

# Rapid Decision Support

A product of the Contextualized Health Research Synthesis Program  
Newfoundland & Labrador Centre for Applied Health Research



## Disclaimer:

*Researchers at the Newfoundland & Labrador Centre for Applied Health Research are not experts on this subject topic and are relaying work produced by others. This report has been produced quickly and it is not exhaustive, nor have any included studies been critically appraised.*

*This Rapid Decision Support report was published on March 20, 2024. The report includes references and links to information that reflects the status of available information at the date of publication. Readers are cautioned that this information may change or become out-of-date after publication.*

## Equity, Diversity and Inclusion Frameworks for Healthcare Settings: A Jurisdictional Scan

**Search focus:** For this *Rapid Decision Support*, CHRSP researchers sought to identify examples from other Canadian provinces and selected international jurisdictions of frameworks, plans, strategic documents, and related resources on equity, diversity and inclusion for healthcare settings. Our researchers conducted a quick search (i.e., not exhaustive) focused on relevant information from regional health authorities and health organizations. We also included reports and resources from select international jurisdictions i.e., Australia, the United Kingdom (England, Scotland, Wales) and the United States.

**What we found:** We found numerous resources (frameworks, plans or strategic documents) related to equity, diversity and inclusion at the health authority/health system level for the majority of jurisdictions we searched. Some jurisdictions have well-developed processes, frameworks or plans while some other jurisdictions have indicated plans for the future development of frameworks or plans.

We categorize resources (frameworks, strategic documents, and related resources) alphabetically by jurisdiction in two sections:

- **Section 1:** Canadian Jurisdictions (by province), and
- **Section 2:** Selected International Jurisdictions.

Under the reference for each resource, we include key quotes. In some cases, we note additional relevant resources at the end of an entry.

## Section 1: Canadian Jurisdictions (by province)

### Alberta

Alberta Health Services. **Advisory Councils Spring Forum – Inclusive Healthcare System**. June 2021.

([LINK](#))

- PPT slides from Advisory Councils Spring Forum
- Includes several slides on Diversity and Inclusion
  - Includes the **Diversity and Inclusion Framework** from November 2018
  - **Diversity & Inclusion Purpose:**
    - Create an inclusive environment that is fair, just and respectful of individuals and their similarities and differences
    - Build a workforce that is reflective of the diverse communities we serve
    - Improve our capabilities to provide culturally safe care and services
  - **Diversity & Inclusion Framework Goals:**
    - Culturally Safe Care and Services; Culturally Safe Care and Services; Workforce Diversity & Inclusion; Stewardship & Governance
  - **Diversity and Inclusion Governance:**
    - Centre of Expertise – D & I Community Practice, Workforce Resource Groups, Site/Portfolio Based D & I Committees, Anti-Racism Advisory Group. D & I Council
  - **Diversity & Inclusion Governance Model** is included on page 10 (People Executive Committee, Diversity & Inclusion Council, Workforce Resource Groups Council of Chairs)
- **Related resources:**
  - **Alberta Health Services Advisory Councils webpage**, includes information on Health Councils, Provincial Advisory Councils and Wisdom Council ([LINK](#))
    - Advisory Council Fast Facts ([LINK](#))
    - **Contact:** Community Engagement; Phone: 1-877-275-8830; E-mail: [community.engagement@ahs.ca](mailto:community.engagement@ahs.ca)
  - **Alberta Health Services Together4Health** webpage ([LINK](#))
    - “Together4Health is AHS' online platform, where Albertans can have their say on various healthcare topics. Take a look at the projects currently open for input and Join Our Online Community to keep up to date on current and future projects”
    - Team ([LINK](#))

Alberta Health Services. **Diversity & Inclusion Webpage. 2024.** ([LINK](#))

- Alberta Health Services Webpage on Diversity & Inclusion
- “Diversity and inclusion are essential to everything we do at AHS.
  - **Environment:** An environment where everyone feels safe, healthy and valued including workers, patients, families, healthcare providers, physicians and volunteers.
  - **Workforce:** AHS is committed to empowering a workforce that welcomes and celebrates diversity, to create culturally safe places for our people to provide the best

possible patient and family centred care. We strive to celebrate our diverse workforce and the outstanding work we do every day.”

- Contact: [diversityandinclusion@ahs.ca](mailto:diversityandinclusion@ahs.ca)
- **Diversity & Inclusion Council:** “The Diversity and Inclusion Council (D&I) was established to create a culturally competent organization that has a diverse workforce and an inclusive workplace. The council prioritizes and guides activities aimed at creating safer and more inclusive environments.”
- **Related policies for Health Professionals, Alberta Health Services:**
  - Alberta Health Services. **Inclusive Hiring.** 2024. ([LINK](#))
  - Alberta Health Services. **Respectful Workplaces and the Prevention of Harassment and Violence.** 2019. ([LINK](#))
  - Alberta Health Services. **Respectful Workplaces and the Prevention of Harassment and Violence: Type 11 (Patient-to-Worker).** 2019. ([LINK](#))
- **Related Webpages, Alberta Health Services:**
  - Inclusive Hiring: Building a Diverse & Inclusive Work Environment: ([LINK](#))
  - Organizational Chart: ([LINK](#))
  - Indigenous Wisdom Council: ([LINK](#))
  - Indigenous Wellness Core: ([LINK](#))
  - Indigenous Languages, Interpretation & Translation Services: ([LINK](#))
- **Related Resources:**
  - Alberta Health Services. **Indigenous Health Commitments: Roadmap to Wellness.** January 2020. ([LINK](#))
    - **See section on What Health Equity Means for Indigenous Peoples**
    - Contact: email [indigenousewellnesscore@ahs.ca](mailto:indigenousewellnesscore@ahs.ca)

Anti-racism Advisory Group. **Stand up Speak out. Recommendations of the Anti-Racism Advisory Group.** Alberta Health Services. June 2021. ([LINK](#))

- Report
- **Aim:** “launched the Anti-Racism Advisory Group (a subcommittee of the Diversity and Inclusion Council) last summer to guide the organization in addressing individual and systemic racism”
  - “developed an organizational Anti-Racism Position Statement in consultation with many teams to bring a consistent and comprehensive approach to AHS anti-racism activities and to help our workforce build a greater understanding of their role in addressing racism....We then embarked on a consultation process to ensure many voices informed the recommendations contained in this report. More than 900 people participated in the confidential survey and series of focus groups. A comprehensive, methodical analysis of the qualitative and quantitative data revealed a number of themes that helped paint a picture of the AHS we all want to be part of, including the following:
    - Safety ...Trust ...Respect....Allyship....Valuing Diversity and Inclusion....Equity.... Consistency and Taking Action....Patient Focused....Fairness

- **Make recommendations under 8 categories:** Safe Reporting & Investigation; Systems / Organization Accountability; Leadership Accountability; Workforce Accountability & Allyship; Training & Education; Valuing & Celebrating Diversity; Representation; Measurement and Evaluation

Covenant Health. **Creating a safe, healthy and inclusive environment through Diversity & Inclusion 2020-2023 Framework.** 2023. ([LINK](#))

- Covenant Health Diversity & Inclusion Framework
- **Commitment:** “We will honour the different cultures, traditions, faiths and beliefs of those we serve, and promote inclusive practices. This commitment to diversity and inclusion extends to our staff, physicians and volunteers, who equally represent a rich mosaic of cultures and backgrounds”
- **Aim:** “The **Covenant Health Diversity and Inclusion Framework** lays the foundation that will drive our organization’s commitment to diversity and inclusion practices over the next three years. An integrative approach will guide our organization to incorporate diversity and inclusion values and practices into new and existing corporate processes, initiatives and activities.”
- **“Key desired outcomes from this framework include:**
  - 1. A workforce, leadership team and Board of Directors that reflects the diversity of the communities we serve
  - 2. Further development of community partnerships resulting in positive relations and collaboration
  - 3. An engaging and effective set of learning opportunities for staff, physicians and volunteers
  - 4. A pervasive feeling of inclusion in our diverse workforce
  - 5. Recognition in the community as an organization that is dedicated to a diverse and inclusive environment
  - 6. An empowered leadership team that is equipped and supported to manage culturally sensitive or challenging situations
  - 7. An ongoing promotion of respectful practices in the workplace, including psychological safety”
- **Framework includes 4 Main Objectives:** Support those we serve; Support our teams; Strengthen & expand community partnerships; Commit to Indigenous health & awareness
  - Each section describes Why it is important, Goals and What we plan to do
- **Related Webpages, Covenant Health:**
  - Covenant Health Diversity and Inclusion: ([LINK](#))
    - Includes Diversity and Inclusion Council, Indigenous Advisory Body, Black Advisory Body, [Interpretive services](#), Contact: [mes@covenanthealth.ca](mailto:mes@covenanthealth.ca)
  - Covenant Health Governance: ([LINK](#))
- **Related Resource:**
  - Covenant Health. **Creating a safe, healthy and inclusive environment through Diversity & Inclusion 2020-2023 Work Plan.** ([LINK](#))

