

Intentionally becoming an Anti-Racist Organisation

Growing Compassion and Inclusion through Quality Improvement Methodologies

Aarushi: an ELHT QI project in collaboration with Care Quality Academy

Public Health Conference 14th May 2025

NHS

East Lancashire Hospitals

NHS Trust

A University Teaching Trust



Team Aarushi: Dr Uma Krishnamoorthy, Emma Dawkins, Arif Patel (Triumvirate leads) Nazir Makda, Dominic Sebastian, Barry Williams Harvey Chaplin, Chloe Beaumont, Jo Hargreaves, Nadia Yousouff, Shazia Aslam, Rachael Crowther, Rachel Thorpe.

Executive Sponsor: Mr Martin Hodgson, Chief Executive Officer

Dr Uma Krishnamoorthy MBA. MRCOG. MBBS Presenting on Behalf of Team Aarushi

Associate Medical Director and Consultant Gynaecologist, East Lancashire Hospitals NHS Trust

Deputy Medical Director, System Improvement and Professional Standards , NHS England, NW Region

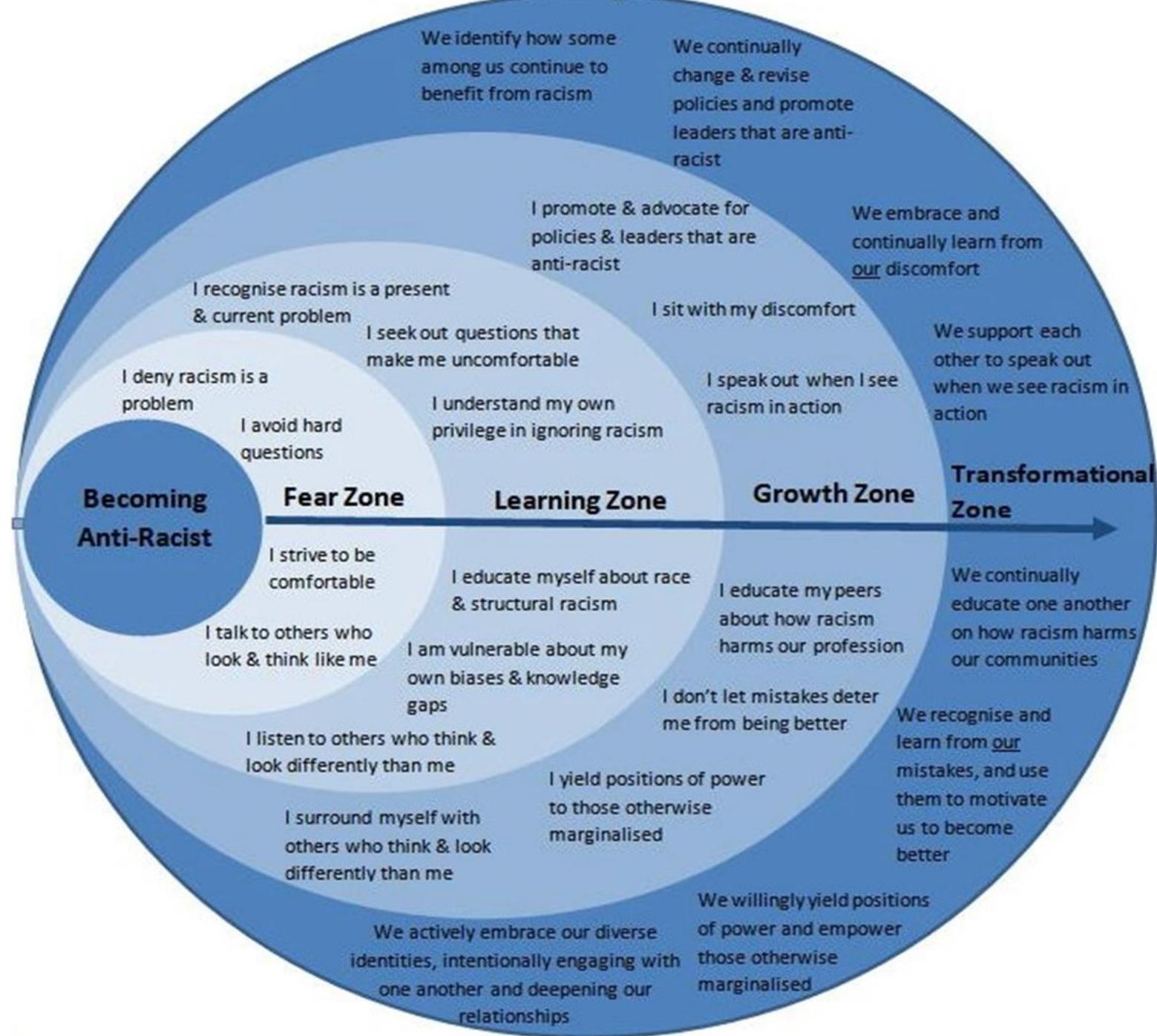
Aarushi- Sanskrit Language

Meaning- First Ray of the sun

Our Purpose: We want ELHT to become an intentionally anti-racist organisation

We see anti-racism as

- **Compassionate and inclusive behaviours in action**
- Commitment to zero-tolerance to racism in everything we do
- Positively Influencing local communities besides patients and staff



This diagram is an adaptation of an original model by Dr Andrew Abraham.



Aarushi Project: Key themed outcomes envisioned

Positively Influencing leadership and Culture

Enhancing Equity in Recruitment/ Progression

OUR VISION

**Positively transform ELHT into a
Proactive, Visible and Intentional
antiracist organisation**

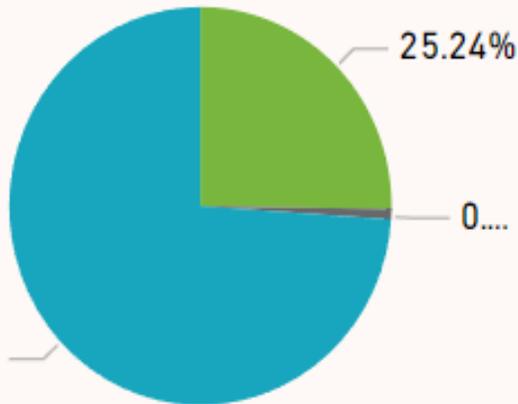
Enhancing Equity in staff lived experience

