

# **Improving Race Equality in your Organisation - Evidence Based Resources for Leaders**

**13 May 2026, London**

Hosted by Yvonne Coghill CBE  
and Professor David R. Williams



# Agenda

**10:00 AM to  
10:10 AM** | **Welcome**

**Dame Marie Gabriel DBE**

Chair, NHS Race and Health Observatory and Chair, NHS North East London

**10:10 AM to  
10:30 AM** | **The role of the NHS Race and Health  
Observatory**

Habib will give a brief overview of the work of the RHO. The presentation will focus on what the Observatory has achieved, its impact, the current strategy and tools available to help organisations and leaders tackle race and ethnic inequalities in the NHS. The presentation will also focus on the RHO's current and future priorities and projects.

**Professor Habib Naqvi MBE**

Chief Executive, NHS Race and Health Observatory

**10:30 AM to  
10:50 AM** | **Why is having a fairer NHS important?**

The presentation will focus on the moral, financial and quality case for tackling race inequality. Yvonne will draw on over 42 years' experience in the NHS to highlight why tackling race inequality is a must and not a good to do for NHS leaders.

**Yvonne Coghill CBE**

Director, Excellence in Action

# Agenda

**10:50 AM to  
11:15 AM**

## **The Race Equality Leadership Guide**

Yvonne will talk about the development and membership of the RHO's International Experts Group, covering the history of the group and what led to the development of the **leadership guide**.

Dr Heidi Green will also discuss the leadership guide, its development and how leaders can learn from international case studies to make changes in their own organisations and teams. She will cover how she linked the work of the international group and the RHO's **Seven Anti-racism Principles** to develop the leadership guide.

### **Yvonne Coghill CBE**

Director, Excellence in Action

### **Dr Heidi Green**

Health Equity and Patient  
Involvement Specialist

**11:15 AM to  
12:00 PM**

## **Conversation - Looking back to look forward: What have we achieved**

Chaired by Lord Victor Adebowale, this session will look at early initiatives and work to tackle race inequalities in the NHS. Lord Crisp and Sir Nicholson will give their perspectives and lessons learnt for current and future NHS leaders.

### **Lord Victor Adebowale CBE**

Chair, The NHS Alliance

### **Sir David Nicholson**

Chair, Sandwell and West  
Birmingham NHS Trust, Dudley  
Group NHS Foundation Trust, The  
Royal Wolverhampton NHS Trust  
and Walsall Healthcare NHS Trust

### **Lord Nigel Crisp**

Independent crossbench  
member of the House of Lords

**12:00 PM to  
12:45 PM**

## **Lunch**

# Agenda

**12:45 PM to  
1:30 PM**

**Panel discussion – Our current leaders: What can we achieve ahead**

Current NHS chief executives will discuss the current state of race inequality in the NHS, addressing what leaders at all levels can do to help tackle the race inequalities which exist. Drawing from experience, panel members will highlight solutions.

**Dame Marie Gabriel**

Chair, NHS Race and Health Observatory and Chair, NHS North East London

**Dr Nnenna Osuji**

Chief Executive, NHS North East London

**Dr Jane Padmore**

Chief Executive, Sussex Partnership NHS Foundation Trust

**David Probert**

Chief Executive, University College London Hospitals NHS Foundation Trust and Deputy Chief Executive, NHS England

**Salma Yasmeen**

Chief Executive, Sheffield Health and Social Care NHS Foundation Trust

**1:30 PM to  
2:15 PM**

**Panel discussion – Race equality, regulations and healthcare professions**

Regulation and accountability are key to tackling race inequality. Hear from regulators and representative organisations on the role that their organisations play and lead on governance and accountability in the fight for race equality for staff and patients in the NHS.

**Chris Dzikiti**

Interim Chief Inspector of Mental Health, Care Quality Commission

**Sarah Cooper**

AHP Advisor, Office of the Chief Allied Health Professions Officer, NHS England

**Professor Nicola Ranger**

General Secretary and Chief Executive, Royal College of Nursing

**Paul Rees MBE**

Chief Executive and Registrar, Nursing and Midwifery Council

**Charlie Massey**

Chief Executive and Registrar General Medical Council

# Agenda

**2:15 PM to  
2:45 PM**

**Break**

**2:45 PM to  
3:15 PM**

**The importance of workforce race equality for a refreshed NHS**

Danny will give his insights on the past, present and future of race inequality in the NHS workforce.