## British Columbia

Doctors of BC. **Equity, Diversity & Inclusion**. 2021. ([LINK](#))

- Doctors of BC Webpage on Equity, Diversity & Inclusion
- **Equity, Diversity, and Inclusion in Our Governance Bodies:** “As part of our broader work around equity, diversity, and inclusion (EDI), we are making efforts to increase the diversity and inclusivity of our governance bodies – the Board, Representative Assembly, and Committees – while also working to ensure that all members have an equal opportunity to participate in these bodies.”
- **Vision Statement:**
  - **Guiding Principles:** Equity & Fairness, Diversity & Representation, Inclusion & Belonging; Courage & Humility; Learning & Listening
- **Inclusion, Diversity, and Equity Advisory (IDEA) Committee:** “This new committee replaces the previous Diversity and Inclusion Advisory Working Group, whose purpose was to provide input on the implementation of the Barrier Assessment recommendations as well as advice and input on a wide range of EDI related work within the Association, which has since been completed.”
- **Equity, diversity, and inclusion work:**
  - Sandy Berman. **Doctors of BC Diversity and Inclusion Barrier Assessment Final Report**. Circa Enterprises. 2019. ([LINK](#))

EQUIP Health Care (Wathen, et al). **Equity-Oriented Health Systems Improvement: A Policy Brief**. EQUIP Health Care. 2023. ([LINK](#))

- Policy Brief
- **EQUIP main webpage definition** ([LINK](#)): “EQUIP Health Care is a research and implementation program that involves health equity interventions implemented in a range of health care settings. The interventions are designed to enhance organizational capacity to provide equity-oriented health care, particularly for those who experience significant health and social inequities.”
- **EQUIP: An Equity Solution**
  - “EQUIP Health Care is a tested approach to restructuring organizations to deliver equity-oriented health care”
  - “EQUIP’s key dimensions and tailored strategies aim to reduce the effects of structural inequities; the impacts of racism, discrimination and stigma; and the disparities between conventional care approaches and people’s needs.”
- **Key Dimensions of Equity-Oriented Care**
  - “Trauma- and Violence-Informed Care; Harm Reduction/Substance Use Health; Cultural Safety/Anti-Racism”
- **10 Strategies for Equity-Oriented System Improvement:** “Explicitly commit to equity; Develop supportive organizational structures, policies, and processes; Re-vision the use of time; Attend to power differentials; Tailor care, programs and services to local contexts; Actively counter racism and discrimination; Actively seek input from community partners and people with living

and lived experience; Tailor care to address inter-related forms of violence; Enhance access to the social determinants of health; Optimize use of place and space”

- **Policy Implications:**

- “Embedding equity into Learning Health Systems means aligning equity-oriented data collection and use, incentives, cultures and best practices.
- EQUIP Health Care can support implementation of low-cost, high impact strategies to improve an organizations’ capacity to promote health equity.
- Equity-oriented care is a win-win: patients experience better care, staff feel better about the care they provide, and this can contribute to a more effective health care system.
- To get started on equity-oriented health care, visit our free, online Modules and Equity Action Kit”

- **Contact:** Email [equip.healthcare@ubc.ca](mailto:equip.healthcare@ubc.ca)

- **Related References:**

- EQUIP Health Care. **Publications Page:** ([LINK](#))
  - Browne et al. **Disruption as opportunity: Impacts of an organizational health equity intervention in primary care clinics.** International Journal for Equity in Health. 2018. ([LINK](#))
  - Browne et al. **Enhancing health care equity with Indigenous populations: evidence-based strategies from an ethnographic study.** BMC Health Services Research. 2016. ([LINK](#))
  - Browne et al. **EQUIP Healthcare: An overview of a multi-component intervention to enhance equity-oriented care in primary health care settings.** International Journal for Equity in Health. 2015. ([LINK](#))
  - Browne et al. **Can ethnicity data collected at an organizational level be useful in addressing health and healthcare inequities?** Ethnicity & Health. 2014. ([LINK](#))
  - Ford-Gilboe et al. **How Equity-Oriented Health Care Affects Health: Key Mechanisms and Implications for Primary Health Care Practice and Policy.** Milbank Quarterly. 2018. ([LINK](#))
  - Garneau et al. **Understanding competing discourses as a basis for promoting equity in primary health care.** BMC Health Services Research. 2019. ([LINK](#))
  - Lavoie et al. **Sentinels of inequity: examining policy requirements for equity-oriented primary healthcare.** 2018. ([LINK](#))
  - Levine et al. **“We went as a team closer to the truth”: impacts of interprofessional education on trauma- and violence- informed care for staff in primary care settings.** Journal of Interprofessional Care. 2021. ([LINK](#))
- EQUIP Organization **Main Webpage:** ([LINK](#))
- EQUIP Health Care. **The EQUIP Equity Action Kit.** ([LINK](#))
- EQUIP Health Care. **Organizational Readiness Tools.** ([LINK](#))
- EQUIP Health Care. **Rate Your Organization: Discussion Tools.** ([LINK](#))



First Nations Health Authority. **Cultural Safety and Humility**. 2022. ([LINK](#))

- First Nations Health Authority, BC Webpage on Cultural Safety and Humility
- **Description of Cultural Safety and Humility Standard:** “Coast Salish Territory – The First Nations Health Authority (FNHA) and the Health Standards Organization (HSO) have released the British Columbia (BC) Cultural Safety and Humility Standard, a tool that will enable organizations to address indigenous-specific racism and build a culturally safe health care environment.”
  - “The standard was developed by Indigenous thought leaders and health professionals with a focus on designing, implementing, and evaluating culturally safe systems and services at the organizational and institutional level.”
  - “The first of its kind in Canada, this standard provides a toolkit for the BC health system and is the deliverable for Recommendation 8 from the In Plain Sight report on widespread Indigenous specific racism in the delivery of health care.”
- **Related Resources:**
  - HSO & First Nations Health Authority. **CLIENT AND FAMILY INFORMATION SHEET: British Columbia Cultural Safety and Humility Standard**. HSO 75000:2022. ([LINK](#))

Fraser Health Authority. **Equity, Diversity, and Inclusion (EDI) Services**. 2024. ([LINK](#))

- Fraser Health Authority, BC Webpage on Equity, Diversity, and Inclusion Services
- “Tools to help you communicate with your clients.”
  - Point to language card
  - Cue cards in 60+ languages “These cue cards are a resource developed by Eastern Health Transcultural Services in Australia to assist health care providers with their patients/residents/clients who have English language difficulties”
  - Include Booklets- providing diversity competent care
- Fraser Health Authority Leadership: ([LINK](#))

Interior Health BC. **Life@IH**. 2024. ([LINK](#))

- Interior Health, BC Webpage on Diversity & Inclusion
- **Diversity & inclusion**
  - “At Interior Health, we value Diversity & Inclusion. Our teams are made up of individuals who represent a wide range of cultures, backgrounds, identities, experiences and knowledge, and we believe this makes us stronger. From recruitment to accessible building design, to a culturally safe and inclusive approach to, we are committed to a welcoming and supportive workplace.”
- **Employee Voices**
  - “Employee Voices was established at Interior Health in May 2020. The group is made up of front-line employees from across Interior Health and represents a broad range of positions. **The group provides recommendations on employment policies and processes to the organization from the lens of diversity and inclusion.** Run by Employee Voices, Dive In is IH’s Diversity and Inclusion newsletter. A new issue goes out

every quarter detailing diversity and inclusion activities across IH, education and employee stories.”