Enhancing Equity in patient experience/ outcomes

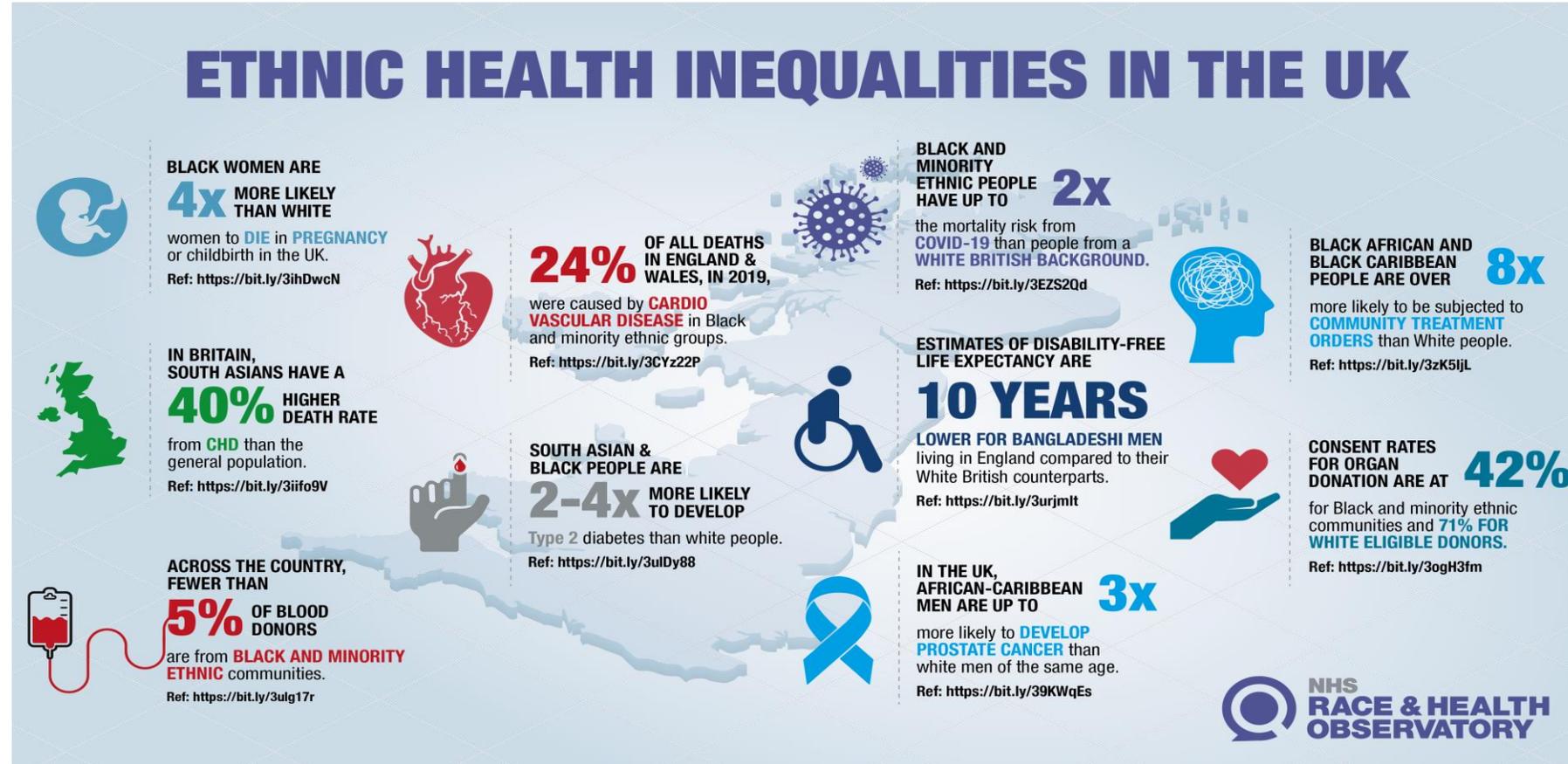
ELHT Ethnicity Demographics

ELHT Workforce: N= 10,538

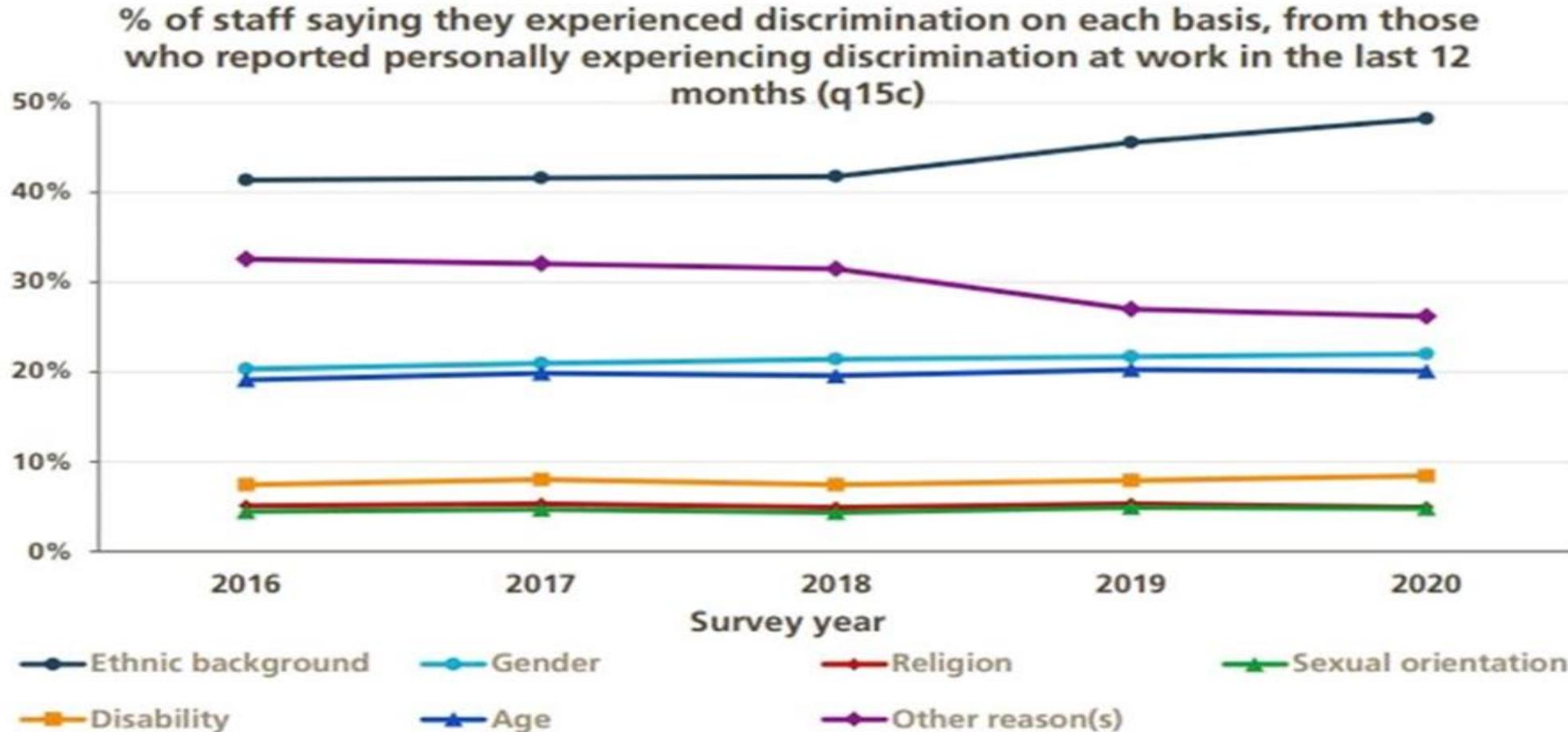
91 Nationalities



Background to Project Aarushi National context



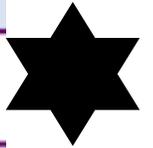
Background to Project Aarushi-continued NHS Staff Survey -National context



Ethnic background continues to be the most common reason cited and was mentioned by 48.2% of staff who claimed to have experienced discrimination at work.

