work and keeping focused on change.
Global Majority Representation	• Conduct a focus group to review and evaluate the HINs implementation of the GSTT diverse panel recruitment initiative. • Conduct a focus group with an external facilitator on global majority lived experience in the workplace.
Shift in HIN Culture	• Host a learning and sharing anti-racism roundtable event for organisations in south London.

Appendix 2: HIN anti-racism project logic model (21 Nov 2022)

Activities and interventions

Through individual team meetings, HIN themes to build awareness and knowledge and develop theme-specific anti-racism plans

Provide information and education opportunities on anti-racism and cultural diversity through external speakers, HIN team meetings, HIN Academy sessions, stories, blogs and case studies

Promote and encourage participation in GSTT's equality, diversity and inclusion activites related to anti-racism

Develop a brochure on relevant training available for leadership, line managers and all staff (eg micro-aggressions, unconscious bias, compassion-based practice, power dynamics, cultural safety, racial equality, speaking up)

Develop a HIN anti-racism toolkit covering topics including: 'How to talk about race in your team, How to take action'

Review HIN's implementation of GSTT's diverse panel initiative and identify action to empower and support diverse panel members

Enhance the organisational commitment to anti-racism within the HIN's practices related to recruitment, retention and development of staff

Increase the awareness of informal and formal mechanisms and processes to raise concerns within the HIN and GSTT and review the perceived psychologically safety of them

Capitalise on HIN's health and wellbeing programme to promote and extend anti-racist and EDI initiatives

Enhance the use of Health Inequality Impact Assessment and the Health Inequalities Pre-Mortem tool to identify and combat risks within key local and national projects

Share learning, promote good practice and collaborate with others e.g. with other AHSNs, HIN members on our anti-racism learning and outputs

Outcomes

Recognition
Recognition of racial bias and importance of taking responsibility for individual, team and community actions

Understanding
Understanding what it means to be anti-racist and the importance of moving to becoming actively anti-racist

Commitment
Staff know and feel why this is important (we take steps to educate ourselves, show empathy and take responsibility for our actions)

Speaking up and listening
All staff have the confidence, language and tools to speak up and challenge percieved bias and inequity. When others speak up, all staff listen.

Leadership
Anti-racism is led from the front. Leaders are supported and capable of leading anti-racism agenda in their areas of work

Global Majority Representation
Increased Global Majority representation across HIN at all working levels

Global Majority Experience
Global majority staff have an improved experience of working in the HIN

Shift in Culture
HIN establishes a culture that champions anti-racism, supports psychological safety creates a learning environment founded on humility, curiosity and accountability

Longer term outcomes and impact

All staff experience
Staff regardless of ethnicity and background but especially Global Majority staff feel heard, valued and supported to contribute to major organisation activities

Health Inequalities
All staff are knowledgeable and comfortable talking about racial inequity and therefore able to contribute to addressing health inequalities

Recognised leader
The HIN is recognised as a leader in anti-racism

Our goal is to be an actively anti-racist organisation