- **Indigenous careers**
  - “Interior Health is committed to building an Indigenous representative workforce as an important step in meeting the healthcare needs of Indigenous Peoples. We invite all applicants who identify as having Indigenous ancestry (First Nations, Métis, Inuit) to include the information in resumes and cover letters. An IH Indigenous Career Specialist is available to provide additional support and answer your questions through the recruitment process.”
- **Related resources:**
  - Interior Health BC. **AU2100 – DIVERSITY**. Revised April 2019. ([LINK](#))
  - Interior Health BC. **AU2200 – ANTI-RACISM POLICY**. April 2021. ([LINK](#))
  - Interior Health BC. **AD0200 – ABORIGINAL CULTURAL SAFETY & HUMILITY**. April 2021. ([LINK](#))
  - Interior Health BC. **Strategic Priorities 2021 – 2024**. ([LINK](#))
    - “Improved and Inclusive Culture focused on diversity and inclusion, engagement, and anti-racism”
  - Interior Health BC. Senior Executive Team. 2024. ([LINK](#))
  - Interior Health BC Organizational Chart ([LINK](#))

Northern Health Indigenous Health. **Guiding principles Webpage**. 2024. ([LINK](#))

- Northern Health, BC Webpage on Guiding principles
- “Indigenous Health is a dedicated team within Northern Health. Our scope of work is regional - across all of Northern BC. Our main office is in Prince George and team members live in many communities throughout the North.”
- **Guiding Principles:**
  - Respecting **diversity** and the unique interests of Indigenous Peoples
  - Support the inclusion and participation of Indigenous Peoples in the Northern Health care system
  - Incorporate Indigenous Knowledge(s) and holistic approaches
  - Facilitate partnerships, collaborations and capacity building
  - Ensure relevant initiatives and activities by reflecting the needs of those being served
  - Build on the strengths of communities
- **Related Webpages, Northern Health Indigenous Health:**
  - Cultural Safety: ([LINK](#))
    - Cultural Safety: “Supporting increased cultural competency and safety throughout Northern Health We are working on specific cultural safety resources to increase awareness, understanding and capacity within Northern Health to provide culturally safe services.”
  - Northern Health Indigenous Health Team ([LINK](#))



Patient Voices Network. **Diversity, Equity & Inclusion Elevating the Voices of All in British Columbia.** 2021. ([LINK](#))

- Report on Diversity Equity & Inclusion
- Patient Voices Network is Administered by BC Patient Safety & Quality Council
- **Includes sections on:** Diversity, Equity and Inclusion Defined; Indigenous Cultural Safety & Humility; Connection Before Content; Team Readiness; Finding Patient Partners; Including a Diversity of Health Care Experiences; Compensation and Reimbursement; Recruiting Diverse Voices Considerations

Providence Health Care, BC. **Equity, diversity & inclusion webpage.** ([LINK](#))

- Providence Health Care (Catholic Health Care Community) Webpage
- “Providence Health Care is committed to examining and improving our equity, diversity and inclusion efforts. You can learn about our plan here.”
- **Towards better EDI**
  - “created a dedicated Equity, Diversity and Inclusion (EDI) Team in 2020. The EDI Team helps Providence on its path toward addressing inequality in our society and organization....supports PHC employees and medical staff with individual journeys toward equity, diversity and inclusion. We do this through education, awareness and meaningful discussion....is working across the organization to create an equity, diversity and inclusion strategy. This strategy has dedicated resources. It will include an action plan for all aspects of our organization as a care provider and a workplace.”
  - Our four aspirations:
    - “As an organization Providence Health Care will have a reputation as an "Organization of Choice" because it champions anti-racism, equity, diversity and inclusion.”
    - “As an employer diverse staff will be visibly leading at every level.”
    - “As a healthcare services provider patients and families will receive care that respects their dignity and responds to their cultural, linguistic and socio-demographic needs to ensure high quality outcomes every time.”
    - “As people and professionals Providence Health Care staff will demonstrate ongoing learning and growth in anti-racism, equity, diversity and inclusion.”
  - Milestones
    - “Fall 2023: Providence-wide EDI survey results
    - January 2024: Drafting of EDI Action Plan
    - April 2024: Begin implementation of EDI Action Plan”
- Contact the EDI team at [edi@providencehealth.bc.ca](mailto:edi@providencehealth.bc.ca)
- **Related Webpage, Providence Health Care:**
  - Governance: ([LINK](#))

Provincial Health Services Authority. **Priority health equity indicators for British Columbia: Selected indicators report**. Provincial Health Services Authority, Population and Public Health Program. 2016. ([LINK](#))

- Report
- **Aim:** “This report is intended to contribute to and complement provincial health status reporting of the BC’s Guiding Framework for Public Health.5 By analyzing current data, 16 health equity indicators drawn from the priority suite are examined across selected geographic, demographic and socio-economic dimensions. To keep the report timely, **PPH analyzed indicators and equity dimensions for which data was accessible and available**. With the exception of life expectancy at birth, these indicators are drawn from sources that do not include data from on-reserve BC Aboriginal populations (Appendix 2). The selected indicators are organized into four chapters: life expectancy, early childhood development, adolescent health and general population health.”
- **Conclusions and Next Steps:**
  - “The results of analyzing 16 indicators from BC’s priority health equity indicator suite demonstrate that some groups of British Columbians are doing noticeably better than others. The evidence provided here reveals some of the inequities various populations groups may face across geographic, demographic and socioeconomic dimensions. Application of similar approaches by others at the health system or program levels could reveal important health inequities in service delivery and utilization. This type of information can inform policies and programs to reduce inequitable gaps and improve opportunities for good health across all population groups.
  - As a next step, PHSA PPH intends to engage our partners to explore how these findings can inform monitoring trends on health inequity. **Additionally, working with a variety of partners, PPH also hopes to begin exploring how equity surveillance of the prioritized suite of equity indicators can inform action on promoting health equity.**”
- **Related Resource:**
  - Health Quality BC. **British Columbia Health Quality Maxtrix**. 2023. ([LINK](#))

Vancouver Coastal Health. **Equity, Diversity & Inclusion Webpage**. 2024. ([LINK](#))

- Vancouver Coastal Health Webpage on Equity, Diversity & Inclusion
- “Guided by our commitment to advance Global Equity, Diversity and Inclusion Benchmarks, over the next three years, we are focused on:
  - Increasing representation
  - Identifying and addressing barriers
  - Developing policies and programs
  - Building capacity, connections and alignment
  - Implementing data-driven strategies
  - Promoting inclusive leadership”
- More on our vision and other pillars
  - Vision & Values ([LINK](#))

- **Pillars** “Our four pillars guide us in upholding our commitments to delivering safe, quality care and support our focus on taking an **equity-led**, intersectional approach to caring for our people”
  - Indigenous Cultural Safety (Cultural competency, Cultural humility, Cultural Safety) ([LINK](#))
  - Equity, Diversity & Inclusion (see main webpage link above)
  - Anti-Racism (Drive systemic change, Engage key stakeholders, Partner with impacted communities) ([LINK](#))
  - Planetary Health ([LINK](#))
- Leadership, Senior Executive Team ([LINK](#)); Organizational Chart ([LINK](#))

## Manitoba

Shared Health Manitoba. **Disrupting Racism Webpage**. 2024. ([LINK](#))

- Disrupting Racism Webpage
- **Description:** “Disrupting Racism is a deliberate act that involves learning, action and speaking up against instances of racism in any form. Our efforts to identify and confront racism will promote interactions that are thoughtful and inclusive while taking steps to create safer and respectful environments. Racism, Disrupted begins with the acknowledgment of wrongs and resulting harms and the recognition that our history is rooted in the stories of peoples facing exclusion or discrimination based on their race.”
- **Includes links to several related webpages including:**
  - A statement from Manitoba’s Health Senior Leadership Committee Webpage ([LINK](#))
  - REI Data Governance Steering Committee Webpage ([LINK](#))
  - Health Equity – Closing the Gap Webpage ([LINK](#))
  - Resources for Continuous Learning and Improvement Webpage ([LINK](#))
  - Provincial Health System Racial Climate Survey Webpage ([LINK](#))
  - Steering Committee & Action Plan Webpage ([LINK](#))
  - Indigenous Specific Racism Webpage ([LINK](#))

Winnipeg Regional Health Authority. **Health for all Building Winnipeg’s Health Equity Action Plan**. 2013. ([LINK](#))

- Equity Action Plan and report
- **Aim:** “This report is intended to facilitate collaborative conversations so that together, we can move towards achieving greater health equity in Winnipeg”
- **Developing the Framework:**
  - “A review team scanned published health equity literature, including ‘grey’ literature to find local, provincial, national or international reports with relevance to Winnipeg. Thirty-two applicable reports up to March 2012 were located and all the recommendations from those reports were extracted. Over 1000 (1249) recommendations were then broken down into their essential ideas and coded, then reconstituted into recommendation themes (see Figure 2). A more detailed description

of the methods is available in the Winnipeg Health Region’s Health Equity Recommendation Synthesis companion document.”