Background to Project Aarushi-continued ELHT WRES Data – Indicator 2

METRIC NUMBER AND DESCRIPTION	2021	2022	2023	2024 (Colours are Risk Key)	Progress from Last year
Metric 1: BME representation in the workforce by pay band					
BAME representation in the workforce overall	19%	21%	22%	26%	▲
Metric 2: likelihood of appointment from shortlisting					
Disparity ratio, likelihood of White staff being appointed compared to BAME people	2.03	1.85	2.26	4.69	▼
Metric 3: likelihood of entering formal disciplinary					
Disparity ratio, likelihood of BAME staff entering formal disciplinary process	1.10	0.80	1.15	1.14	▲
Metric 4: likelihood of undertaking non-mandatory training					
Disparity ratio, likelihood of BAME staff accessing non-mandatory training	1.62	2.39	1.84	1.00	▲
Metric 9: BME representation on the board					
BAME	21.1%	28.8%	33.3%	23.53%	▼
White	78.9%	72.2%	66.7%	76.47%	



Background to Project Aarushi-continued

ELHT WRES Data – Indicator 8

	2021	2022	2023 (Colours are Risk Key)	Progress from Last year
Metric 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months				
BME	24.0%	23%	24%	▼
White	21.0%	23%	24%	
Metric 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months				
BME	21.0%	23%	24%	▼
White	18.0%	19%	20%	
Metric 7: Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion				
BME	50.0%	50%	52%	▲
White	64.1%	66%	65%	
Metric 8: Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in the last 12 months				
BME	14.0%	14%	15%	▼ 
White	5.0%	6%	7%	

Background to Project Aarushi-Friends and Family Test Maternity

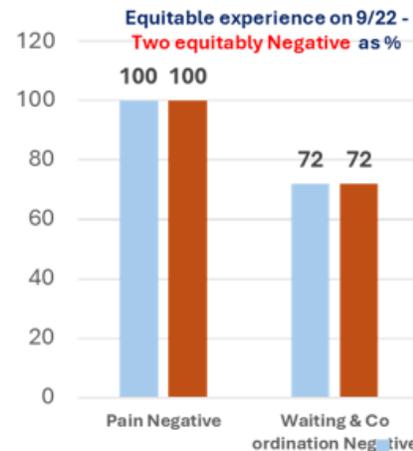
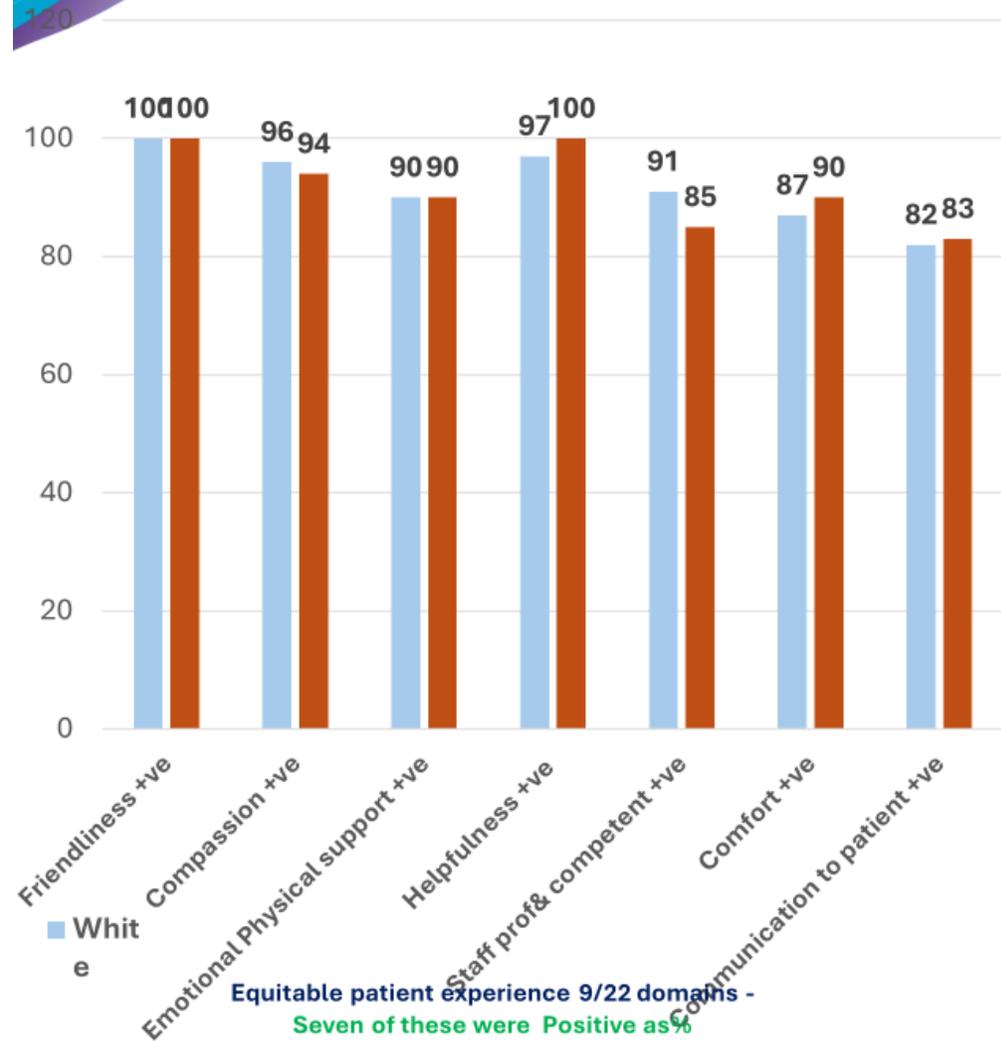