**Danny Mortimer**

Director General for People, Department of Health and Social Care

**3:15 PM to  
3:50 PM**

**Implementing the Guide: The role of the leader**

World renowned academic and race equality expert Professor David R. Williams will talk about the role that leaders can play in tackling race inequalities in general and learnings from international case studies specifically.

**Professor David R. Williams**

Florence and Laura Norman Professor of Public Health and of African and African American Studies and of Sociology

**3:50 PM to  
4 PM**

**Closing remarks**

**Dame Marie Gabriel DBE**

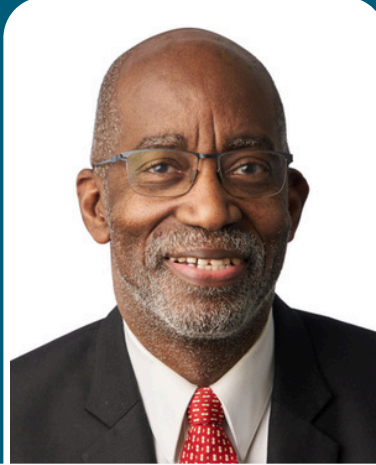
Chair, NHS Race and Health Observatory and Chair, NHS North East London

# Speakers



**Yvonne Coghill**

Director,  
Excellence in Action



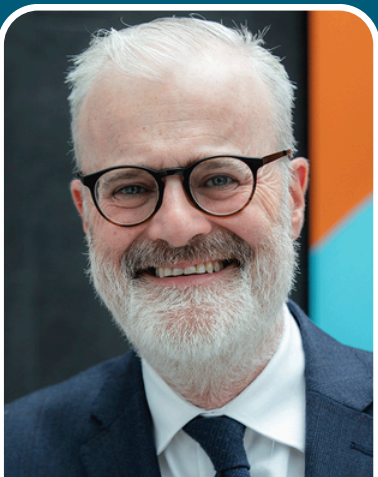
**Professor David R. Williams**

Florence and Laura Norman  
Professor of Public Health  
and of African and African  
American Studies and of  
Sociology,  
Harvard University



**Lord Victor Adebowale CBE**

Chair,  
The NHS Alliance



**Danny Mortimer**

Director General for  
People,  
Department of Health  
and Social Care



**Dr Nnenna Osuji**

Chief Executive,  
NHS North East London



**Dame Marie Gabriel DBE**

Chair, NHS Race and Health  
Observatory and Chair, NHS  
North East London



**Lord Nigel Crisp**

Independent  
crossbench member of  
the House of Lords



**Salma Yasmeen**

Chief Executive,  
Sheffield Health and Social  
Care NHS Foundation Trust



**Professor Habib Naqvi MBE**

Chief Executive,  
NHS Race and Health  
Observatory



**Professor Nicola Ranger**

General Secretary  
and Chief Executive,  
Royal College of  
Nursing



**David Probert**

Chief Executive,  
University College London  
Hospitals NHS Foundation  
Trust and Deputy Chief  
Executive, NHS England



**Paul Rees MBE**

Chief Executive and  
Registrar,  
Nursing and Midwifery  
Council



**Dr Jane Padmore**

Chief Executive,  
Sussex Partnership NHS  
Foundation Trust



**Sir David Nicholson**

Chair, Sandwell and West  
Birmingham NHS Trust,  
Dudley Group NHS  
Foundation Trust, The Royal  
Wolverhampton NHS Trust  
and Walsall Healthcare NHS  
Trust



**Sarah Cooper**

AHP Advisor – Office of the  
Chief Allied Health  
Professions Officer,  
NHS England



**Chris Dzikiti**

Interim Chief  
Inspector of Mental  
Health,  
Care Quality  
Commission



**Dr Heidi Green**

Health Equity and Patient  
Involvement Specialist



**Charlie Massey**

Chief Executive and  
Registrar,  
General Medical  
Council

Our global resource for leaders draws upon good practice examples from a range of countries on tackling racial and ethnic inequalities in healthcare. In addition, we will make a suite of resources available to NHS organisations to support their journey of becoming equitable and inclusive at all levels.

We are working with the major healthcare regulatory bodies to ensure regulation on race equality is consistent and focuses on key principles. We will support and assure, on an annual basis, the regulators' commitment to the advancement of race equity and inclusive working environments across the health and care sector and beyond.

[Access the leadership guide](#)



[View additional resources and information about the RHO's workforce programme](#)