- “A framework was developed based on the pooled, reconstituted recommendations that arose. (Figure 3) Then, the main areas for action in the framework were reviewed by a committee using the synthesis analysis outputs to prioritize areas for action to consider for Winnipeg. The committee applied their local knowledge of Winnipeg to the summary outputs of the data analysis to generate locally relevant recommendations. The committee also looked for gaps and added to the considerations for action if relevant local issues were not highlighted within the summarized outputs from existing reports. Full outputs from the recommendations synthesis including original recommendations and sources are available in the Winnipeg Health Region’s Health Equity Recommendation Synthesis companion document.”
- Suggested considerations for **12 areas for health equity action in the framework** are summarized under the following areas:
  - Health Services Considerations for Action; Economy Considerations for Action; Income Considerations for Action; Work Considerations for Action; Childhood Considerations for Action; Education Considerations for Action; Environment Considerations for Action; Community Considerations for Action; Housing Considerations for Action; Food Considerations for Action; Transportation Considerations for Action; Behaviour Considerations for Action
- **Core components for equity action**
  - Reaching out; Dignity, respect and cultural proficiency; Integrated services; Locally-based services; Equity impact assessment
- **Related Webpages, Winnipeg Regional Health Authority:**
  - Health Equity Webpage: ([LINK](#))
  - Health Equity Position Statement: ([LINK](#))
  - Tools for Leading Systems and Services Change Webpage of Resources: ([LINK](#))
- **Health Equity Related resources:**
  - Beaurdin & Backe, Winnipeg Regional Health Authority. **Health Equity Recommendation Synthesis Final Report**. 2012. ([LINK](#))
  - Chief Provincial Public Health Officer. **Chief Provincial Public Health Officer Position Statement on Health Equity**. 2018. ([LINK](#))
  - Winnipeg Regional Health Authority. **Framework for Understanding and Addressing Health Equity Graphic**. ([LINK](#))

Winnipeg Regional Health Authority. **Framework for Action: Cultural Proficiency & Diversity**. July 2012. ([LINK](#))

- Framework for Action
- **Aim:** “The WRHA embraced Cultural Proficiency as a strategy to respond in an appropriate way to the diversity in the region”

- **Context:** “In 2010, a Cultural Proficiency and Diversity Services Advisory Committee was established to oversee and guide development of the framework and the process of promotion of cultural proficiency and diversity within the WRHA”
- **Includes an Environmental Scan** “...review of the literature to identify: cultural proficiency frameworks and core components, best practice recommendations, and cultural proficiency assessment tools. The frameworks/models reviewed define cultural proficiency as a dynamic process that involves acquiring certain knowledge and skills; it requires both individual and institutional change.”
- **“The core components of cultural proficiency are:** Values & Attitudes; Structures & Policies; Practices, Training/Staff Development, Evaluation & Research”
- **Includes:** Best practice recommendations, Organizational Scan, Cultural proficiency & Diversity Framework Interventions, Conclusion & Recommendations
  - **Recommendation categories include:** Integration of Cultural Proficiency, Quality monitoring & Improvement; Organizational Interventions, Structural Interventions, Clinical Interventions
- **Related Webpages, Winnipeg Regional Health Authority:**
  - Diversity Webpage: ([LINK](#))

## New Brunswick

Horizon Health Network. **Our Promise Webpage.** 2024. ([LINK](#))

- Webpage describing “Our Promise”
- **Description:**
  - **“Our Promise** is a commitment by Horizon’s leadership team to continue improving the employee and physician experience. It was developed as an authentic, transparent program to help build trust with employees and physicians. Strengthening employee engagement directly improves patient experience and outcomes. The program is also intended to serve as a reminder that retention is a top priority for Horizon”
  - “...includes 19 initiatives developed in response to the feedback we heard from employees and physicians in our last Worklife Pulse survey. These 19 initiatives fall within each of the four Focus Areas. These include numerous initiatives that employees and physicians have identified as important to them, such as flexible scheduling, wellness hubs, enhanced security, mentoring and coaching.”
- **4 Focus Areas in for improving employee and physician experience:** Listen & Act, Recognize & Appreciate, Health, Safety & Belonging, Learning & Development
- **See tab for Health, Safety & Belonging for updates on several relevant Frameworks and Policies, see below for most relevant information:**
  - **1) Psychological Health & Safety Framework** – In progress, “consolidating research and evidence in best practices to create a framework to support and empower everyone at Horizon”
  - **2) Respectful Workplace Policy** – Launched, “the new Respectful Workplace Policy has been approved. Senior leaders, managers and Human Resources team members have

been trained on the new policy and the process used to prevent, report, and respond to allegations of workplace harassment. Work is currently underway to update the Respectful Workplace: Making It Happen e-learning module to reflect the recent changes made to the policy”

- **3) Wellness Hubs** – Launched, “regional Wellness Hubs are now fully operational, staffed by our area Wellness Coordinators”, “hired four full-time Wellness Coordinators to support employees, physicians and leaders and promote wellness services and resources available to staff.”
- **7) Diversity, Equity & Inclusion Framework** – In progress, “...will be implementing diversity, equity and inclusion (DEI) training for all employees and physicians this fall and have eight initiatives that will be launched related to DEI in the next two years....We have three projects underway in our DEI initiative: DEI training, a buddy system pilot project and the development of our psychologically safe feedback mechanism to report incidents of racism or discrimination.”
- **Related Resources:**
  - Horizon Health Network. **Nearly 2,000 health care professionals join Horizon so far this fiscal year- Blogpost.** Dec 2023. ([LINK](#))
    - **Scroll to Quick Facts Retention, Diversity Equity & Inclusion Framework for recently initiated retention programs:** “A voluntary preferred pronoun initiative has been initiated to foster inclusion and respect; A new Buddy System framework pilot to accelerate integration of international hires and minority groups, building relationships quickly; Mandatory DEI training for all managers; Launch of huddle-based DEI learning for all health care workers”
  - Horizon Health Network. **Report to Our Communities: Progress on Horizon’s Critical Action Plan.** June 2023. ([LINK](#))
    - “A Diversity, Equity and Inclusion strategy and framework are in place and initiatives to support our first two priorities – training and mentorship – are underway.”
  - Horizon Health Network. **Strategic Plan 2021-2026.** ([LINK](#))
    - **Strategic Objective:** System Wrapped around Patient/Client Needs, Establish a culture to strengthen health equity.

Vitalité Health Network. **Diversity, equity, inclusion and accessibility webpage.** ([LINK](#))

- Webpage on diversity, equity and accessibility.
- **Context:** Vitalité Health Network is the regional health authority providing and managing health care and services in an area covering northern and southeastern New Brunswick
- Defines each of Diversity, Equity, Inclusion and Accessibility
  - **Diversity:** “Vitalité accepts, values and celebrates diversity - Race and skin colour, Sex and sexual orientation, Gender identity and expression, Pregnancy, Marital status, Age, Religion, culture, political beliefs and opinions, Language, Place of birth, Physical and social condition



- **Equity:** “Vitalité strives to identify barriers and adapt its practices in order to deliver services to everyone fairly and equitably.”
- **Inclusion:** “Vitalité includes and respects each individual to foster a sense of belonging and safety.”
- **Accessibility:** “Vitalité ensures that everyone, without exception, has equal access to the information, opportunities and services it provides.”