East Lancashire Hospitals

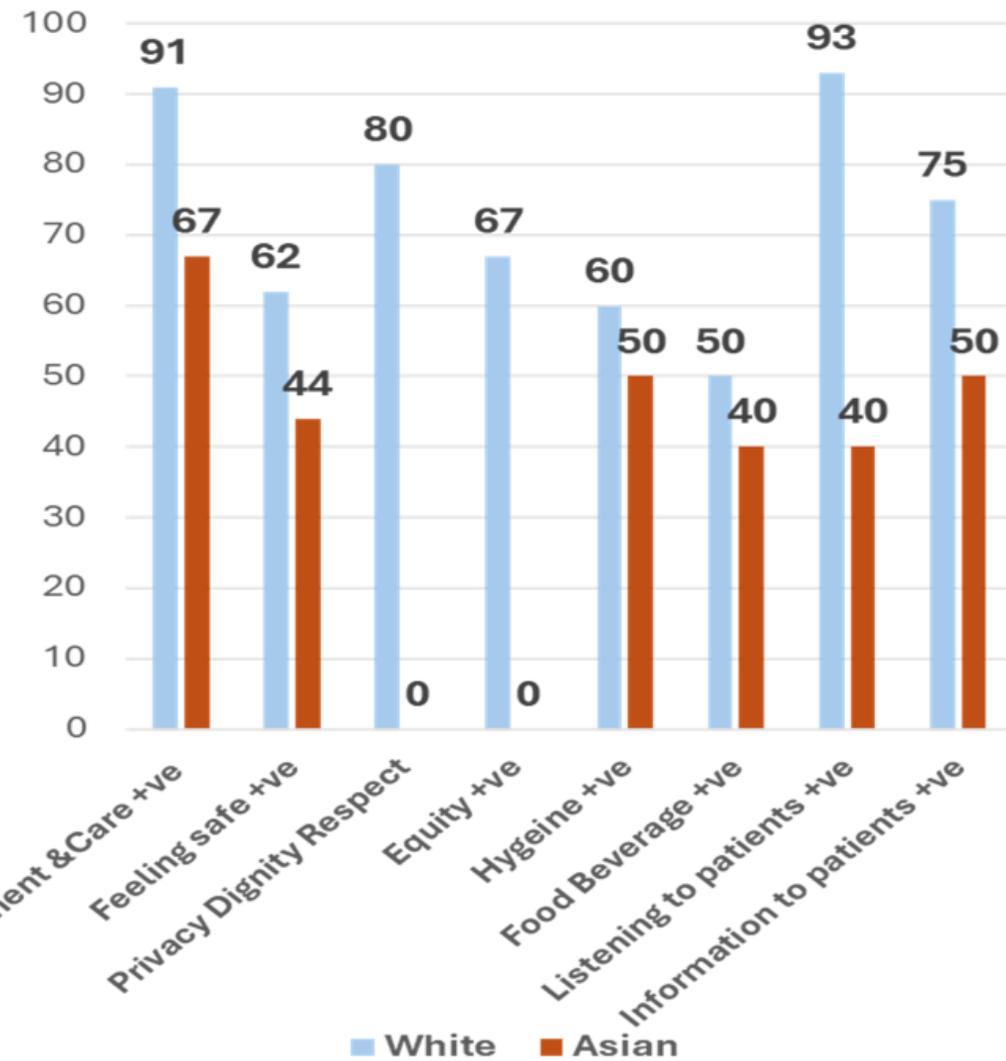
NHS Trust

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Jan to Dec 2023 Comparative evaluation White British vs Asian/Asian British



Inequitable patient experience in 8/22 key areas with less positive experience for Asian patients as percentages

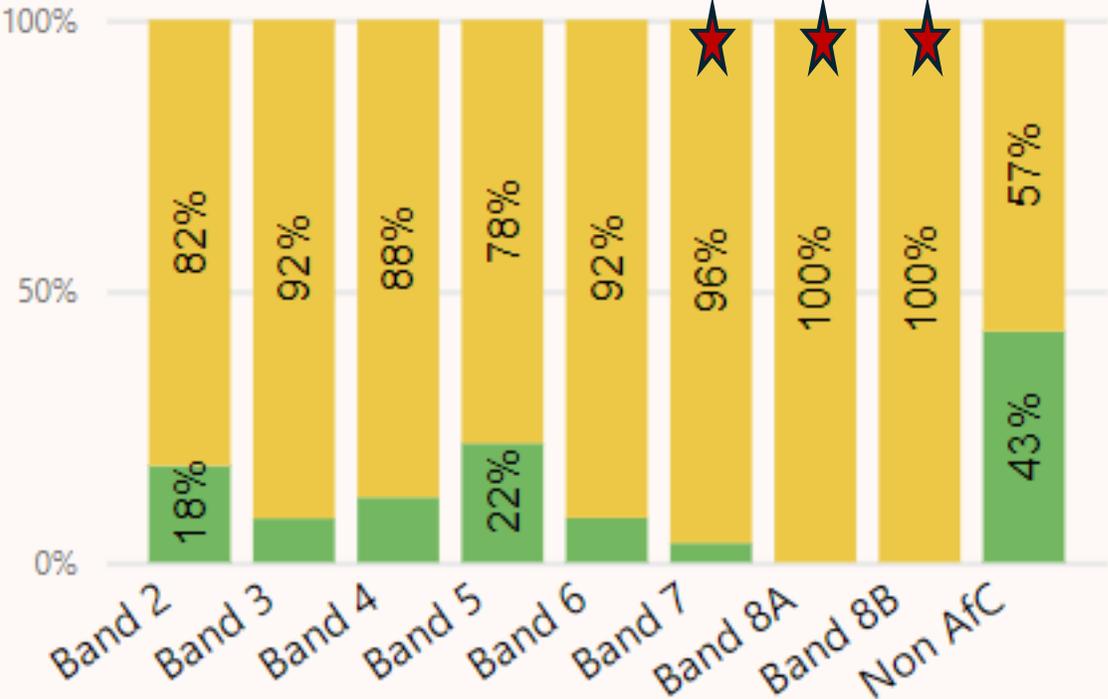


Midwifery, Obs & Gynae Staffing Data

Ethnicity by Pay Band

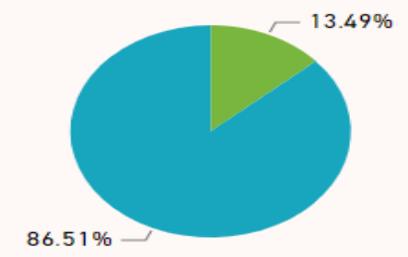


● BME ● White



Ethnicity

● BME ● White



Ethnicity by Pay Band Headcount

Pay Grade	BME	White
5	18	64
6	20	224
7	2	54
8A	0	5
8B	0	2
Non AfC	20	27

2023/24: Band 7 x2 BAME staff in Gynaecology

Zero BAME midwives

BAME midwives 9.4% overall

Aarushi Project: Key themed outcomes envisioned and Interventions

Positively Influencing leadership and Culture

Board interview, Board development, AR Position Statement and Charter developed & launched, AR communications campaign, AR added as a strategic priority for the coming year, Dedicated panel Teams brief, AR summit, L&D package of AR and Allyship resources
CEO as Exec sponsor, Chair actively involved

Enhancing Equity in Recruitment/ Progression

FC as focus, Empathy interviews with staff, Implementing the Inclusive recruitment tool kit, BAME Band7 MW t's x2 appointed making history, WRES Dashboard for Divisions and Build an accountability framework

OUR VISION

Positively transform ELHT into a Proactive, Visible and Intentional antiracist organisation

Enabling Equitable staff experience

Questionnaire survey, Environmental mapping, NHS staff survey results, Empathy interviews, Co creation of Anti-Racism behavioural expectations, Anti-Racism and Allyship learning and education package with experts, AR and Allyship framework,

Enhancing Equity in patient experience/ outcomes

Evaluation of FFT outcomes by ethnicity to reduce inequities, focussed work with midwifery team, Birth without bias training launched, exploring collaborative opportunities with UCLAN and community partners, working closely with PPP members

Aarushi Project Charter

Primary Driver (What)

Secondary Driver (Where /When)

Ideas (How- Interventions)

Aim Statement

Positively Influencing Leadership and Culture: To become an organization that is demonstrably visible in its intentional and proactive commitment to Anti-Racism. Improving intentional active and visible leadership commitment to anti-racism for positive culture change.