## Nova Scotia

Doctors Nova Scotia. **A Framework on Equity, Diversity and Inclusion.** 2023. ([LINK](#))

- Doctors Nova Scotia Framework on Equity, Diversity and Inclusion
- **Aim:** “this new framework outlines priorities and goals for EDI in 2022–24”
- **Guiding principles for engaging in EDI work at DNS:** Community engagement; Inclusive and accessible language; Social determinants of health; Power and privilege; Learning journeys in brave spaces
- See section on Data and consultations on DNS’s EDI Framework 2020-22
- **Priority topics to be addressed:** Social Determinants of Health Framework; Anti-racism [Indigenous reconciliation (physicians and patients), Addressing anti-Black racism (physicians and patients), Supports for International Medical Graduates (physician-focused)]; Gender Equity [Gender Affirming Care (patient-focused), Gender equity in pay and practice supports (physician-focused)]
- **See section for outline of specific roles and responsibilities for all stakeholders involved in the implementation of the EDI Framework:** including Doctors Nova Scotia staff, Doctors Nova Scotia physician leaders, Doctors Nova Scotia members (physicians), Health system (physician-focused), Community groups (patient-focused)
- **See Table 1.** DNS EDI workplan 2022-24, EDI Framework evaluation plan and **APPENDIX A:** Doctors Nova Scotia Social Determinants of Health Framework
- **Related Resources:**
  - Doctors Nova Scotia. **Equity, Diversity and Inclusion Toolkit.** 2022. ([LINK](#))
    - **Includes sections on:** Scope of the equity, diversity and inclusion toolkit; Context setting: How and why exclusion happens; Tools and learning: Power analysis; Allyship; Strategic planning; Living and working in Mi’kmaki

Government of Nova Scotia. **Health Equity Framework.** July 2023. ([LINK](#))

- Health Equity Framework
- **Aim:** “guide our health providers and partners in identifying, reducing, and eliminating all forms of racism and discrimination within the health system...sets out the actions we will take to help us reduce and eliminate racism and discrimination. **The framework has three key themes:** Patient Experience, Health Human Resources, and Health System Policies and Practices. Each theme has actions. The framework flows from extensive consultation sessions over the past nine months with Indigenous and equity communities, healthcare providers and partners across the province. The conversations will not stop with the publishing of the framework. We will

continue to engage and listen to patients, health practitioners, and various lived experiences to address health system inequalities and report progress.”

- **“The framework is based on two principles:** 1) EDIRA, which stands for equity, diversity, inclusion, reconciliation, and accessibility, and 2) anti-racism/anti-oppression (ARAO). Together, these two principles emphasize a person’s or community’s history and lived experiences—that means they ask us to find out when, where, and why the racism and/or discrimination started. They also call for everyone to receive the same level of respect and dignity whenever and wherever they access health services. A person’s race, gender, ethnicity, language, religion, and ability should not affect the treatment they receive.”
- **Some of the actions under those key areas include:**
  - **“improving reporting systems for racism and discrimination.** We will create a safe, effective system so we can identify, report, and address racism and discrimination incidents when they happen at hospitals and health-care locations
  - **conducting a health system policy audit.** We will review health policies, procedures, and operations to identify and remove inherent racist and discriminatory practices.
  - **implementing trauma-informed and person-centred care.** We will get regular input and feedback from underrepresented and underserved patients and families, and apply it to system designs, staff training, and programs.
  - **increasing focus on equity-based data.** We will use evidence, statistics, and data to support key initiatives that improve health equity outcomes.
  - **removing red tape and barriers that affect various equity communities.** For example, we will make it easier for
    - internationally trained health workers to get their credentials recognized
    - patients who speak other languages to access interpretive services
    - people who need gender-affirming care to receive it
  - **increasing equity representation in health leadership and frontlines.** We will build a health-care workforce that reflects the increasing diversity of all the people who live in this province.
  - **establishing a health equity framework partnership charter.** All core health system partners, health institutions, and community partners, will commit to this charter and to the actions in this framework.”
- **Project Leadership and Guidance:** “Under the Health Authorities Act, the Department of Health and Wellness oversees and is accountable for Nova Scotia’s health system. Our core health system partners include Nova Scotia Health, IWK Health, the Department of Seniors and Long-term Care, the Office of Addictions and Mental Health, and the Office of Healthcare Professionals Recruitment. **The Department of Health and Wellness led the development of this framework along with our core health system partners, health leaders from across the province, and experts in evaluation and measurement.** We also worked in close collaboration with underrepresented and underserved communities.”
- **Related Resource:**
  - Engage4Health Nova Scotia Health. **Health Equity Framework for Nova Scotia.** ([LINK](#))

Nova Scotia Health Authority, Provincial Diversity and Inclusion Framework Steering Committee.

**Provincial Diversity and Inclusion Framework 2017-20.** 2017. ([LINK](#))

- Provincial Diversity and Inclusion Framework
- “Nova Scotia Health Authority and IWK have partnered on developing this framework to guide the implementation of diversity and inclusion initiatives **throughout the health system and across our province**. This framework builds upon the great work that has been happening within our organizations. It was developed in response to feedback from a variety of stakeholders with an interest in building a stronger, more inclusive health system in Nova Scotia. **The framework highlights the following five areas of focus and attention:**
  - Culturally competent, person-centred and family-centred care and services
  - Diverse Workforce
  - Engagement and partnership with diverse communities
  - Organizational leadership, decision-making and policy
  - Equity through data collection and research”
- **Context:**
  - “The framework serves to align ongoing planning in various areas, notably:
    - culturally relevant and appropriate care for patients and clients
    - training and education for employees, physicians, learners and volunteers
    - diverse workforce
    - engaging populations, including those considered priority or vulnerable populations
  - A provincial diversity and inclusion steering committee was formed in 2015 to provide strategic advice and support in developing the framework. The group was comprised of diversity leads from the IWK and from NSHA’s four zones, and included representatives from Population Health, People Services and Communications. **See Appendix A for a list of members.”**
- **Building the Framework**
  - **Completed an environmental scan in 2015:** “scan identified various supporting structures for diversity work, including committees, working groups, councils and dedicated positions leading diversity work. Several communities were targeted for services, including Acadian and Francophones, First Nations, immigrants, African Nova Scotians, LGBTIQ and people with disabilities. Despite considerable success, however, it should be noted that gaps exist. This was identified as largely due to the lack of comprehensive strategies, and limited focus, support and sometimes resources for diversity work”
  - **Committee engagement:** Engagement with NSHA and IWK committees highlighted six themes: Language clarity, Sustainable leadership and an accountability structure, Guidance, Preservation of what works best in the different contexts, Trust and Understanding Communities.

- **Literature review approaches identified:** Diverse populations approach, system approach, cultural competence approach, diverse workforce, cultural safety model, structural competency framework
- **Framework Pillars:** “Provincial Diversity and Inclusion Framework Steering Committee has adopted five pillars for its framework:
  - Culturally competent person- and family-centred care and services
  - Diverse workforce
  - Engagement and partnership with diverse communities
  - Organizational leadership, decision-making and policy
  - Equity through data collection and research
  - The IWK and NSHA will use the framework to develop strategic provincial and local action plans to improve health outcomes of diverse populations.”
- **Moving Forward:**
  - “A provincial committee comprised of IWK and NSHA staff and leaders will be tasked with developing an implementation plan including a monitoring and evaluation plan, Key Performance Indicators as well as preparing an annual progress report. The provincial committee will be accountable and report to the IWK and NSHA executive leadership teams through the IWK’s VP Patient Care and Chief Nursing Executive, and NSHA’s VP Primary Health Care and Population Health and VP People and Organizational Development.
  - The IWK and NSHA zone committees and working groups are champions and support the implementation of the framework at the local level. The committees engage partners and communities in the development of action plans. The IWK and NSHA are committed to continuing to integrate diversity and inclusion in organizational strategies, plans and values. Local leaders, physicians, employees, volunteers and learners will steward and guide the work going forward.”
- **See Appendix A:** for Provincial Diversity and Inclusion Framework Steering Committee Member list

## Ontario

Health Quality Ontario. **Health Quality Ontario’s Health Equity Plan.** ([LINK](#))

- Health Quality Ontario’s Health Equity Plan
- **Aim:** “to embed **equity** into our own work and to encourage providers, system leaders and planners to make it prominent in their thinking, discussions and planning as they build a system that is safe, effective, patient-centred, efficient and timely”
- **Goals and Objectives:** “to bring health and health care equity to the forefront and inspire action so that all people living in Ontario receive the highest quality care. We will realize this goal through two core objectives.... embed equity into all that we do.... advance the equity agenda province-wide by encouraging and supporting providers, system leaders and planners to bring an equity focus to their own work”

- **Scope:** “focus on equity as it relates to three fundamentally important areas of quality: access, experience and health outcomes”
- **Our Approach:** “Key to our work has been the guidance and support of **our Health Equity Advisory Committee**. Composed of individuals who have “lived experience” as patients or unpaid caregivers, thought leaders, health care providers and health equity experts, this committee has provided critical input into the development of our Health Equity Plan, and vital oversight throughout the process. In addition to informing Health Quality Ontario’s own Health Equity Plan, the Committee has also drafted a short report outlining key issues related to equity and health, complete with recommendations for Health Quality Ontario and the health system at large.”
  - **See p. 11 for a brief overview of other activities undertaken to inform the plan**
  - **See Table 1 Overview: Strategic Goals and Actions of Health Equity/Equality Approaches p.13** (Intersectoral Approach and Health System Approaches are summarized)
- **Plan:** “Health Equity Plan identifies activities that Health Quality Ontario will undertake over the next three years. Proposed activities are directed at both internal and external audiences” and includes the following **Health Equity Strategic Priorities:**
  - #1: Provide system-level leadership through partnerships to improve health equity in Ontario.
  - #2: Increase availability of information to enable better decisions to achieve health equity locally and provincially.
  - #3: Evaluate and support the uptake of promising innovations and practices to improve health equity in Ontario.
  - #4: Engage patients, caregivers, and the public in our efforts to address health equity
  - #5: Ensure health equity is addressed when patients transition across different care settings.
- **Related Resources:**
  - Health Quality Ontario. **2015 Health Equity Summit: Feedback and Reflections**. March 2016. ([LINK](#))
    - “one-day event brought together various people from underserved communities and with lived experience, health system leaders, health and health care organizations, and providers from across the province to share stories, expertise, and thoughts about how to move forward”
    - “This report summarizes key discussion points and lessons from the summit.”

Health Quality Ontario. **Northern Ontario Health Equity Strategy: A plan for achieving health equity in the North, by the North, for the North**. 2018. ([LINK](#))

- Health Equity Strategy
- **Aim:** “The Northern Ontario Health Equity Strategy, developed in the North, by the North, for the North, is based on four foundations for action considered most important by stakeholders in the North:

- Addressing the social determinants of health
- **Equitable access to high-quality and appropriate health care services**
- Indigenous healing, health and well-being
- Evidence availability for equity decision-making
- **Recommendation:** A Northern Network for Health Equity
  - “the driving recommendation is to establish a Northern Network for Health Equity (“the Network”) that will support intersectoral action, with a goal to improve health and health equity outcomes for people living in Northern Ontario. The Network itself will neither deliver care nor do the work of any one sector. The Network will focus on health equity broadly, and will bring together network partners and key stakeholders to work on key health priorities which have disproportionate impacts on more vulnerable populations and have been identified by Northerners as priorities for the North, such as mental health and addictions, diabetes prevention and management, and parental and child health.”
- **Includes sections on:** Network Partners and Structure; Functions of the Northern Network for Health equity; Network Objectives; Looking forward- Anticipated Impact
- **Vision:** “All Northerners have equitable opportunities for health, including access to social and economic resources, as well as to high-quality health care services, regardless of where they live, what they have or who they are.”
- **Related Webpage, Health Quality Ontario:**
  - Northern Ontario Health Equity Strategy: ([LINK](#))

Health System Performance Network. **Building Capacity for Equity Work in Ontario Health Teams PPT.** May 2023. ([LINK](#))

- Power Point Presentation for HSPN Monthly Webinar, May 2023
- Uses two examples from:
  - **Mississauga and West Toronto Ontario Health Teams**
    - slides “explore the ways that the Mississauga Ontario Health Team and Mississauga Ontario Health Team have collaborated in order to address Anti-Black Racism within the communities that they serve”
  - **Central West Ontario Health Team**
    - Slides include Timeline- Equity Diversity, Inclusion Advisory Council (EDIAC); EDIAC Responsibilities as per Terms of Reference; **Central West OHT Equity, Diversity and Inclusion Framework (see slide 39)**; CW OHT Equity, Diversity, Inclusion Charter; EDI Charter: Commitments; Leadership Diversity Survey; EDI Action Plan
- **Related reference:**
  - Woodware et al. **The Health Equity Implementation Framework from A more practical guide to incorporating health equity domains in implementation determinant frameworks.** 2021 ([LINK](#))



Home and Community Care Support Services Ontario. **2023-2024 People Strategy: Looking back, looking forward.** 2023-2024. ([LINK](#))

- People Strategy for Home and Community Care Support Services Ontario
- **Aim:** “Grounded in our mission, vision and values, and guided by our strategic priority to invest in our people, the People Strategy is our road map, shaping the way we lead, engage and develop our people to enhance the organization”
- **Context:** “Our People Strategy was in part born out of a need to stabilize our Home and Community Care Support Services workforce in a rapidly changing health care environment. Our teams are in the community every day, working with patients and connecting with our partners, to achieve one goal: a healthier community for all.”
- **Focusing on 4 Pillars:** “Equity, Inclusion, Diversity and Anti-Racism, Rewarding Careers, Wellness, Wellbeing, Health and Safety, Effective Team Culture”
- **Equity, Inclusion, Diversity and Anti-Racism:** We want an organization that is equitable, inclusive, diverse and anti-racist. Key actions include:
  - Equity, Inclusion, Diversity and Anti-Racism mission statement developed in 2021
  - Use key initiatives to build awareness and cultural competence
  - Develop and implement an EIDAR Plan and review our Human Resources policies, practices and program
- **Related Webpages, Home and Community Care Support Services Ontario:**
  - People Strategy: ([LINK](#))
  - Accessibility and Equity: ([LINK](#))
    - **Inclusion, Diversity and Anti-Racism commitment statement** “Home and Community Care Support Services is committed to a culture of equity, inclusion, diversity and anti-racism. We will work collaboratively to eliminate systemic barriers to under-represented and racialized groups, and work towards a workforce that reflects the diverse communities we serve, with the goal of optimizing patient and family outcomes. We will have an initial focus on the impacts of anti-Black and anti-Indigenous racism.”
    - Executive Leadership Team: ([LINK](#))

Huron Perth & Area Ontario Health Team. **Diversity, Equity & Inclusion Guide.** September 2021. ([LINK](#))

- Guide for Huron Perth & Area Ontario Health Team
- **Aim:** “The purpose of the HPA OHT Diversity, Equity and Inclusion (DEI) Guide is to share information with members and, together, take action. The Guide serves as one source for members to integrate into their own organization’s DEI work and as the foundation for the future action by the HPA OHT DEI Working Group.”
- **Includes:**
  - Definitions of Diversity, Equity and Inclusion
  - Diversity, Equity and Inclusion Statement Template
  - Land Acknowledgement
  - Truth & Reconciliation Actions

- Diversity, Equity & Inclusion Resources: Frameworks, Statement Samples, Policy, Action Plans, Guides, Tools and Toolkits
- Assessment/Evaluation
- Education
- Dates of Significance

North York General. **Equity, Diversity & Inclusion Framework 2022- 2025**. 2022. ([LINK](#))

- Equity, Diversity & Inclusion Framework
- **Description:** “North York General Hospital’s (NYGH) first Equity, Diversity and Inclusion (EDI) Framework, which will guide our organization’s work to advance EDI for our patients, families, caregivers, community and people”
- **NYGH Equity, Diversity and Inclusion Framework Pillars:** (actions provided for each in the document)
  - Education and Training
  - Engagement and Belonging
  - Health Equity
  - Policies & Programs
  - Data Analytics & Reporting
- “NYGH is aligned with Ontario Health’s Equity, Inclusion, Diversity and Anti-Racism Framework With a focus on addressing anti-Indigenous and anti-Black racism.”
- **NYGH Values:** Excellence, Respect, Integrity, Compassion, Collaboration
- **NYGH Equity, Diversity and Inclusion Framework Principles:** Diversity & Representation; Fairness; Respect; Equity Anti-Racism & Anti-Oppression; Inclusion & Belonging; Learning Accountability; Transparency; Humility
- **Enabling our success:** “In addition to our established resource groups, we will convene a Diversity Council to provide input into NYGH’s EDI strategic directions. The Council will include representation related to the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), from our NYGH Resource Groups – the Anti-Black Racism (ABR) and 2SLGBTQIA+ Committees – patient experience partners, and union representatives.”
- **Related Resource:**
  - North York General. **Strategic Plan 2020-2025: Thinking Beyond**. 2020. ([LINK](#))

Ontario Health. **Ontario Health’s Equity, Inclusion, Diversity and Anti-Racism Framework**. 2020. ([LINK](#))

- Ontario Health’s Equity, Inclusion, Diversity and Anti-Racism Framework -With a focus on addressing anti-Indigenous and anti-Black racism
- **Aim:** “tool to guide our work to build an organizational culture focused on equity, inclusion, diversity and anti-racism, and to contribute to better outcomes for patients, families and providers within the health system. In order to achieve better outcomes for all, our framework highlights the need to explicitly identify and address the impacts of anti-Indigenous and anti-Black racism as part of our commitment.”