Increase Visibility of Trust leadership commitment to becoming an active, intentional and visible antiracist organisation by 20% by end of 2024

Intentional AR Statement, Charter, Strategy, policies
Visible signs of commitment all sites including websites

Reducing inequities within recruitment: Enhancing Equitable staff recruitment and progression
Improving Trust compliance with WRES standards

Increase BAME representation among Midwives across band 6 and above and especially band 7 by at least 4% by end of 2024. Implement, an early EDI dashboard for robust governance through developing an accountability and assurance framework in maternity firstly and then scale up Trust wide

Evaluate Commitment demonstrated by Board to anti racism on Board papers review, environmental mapping and leader interviews/questionnaire surveys, Board development session to raise awareness

Reducing Inequities within Staff lived experience: Enhance Equitable Staff Well being and belonging to enable them to be their best version

Increase staff wellbeing and belonging by end of 2024 through a 2% reduction in staff experiencing bullying and harassment based on ethnicity from patient/public, manager, Colleagues in NHS staff survey.

Evaluate staff perception on Trust commitment ,visibility, barriers, resource needs etc through questionnaire survey, focus groups, work with Health Alliance partners

Reducing inequities within patient experience: Enhance Equitable Patient outcomes and Patient/Public experience of being cared for by a Compassionate and Inclusive Anti-Racist organization

Increase median scores of patient/public perception of ELHT being an intentional anti-racist organisation by 10% positive shift towards commitment by end of 2024
Enhance patient experience and positive FFT feedback equitably by ethnicity by 10% by end of 2024

Empathy interviews with MW leaders and managers and BAME staff questionnaire surveys. Scope extended to medics-Feb 24 CEO approved

Implement the Best Practice evidence based NHSE recommended Inclusive Recruitment Toolkit .

Enable, sponsorship/support for eligible BAME candidates. For application/interview and talent progression

Implement WRES dashboard first starting with power BI figures on representation at different bandings in maternity , and then scale up to Trust wide level across Divisions to build accountability and assurance framework

Comparative evaluation of NHS Staff Survey on key questions related to this metric

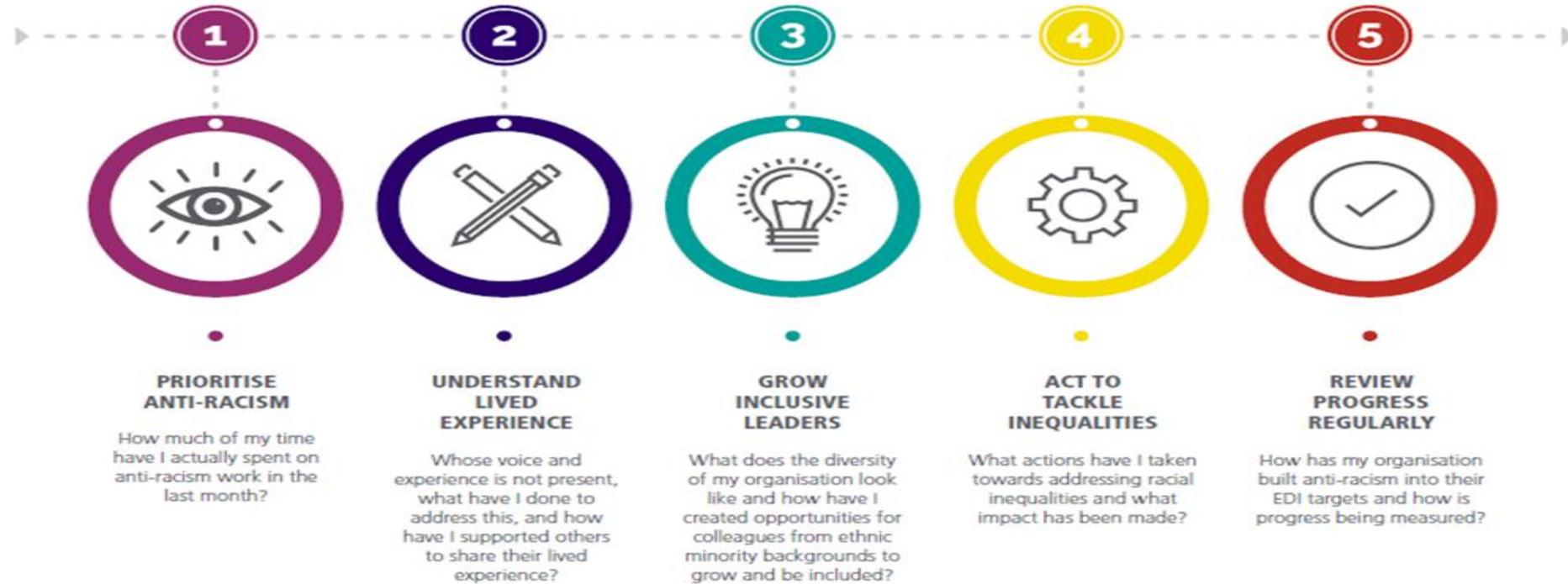
Evaluate ethnic breakdown of Friends and Family test-FFT to evaluate scope for improvement accordingly

Empathy interviews with patient and family/friends

Evaluate patient/public perception on Trust commitment ,visibility, barriers, resource needs etc, focus groups &work with Health Alliance partners



The 5 anti-racist principles - Reflection questions



Strategic priority	Board Interviews, Board Development sessions	AR framework and Allyship training	Health Inequalities committee	EDI dashboards for Trust and Divisional level
Communications strategy	Empathy interviews with midwives and staff	Board Development sessions , Train the trainers	Inclusive recruitment toolkit training/launch	Assurance framework – EDI Dashboard launched, Ongoing QI metrics
AR charter, position statement, website page, pledge page online	Listening events Surveys Trust wide	Compassionate conversations and Leadership development	Psychological safety workshops, Inclusion scale introduced	Annual Review and Summit Panel with experts

Our ongoing reflective journey: What work is happening locally? What are the opportunities to work as a system on this topic? Is there appetite to build on the anti-racist framework outside of the NHS? What can we work on collectively, as system leaders?

Organisational Survey

Visibility of intentional commitment.

How committed were we being a Visible, intentional, and Active anti-racist organisation until Sep 2023?
Breakdown of responses by Ethnicity profile (PERCENTAGE BY COLUMN)

	Black, Asian & Minority Ethnic (BAME)	White Caucasian - Non BAME	BAME/White/Other Mixed Ethnicity
Very committed	5.00%	30.56%	60.00%
Somewhat committed	40.00%	44.44%	20.00%
Neither committed nor uncommitted	10.00%	11.11%	0.00%
Somewhat uncommitted	10.00%	8.33%	0.00%
Very uncommitted	35.00%	5.56%	20.00%

Organisational Survey

Visibility of intentional commitment to Anti-Racism.

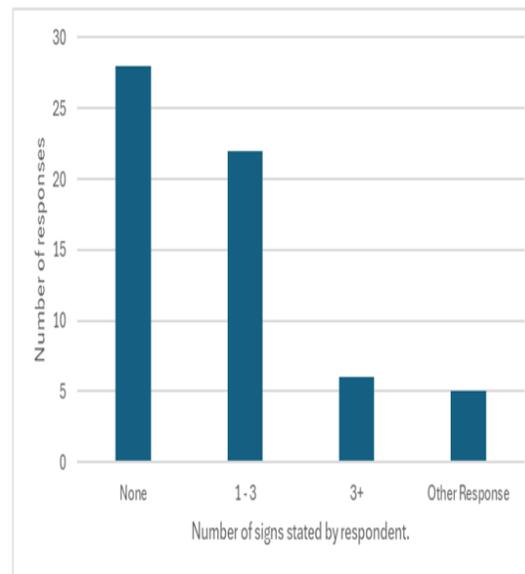
Organisational environmental mapping audit for visibility of commitment to Anti Racism

Royal Blackburn	Burnley General	Accrington Victoria	Clitheroe Community	Pendle Community
0	0	0	0	0

Board papers over months preceding Aarushi have been reviewed for evidence of demonstrable commitment to Anti Racism at Board level. Will be compared with demonstrable evidence of this since Aarushi was launched with planning phase commencing end of 2023

Cultural visibility of intentional commitment.