- **Context:** “We engaged with a number of health system stakeholders and community organizations from across the province as we developed this framework, including health service providers from across the continuum of care, Francophone providers, and many community-based partners that are leading health equity work in Ontario.”
- “This framework builds upon our existing legislated commitments and relationships with Indigenous peoples and Francophone communities, and recognizes the need for Ontario Health to take an intersectional approach to this work. The definitions below help to provide a common understanding as we work together to create a shared culture focused on equity, inclusion, diversity, and anti-racism.”
- **Includes 11 areas of action:**
  - Collect, Report, and Use Equity Data
  - Embed in Strategic Plan
  - Partner to Advance Indigenous Health Equity
  - Invest in Implementation
  - Identify Clear Accountability
  - Represent and Reflect Ontarians
  - Include and Engage Key Voices
  - Address Racism
  - Reduce Disparities
  - Contribute to Population Health
  - Report and Evaluate to Drive Improvement
- **Related Resource:**
  - Ontario Health & CSI. **Building a Framework & Plan to Address Equity, Inclusion, Diversity & Anti-Racism in Ontario.** October 2020. ([LINK](#))

Ottawa Hospital Research Institute. **Equity Diversity and Inclusion Webpage.** ([LINK](#))

- Equity, Diversity and Inclusion Webpage
- **Description of EDI Council:** “OHRI’s EDI Council is an advisory body charged with setting the Institute’s EDI agenda. The EDI Council makes recommendations on strategies to:
  - Address systemic barriers that hinder full participation in the OHRI community by members of underrepresented or disadvantaged groups
  - Enhance equity, diversity and inclusion”
- “OHRI endorses the Dimensions Charter, an EDI initiative supported by Canada’s three federal research granting agencies.”
- A more intentional approach to equity, diversity, and inclusion: ([LINK](#))
  - “...in the summer of 2022, The Ottawa Hospital solidified its commitment to equity, diversity and inclusion (EDI) by formalizing roles that would help support the work of its existing EDI Council.”
  - Includes: Coordinator of Equity, Diversity, and Inclusion; 2 co-chairs, recruited more than 80 new members to the EDI Council

- Council activities: “council worked together to design project charters that will address things like outreach, incident reporting, and education – all through the lens of EDI”
- “...**functions of the EDI Council are to:**
  - Develop and integrate initiatives within the EDI Council Work Plan
  - Influence and impact relevant policies and procedures
  - Support work being done across the organization in alignment with the EDI Council’s purpose.”

University Health Network. **Equity Seeking Policies Webpage**. 2023. ([LINK](#))

- Webpage on Equity Seeking Policies
- Fostering Respect in the Workplace Policy + FAQs
- **What is new in the policy?:** “The new features of the policy emphasize early resolution and the use of internal resources to resolve issues quickly and locally. The policy is separated into two sections. Part 1 of the policy, harnesses our ability to communicate with a focus on early resolution. UHN members are encouraged, with the support of available \*internal resources. Part II of the policy, or the prescribed process, prohibits any Human Rights Code related discrimination and/or harassment.”
- **Does the policy apply to everyone who works at UHN?** “The policy applies to everyone who is a current member of the workforce who believes that they have experienced Human Rights Code related discrimination or harassment. We encourage anyone that is considering using the policy to first read, explore and understand their rights and responsibilities and then answer the questions on p. 3 of the policy to help prepare for the process of early resolution.”
- **Related References:**
  - University Health Network. **University Health Network Policy & Procedure Manual People & Culture: Fostering Respect in the Workplace**. 2023. ([LINK](#))
  - University Health Network. **University Health Network Policy & Procedure Manual. People & Culture: Gender Identity**. ([LINK](#))
  - University Health Network. **University Health Network Policy & Procedure Manual. Administrative: Anti-Racism & Anti-Black Racism**. 2023. ([LINK](#))
  - University Health Network. **University Health Network Policy & Procedure Manual. Administrative: Accessibility for People with Disabilities – Customer Services**. 2023. ([LINK](#))
  - University Health Network. **Caregiver Preference Guidelines**. 2023. ([LINK](#))
  - University Health Network. **CEO Equity Statement**. ([LINK](#))
  - University Health Network. **Multi Year Accessibility Plan 2019-2024**. 2018. ([LINK](#))
  - University Health Network. **Turning results into action using the 3-Phase IDEAA Strategy Blogpost**. 2023. ([LINK](#))
  - University Health Network. **The Office of Inclusion, Diversity, Equity, Accessibility and Antiracism**. 2023. ([LINK](#))

Upadhyya-O’Brien & Janssen. **Integrated Health Equity Framework Summer 2023 for EDI-AR and SDOH**

at Hamilton Family Health Team. 2023. ([LINK](#))

- Integrated Health Equity Framework
- **Aim:** “This integrated framework engages both Equity, Diversity, and Inclusion with an Anti-Racist focus (EDI-AR) and the Social Determinants of Health (SDoH) in the overall objective of addressing health inequities and their underlying causes: systemic discrimination. Our framework demonstrates reciprocity between internally- and externally-driven initiatives that continuously foster responsiveness to key areas of need within our community while informing organizational processes.”
- **Includes sections on:** Integrated Theoretical Framework; EDI-AR Operational Framework; SDoH Operational Framework; Framework Development Process
- “Ours is an 'Integrated' framework in that it provides clarity around the work done jointly by two coordinators promoting Equity, Diversity, and Inclusion with an Anti-Racist focus(EDI-AR) and addressing the Social Determinants of Health (SDoH). The framework envisions these two areas of focus as concurrent and intricately linked: as one internally-driven process that builds equity within, and on externally-driven process that promotes equity outside the organization.”
- **Related Resources:**
  - Tonnos & Robinson. **EDI at Hamilton Health Sciences EDI Report & Recommendations.** March 2022. ([LINK](#))
    - **See sections that summarize recommendations:** “Based on the observed themes and direction from the EDI Advisory Council members, 13 recommendations were developed, inclusive of recommendations provided by the EDI Advisory Council Working Group.”
    - **See section with details on recommendations prioritized by the HHS EDI Council Working Groups, including key activities and considerations, impacted stakeholders and implementation suggestions**

Prince Edward Island

Public Service Commission Province of Prince Edward Island. **Diversity and Inclusion Policy 2019.**

Government of Prince Edward Island. 2019. ([LINK](#))

- Diversity and Inclusion Policy (**applies to Health PEI employees**)
- **Description:** “This policy has been informed by evidenced-based information including: consultations with external organizations, community groups and internal stakeholders; national and cross-jurisdictional diversity and inclusion program reviews and current trends; public service employee engagement survey data/results; and a comprehensive literature review on diversity and inclusion.”
- **Principles:** Inclusion of All Builds the Capacity of the Public Service; Cultural Competence Creates Respectful Workplaces; Diversity Management and Inclusive Practices Enhance Workplace Culture and Employee Well-Being; Fairness and Accountability Contributes to Excellence in the Public Service
- **Objectives:** The Diversity and Inclusion Policy provides a framework for the Public Service to meet the following goals and objectives:

- Building an Inclusive and Diverse Public Service; Establishing a Safe and Inclusive Culture; Ensuring Inclusive and Diverse Innovative Practice
- **Diversity and Inclusion Advisory Committee:** “includes representatives from the PEI Public Service Commission, Indigenous Relations Secretariat, Inter-ministerial Women’s Secretariat, Acadian and Francophone Affairs Secretariat, and Government departments. Where possible, composition of the committee should reflect representation from diversity groups and be gender balanced”
- **Application:** “applies to all the staff in departments and agencies employed by the Government of Prince Edward Island which are covered by the Civil Service Act... **The spirit and intent of this policy should serve as a guideline for agencies in developing their own policies.” Including Health PEI.**
- **Related Webpage, Health PEI**
  - Health PEI. **Employee Engagement Pulse, Diversity, Equity & Inclusion Survey 2023 Webpage.** ([LINK](#))
- **Related Resource:**
  - Policy, Planning and Evaluation Health PEI. **Health PEI Strategic Plan 2021-2024.** 2021. ([LINK](#))
    - **Diversity is one of the main values:** “We recognize and value the differences our team and our local community brings to the organization through their diversity in backgrounds, experiences, cultures and beliefs.”