How many visible signs, symbols, statements, pledge/charter, posters, billboards, photos, paintings, website page, media and/ or other such visual displays showing our commitment as an Anti-Racist organisation, did you see in our hospital while working here or visiting as patient/public until September 2023?

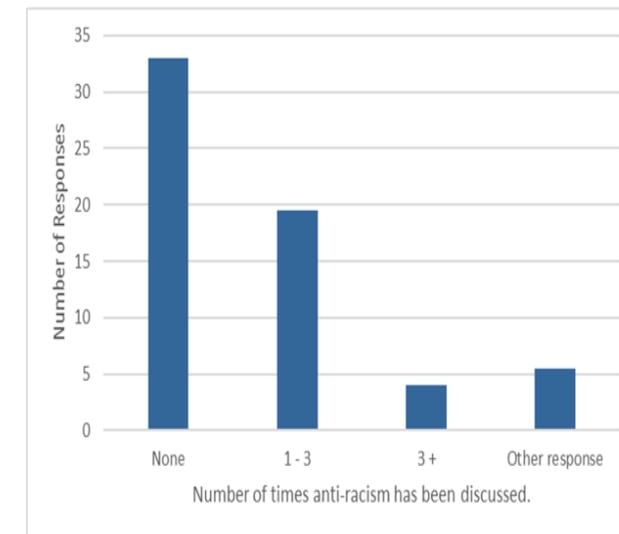


- As this was a qualitative data set, it made more sense to turn it quantitative because of the nature of the question. The ranges were determined by the response to the question, therefore comments that stated 'few, not many and somewhat' made up the 1-3 range, comments that stated 'a good amount, everywhere and lots' were included in the 3+ range.

None	1 - 3	3+	Other Response
44.40%	34.9%	9.52%	7.93%

Value focus on anti-racism by managers, leaders, staff.

How many times have you heard leaders/managers/staff at all levels talk about our commitment to becoming an anti-racist organisation until September 2023? What did they say and how?



None	1 - 3	3+	Other Response
53.22%	31.45%	6.45%	8.87%

What leaders pay attention to, talk about and model in their own behaviour tells those in the organization what it is they should value- *M West*

Anti-Racism Statement and Charter Allyship Framework and Training

Foreword

Our aim at East Lancashire Hospitals NHS Trust is to be an outstanding place to work, so that our people will be able to provide the best care for our patients across our diverse communities.

Our ambition is to be a truly inclusive organisation, one that is equitable, free from discrimination, where everyone can bring their best selves to work, and be truly valued.

We want all colleagues to have opportunity to develop their talents and progress their careers to fulfil their potential. Greater diversity of leaders and teams brings greater diversity of thinking which when supported through cultures of collaborative leadership and psychological safety, will foster the innovation needed to transform services and address the social determinants of health. This is needed to make progress to reduce health inequalities and improve health outcomes for East Lancashire and beyond.

The Trust is committed to acting as an anchor institution within the community, providing employment, investment in the local area and addressing health and social inequalities. We want to create a culture where all our people feel ownership and shared responsibility for improving equality, diversity and inclusion. We know that racism has a massive impact on public health as well as colleague and patient experience. This must be addressed and our intention to be a visible and proactive anti-racist organisation is of vital importance.

Key to this vision is the development of allyship so that we continually learn and educate ourselves in subjects that are uncomfortable but critical if we are to turn the dial. Our Board is completely behind this allyship framework which will support leaders and managers and caregivers to take positive steps to tackling all forms of discrimination including racism.



Martin Hodgson
Chief Executive.
Chair of the BAME staff
Network, Exec Sponsor for
the Anti-Racism QI Project



Shazad Sarwar
ELHT Chair and
Chair of the
Inclusion Group.

ANTI-RACIST STATEMENT
We can no longer simply be NOT RACIST
We will Actively, Visibly, and Intentionally
be Anti-Racist

Anti-Racist Charter Pledges

1. Zero tolerance to Racism and all forms of discrimination, bullying and harassment.
2. We will include Anti-Racism subject as part of regular Board agenda
3. Executive Sponsor at CEO/Chair and Board level
4. Capture ethnicity data and enable Trust wide transparent reporting through an EDI Dashboard
5. Take action to equitably support ethnic minority recruitment and career and talent progression
6. Encourage and support white allies aspiring to commit to Intentional anti-racism
7. Effective implementation of BAME assembly anti-racism framework
8. Advocate for racial justice and equity and improved equitable health provision
9. Support the BAME staff network in their positive culture change quality improvement initiative
10. Re-launching the reverse mentoring programme

[ELHT Anti-Racism Statement and Charter :: East Lancashire Hospitals NHS Trust](#)

Aarushi Project

NHS
East Lancashire Hospitals
A Lancashire Teaching Trust



Dr Uma Krishnamoorthy, AMD, On Behalf of Aarushi team,
Driving Positive Culture Change

ANTI-RACISM & ALLYSHIP

BEHAVIOUR EXPECTATIONS

“Anti-Racism is a commitment to dismantle racism wherever we find it, including in ourselves, through compassionate and inclusive behaviours in action”



TAKING RESPONSIBILITY

- Actively seek out opportunities for your own learning and education about racism and discrimination.
- Challenge racist or discriminatory language and behaviours when you witness them.
- Hold yourself and others accountable for supporting anti-racist actions and our Anti Racism charter.
- Be willing to admit your mistakes and learn from them.
- Encourage and amplify voices of people of colour.



Developed as a co-created resource by Joanne Hargreaves and Nadiya Youssouf as a result of Empathy Interviews with staff and listening events through Project Aarushi. Embedded as part of Trust Behavioural Framework

KEEPING IT SIMPLE



- Use inclusive language that reflects the diversity of your audience, avoiding stereotypes and generalisations.
- Adapt your communication style to communicate with diverse audiences, to meet the needs of different cultural groups.
- Promote clear and open communication - including creating a safe space for people to share their experiences and perspectives without judgement.
- Simplify systems and processes - removing barriers that disproportionately affect marginalised communities.
- Use the Inclusive Recruitment toolkit when attracting, recruiting and assessing to ensure equity for applicants from all ethnicities, and cultural backgrounds.

BUILDING TRUST AND RESPECT

- Challenge microaggressions and stereotypes when you see or hear them and educate others about the harmful impact of them.
- Practice empathy and compassion, understanding and responding to the experiences of others showing kindness and care.
- Contribute to and promote a culture of psychological safety, where everyone feels comfortable and supported being themselves.
- Highlight the experiences of marginalised groups - actively listen to concerns and take their experience and perspective into account.

WORKING TOGETHER

- Build cross cultural relationships and seek out opportunities to work with colleagues from different backgrounds.
- Practice active listening - give full attention to the perspectives of others, especially those from marginalised groups.
- Support diversity and inclusion initiatives - participate in training or serve as an ally.
- Contribute to, and foster a culture of inclusivity and belonging, where everyone feels valued, respected, and appreciated.

EXCELLENCE

- **Champion Diversity and Inclusion** - actively seek out and promote diverse perspectives and ideas.
- **Challenge Race Inequality and strive for equity in service delivery.**
- **Ensure all patients and colleagues receive equitable standards of care and support, regardless of race or ethnicity.**
- **Set high standards for cultural competence in delivery of care** - ensure all staff are equipped with the knowledge and skills to provide culturally appropriate care.

That's how we do it around here



Ally Continuum



Allyship for ELHT

The 3 Steps

1. Facilitated Learning:

[Introduction to Anti-Racism Allyship](#)



[Privilege and Power](#)



[Emotional Intelligence](#)



[Inclusive Recruitment](#)



[Health Inequalities development](#)



[Compassionate conversations](#)



[Developing cultural competency](#)



Support Contacts via [EDI Email](#):

- Nazir Makda – [Equalities and Anti-Racism](#)
- Emma Dawkins – [OD and Allyship](#)
- Beth Waller – [Leadership and Management](#)

Plus:

- Well Team – wellteam@elht.nhs.uk

2. Self-directed learning and reflection:

- Attendance to 3 [staff network](#) meetings per year
- Participation in [Inclusion Calendar](#) events e.g. [Big ELHT Get Together](#), History Months
- [Project M](#) – peer support accessed via bite-sized sessions on Teams
- [The mighty pen](#) – Inclusive book club
- [Coaching and Mentoring](#)
- [Review and commit to the anti-racism charter and behaviours](#)

Coming soon on the Learning Hub:

- Insight and Impact sessions – Spaces for use to talk about how we digest and apply what we have learnt. How did it feel? What made us react and how? [Join the waiting list](#).

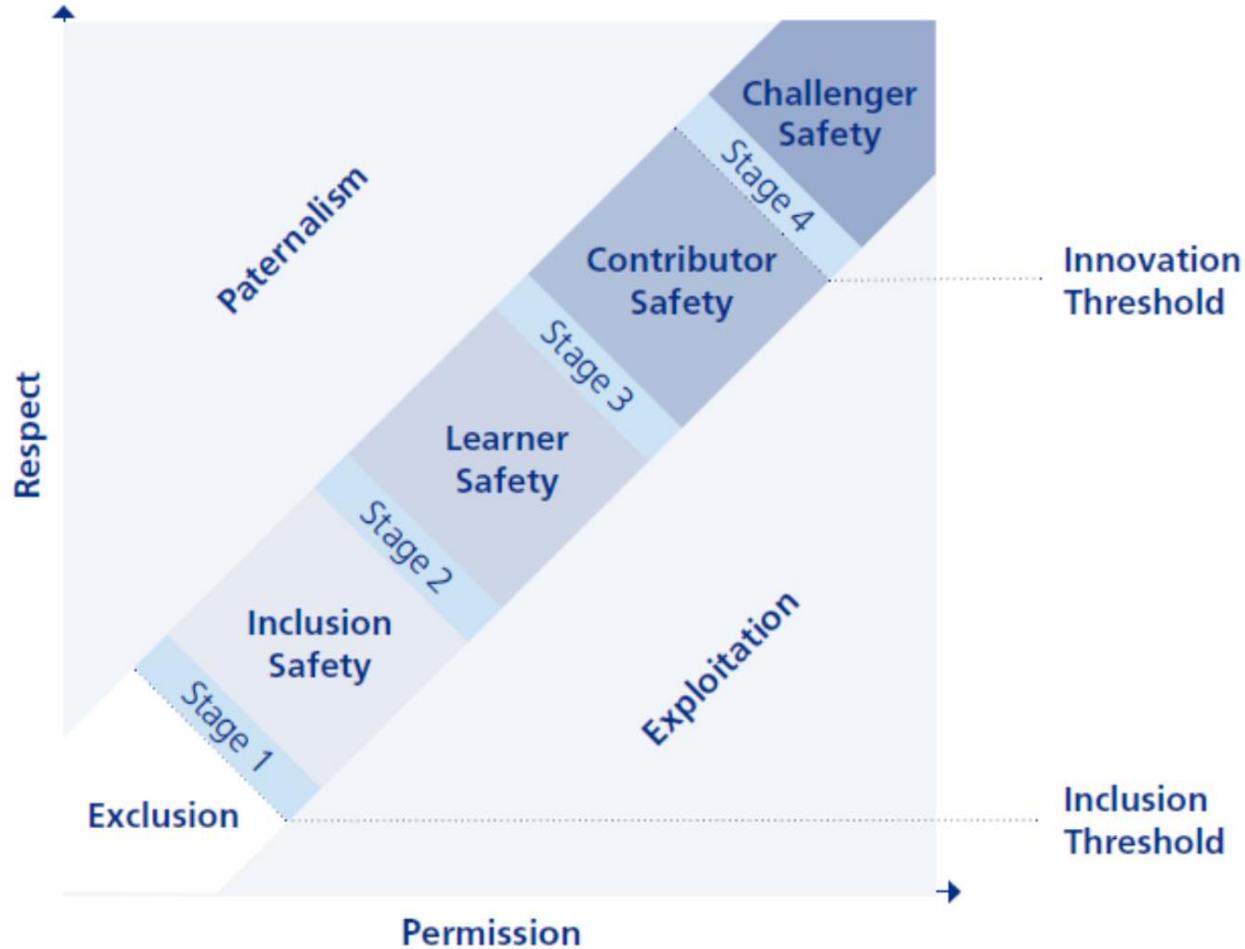
The Links:

-  Structural Racism: The inequalities within our society
-  Institutional Racism: The inequalities within our systems
-  Interpersonal Racism: The expression of racism between 2 people
-  Personal Racism: Private beliefs and prejudices and internalization of racist stereotypes

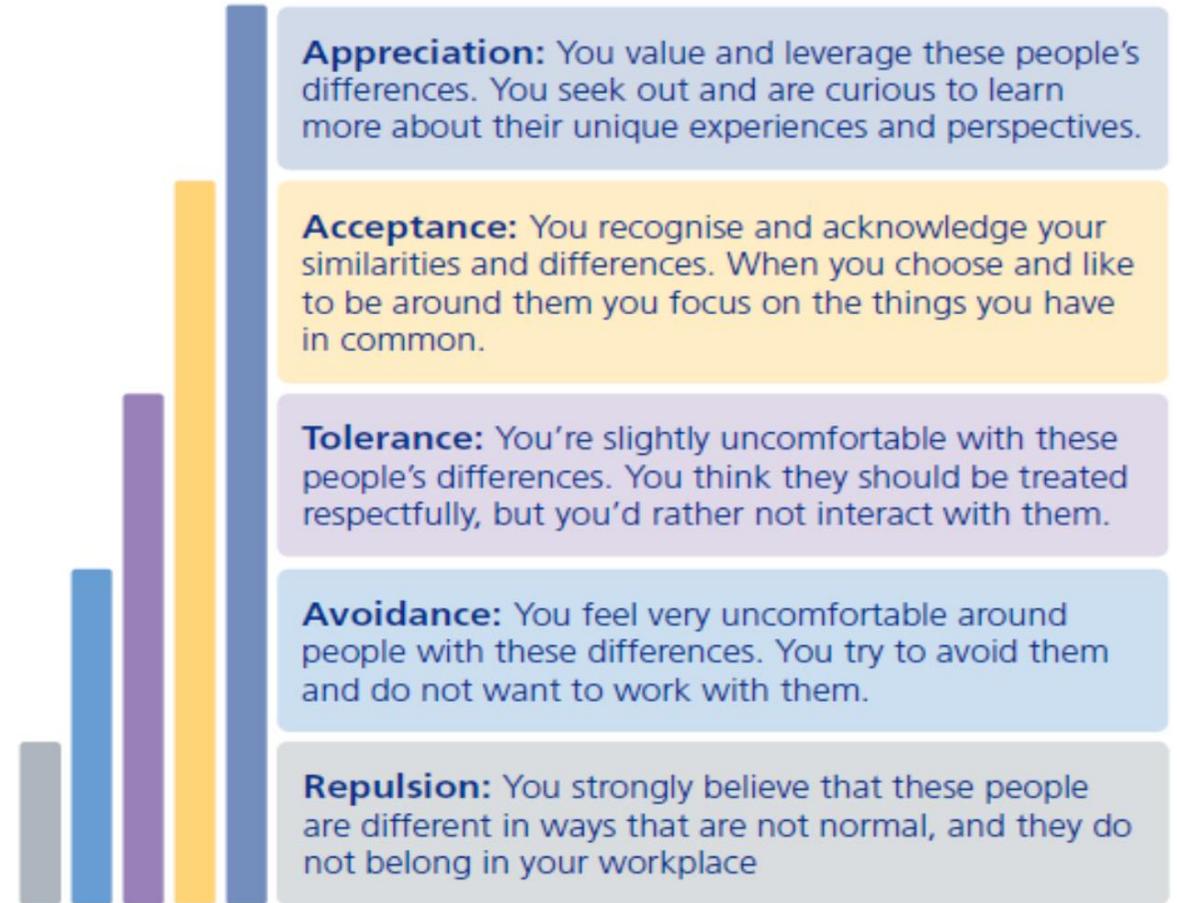
3. Programmes of enhancement to:

- Reflect on your leadership and impact
- Develop inclusion, wellbeing and psychological safety within the team
- Understand the lived experience of others where you have identified blind spots
- [SPE+ Leadership Core Pathway](#)
- [SPE+ Management Pathway](#)
- [SPE++ Leadership and Management Modules](#)
- [Action Centred Leadership](#)
- [Wider leadership development](#)
- [NHS Leaders Wellbeing Programme](#)
- [HR development and key skills](#)
- [EDI Masterclasses](#)
- [Mutual Mentoring](#)

Resources to Grow Inclusion Launched



The four stages of psychological safety by Timothy R Clarke –Workshops launched



The Inclusion scale for practising intentional inclusion by Korn Ferry team implemented at ELHT





We are anti-racist and do not discriminate

At ELHT, everyone deserves to feel safe, respected, and valued. We're committed to a workplace where all can thrive – free from racism and discrimination in any form. It's up to all of us to stand against racism. Together we can make a difference.

Safe | Personal | Effective **ELHT. Because that's who we are**





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We are stronger together

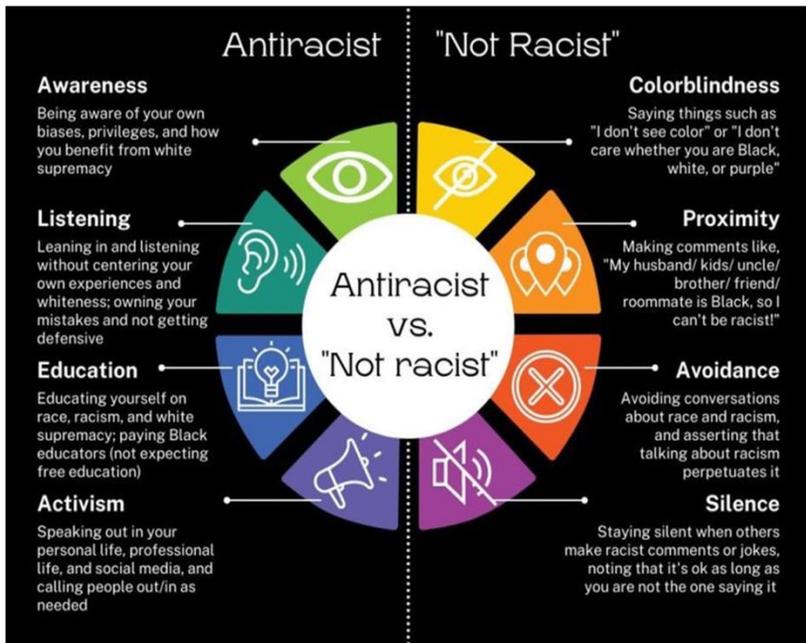
ELHT. Because that's who we are



We are united in diversity

ELHT. Because that's who we are

Communication Strategy Launched



Dr Uma Krishnamoorthy & Emma Dawkins on behalf of Team A and discussed at forums:

- People& Culture Committee Feb 24
- Family Care team meeting 16.4.2024
- Health Inequalities Committee 16.04.2024
- Joint Local Negotiating Committee on 2.5.2024
- Joint Clinical Leadership Forum: 5.6.2024
- Divisional Management Board (DMB)– SAS: Jun 2024
- Board development session: July 2024
- Allyship train the trainer steering group: 11.7.2024
- Divisional Management Board – CIC: Sep 2024
- Divisional Management Board – FCD: Sep 2024
- Going for Gold: Anti-Racism Summit –Sep 2024
- Divisional Management Board- DCS- Oct 2024
- NHS Employers National Conference with GMC chair- Nov 2024

CERTIFICATE

OF RECOGNITION

THIS CERTIFICATE IS PRESENTED TO

East Lancashire Hospitals NHS Trust

IN RECOGNITION OF YOUR COMMITMENT TO ANTI-RACISM.

Your time, effort, and dedication have been instrumental in making a positive impact, and we are proud to recognise your accomplishments.



Richard Barker
Co-chair, North West Black Asian and Minority Ethnic Assembly



Evelyn Asante Mensah OBE
Co-chair, North West Black Asian and Minority Ethnic Assembly

Date: 28 June 2024




NORTH WEST
Black, Asian and Minority Ethnic Assembly



We are stronger together

ELHT. Because that's who we are

Baseline data 2023/24: Band 7 x2
BAME staff in Gynaecology
Zero BAME midwives
BAME midwives 9.4% overall

Aarushi QI Interventions

- Inclusive recruitment tool kit launch
- Thematic evaluation of the empathy interviews
- Co-Created Anti-Racism Behavioural framework expectations
- Regular meetings of Aarushi lead with Div Dr of Midwifery and MW/FC

2024/25: Two band 7 midwives of BAME ethnicity appointed through competitive selection and interview process- Band 7 BAME midwives for the very first time- ELHT History

Going for Gold Anti-Racism Summit



Thank
You

Dr Uma Krishnamoorthy on behalf of Team Aarushi at ELHT

Any Questions...
Just Ask!