## Saskatchewan

Organizational Values Working Group, Saskatchewan Health Authority. **Core Values Provincial Consultation and Engagement Strategy.** 2018 ([LINK](#))

- **Aim:** “to share with you our provincial values consultation process and our recommendation for the core values and philosophy of care of the Saskatchewan Health Authority (SHA)”
- **“Our five recommended core values are:**
  - **Safety:** Be aware. Commit to physical, psychological, social, cultural and environmental safety. Every day. For everyone.
  - **Accountability:** Be responsible. Own each action and decision. Be transparent and have courage to speak up.
  - **Respect:** Be kind. **Honour diversity with dignity and empathy.** Value each person as an individual.
  - **Collaboration:** Be better together. **Include and acknowledge the contributions of employees, physicians, patients, families and partners.**
  - **Compassion:** Be caring. Practice empathy. Listen actively to understand each other’s experiences.”
- Includes a General Strategic Framework
- **Related Webpages, Saskatchewan Health Authority:**
  - Mission, Vision, Values Webpage: ([LINK](#))
  - SHA Engagement Framework Webpage: ([LINK](#))



- **Related Resources:**

- Saskatchewan Health Authority. **The 2023-2024 SHA Roadmap.** 2023-2024 ([LINK](#))
- Saskatchewan Health Authority. **Cultural Safety in the Saskatchewan Health Authority.** 2022. ([LINK](#))

## Yukon

Yukon Hospitals. **Our Position on Racism, Equity, Diversity and Inclusion.** 2022. ([LINK](#))

- Position statement, webpage
- **Our Position on Racism, Equity, Diversity and Inclusion:** “As an organization, the Yukon Hospital Corporation condemns all forms of racism. We will not stand for discrimination, intolerance, or violence in our hospitals and we are committed to undertaking the work needed to eliminate racism and build an equitable, diverse and inclusive place for all who come through our doors, whether they be employees or patients
  - Systemic racism is pervasive and deep-rooted. It is embedded in our society and its structures. We know it is present in Canada, in Yukon and in our communities. It exists within our hospitals and health care system.
  - At its heart, health care is grounded in the understanding that everyone has a right to the best possible care, in a way that is respectful, free of discrimination and culturally safe. We do not always get it right, and are reminded that we still have work to do. Evidence shows that racism creates barriers to care, and limits the ability of people to reach their best possible health outcomes and well-being.
  - We commit to being true to our values.
  - As an organization, we commit to advancing equity and making real and lasting change as necessary:
  - We will identify barriers to care;
  - We will build the competency and capacity of our team to better understand inequity and how to address it;
  - We will cultivate a diverse workforce and leadership team; and
  - We will continue to assess current policies, programs and services with a lens to supporting equity, diversity and inclusion.

## Section 2: Selected International Jurisdictions

### Australia

Eastern Health, Victoria. **Eastern Health's Diversity & Inclusion Framework.** ([LINK](#))

- Diversity & Inclusion Framework
- **Aim:** “Appropriately responding to diversity and ensuring Eastern Health is a welcoming and inclusive health service is a critical component of achieving Eastern Health’s vision of “great health and wellbeing”. The following goals, capability model and dimensions of diversity provide the framework by which Eastern Health can achieve this strategic intent regarding diversity and inclusion.”
- **Diversity & Inclusion Goals:**
  - Provision of great healthcare with services that are person-centred, accessible, appropriate, fair and equitable
  - Understanding and valuing the diversity of our consumers and communities so that we can respond to their individual needs and provide them with a great experience
  - The diversity of our workforce is acknowledged and celebrated
  - Our workforce are skilled and provided with a supportive learning environment to ensure they understand and respond to the needs of our diverse consumers
  - Effective collaboration and partnerships with our communities
  - A sustainable framework that is flexible and able to respond to emerging trends and the changing needs of our consumers and communities
- **Organisational Capability For Diversity & Inclusion:** Leadership, Governance and Accountability; Standards and Practice Guidelines; Skills, Knowledge and Competencies; Tools and Techniques; Measures; Roles, Responsibilities and Behaviors
- **Dimensions of Diversity (See graphic):** “Over a lifetime these dimensions may or may not be: permanent or temporary, visible or invisible, dominant or minor, innate or acquired. Any combination of these dimensions can influence our values, beliefs, behaviours, experiences and expectations and make us all unique as individuals.”
- **Related Webpages, Eastern Health:**
  - Victoria Our Diverse Community: ([LINK](#))
  - Disability Action Plan: ([LINK](#))
  - Gender Equality Action Plan: ([LINK](#))
  - Rainbow eQuality Action Plan: ([LINK](#))
  - Quality and Safety Highlights Eastern Health 2022-23: ([LINK](#))
    - “In early 2023, a **new Diversity Equity and Inclusion Committee was formed to provide governance and leadership in ensuring Eastern Health** is an inclusive and culturally safe service, responsive to Diversity, Equity and Inclusion for consumers, the community and staff.”

Moyne Health Services, Victoria. **Diversity and Inclusion Framework.** 2022. ([LINK](#))

- Diversity and Inclusion Framework

- **Aim:** “The purpose of this document is to set out what Moyne Health Services will do to promote equity, diversity and inclusion within its workforce and in partnership with consumers and the community. MHS’ values espouse an environment where people are treated with respect, feel valued and can achieve success, both for the individual and the organisation. A diverse workforce will underpin a workplace culture of respect and responsiveness to the needs of all diverse communities. Diversity and inclusion is important for our people, our consumers, community and our organisation. Everyone within our organisation has a role to play.”
- **Objectives:**
  - “Promote a diverse and inclusive environment aligned with our values of Collaboration, Accountability, Respect and Excellence that embraces difference and is reflective of the community that we live and work in.
  - Promote awareness in the organisation to ensure that we have a workforce that will be inclusive and welcoming.
  - Focus on attracting and retaining a diverse team of talented people, positioning our organisation for success in delivering world class services. By successfully reflecting
  - Diversity and Inclusion amongst our workforce we will better reflect the community we serve.
  - Demonstrate Moyne Health Services’ commitment to providing an inclusive environment and culture so that we can leverage the benefits of all diverse communities that we serve, work with and support”
- **Four Key Focus Areas** to support inclusion have been identified at Moyne Health Services:
  - “Lesbian, Gay, Bisexual, Transgender, Intersex, Queer communities, Asexual (LGBTIQ+A)
  - Culturally and linguistically diverse communities (CALD)
  - Gender equality
  - Creating advantage”
- **Drivers for success:**
  - Organisational Effectiveness, Consumer Participation, representing the community we assist, Engaged and inclusive Workforce, Governance
  - “The Diversity Working group has a workplan and will report progress to the Board via the Community Advisory Committee.”
- **Related Webpage, Moyne Health:**
  - Resources: ([LINK](#))

New South Wales Health, NSW Government. **Diversity Inclusion Belonging Guide.** ([LINK](#))

- Diversity Inclusion Belonging Guide
- **Aim:** “provides the direction for public health organisations to ensure local diversity initiatives align with, and deliver, diversity and inclusion goals set out in the Premier’s Priorities. The guide acknowledges the elements of diversity and inclusion, the positives that come from individual differences and recognises the crucial role a sense of belonging plays in delivering an effective, functioning, diverse and inclusive workplace”

- **“Statement of Commitment:** NSW Health welcomes people from diverse backgrounds. We are committed to having a workforce that reflects the communities we serve”
- **5 Elements of a Diverse Workplace:** Attract, Recruit, Develop, Retain, Progress (see resource for more detail)
- **Contact:** [MOH-DiversityInclusionBelonging@health.nsw.gov.au](mailto:MOH-DiversityInclusionBelonging@health.nsw.gov.au)
- **Related Webpage, NSW Health:**
  - Diversity Inclusion Belonging: ([LINK](#))

North Western Melbourne Primary Health Network. **Access and Equity Framework: A framework for improving health equity in the North Western Melbourne PHN region, July 2021 to June 2024.** 2022. ([LINK](#))

- Access and Equity Framework
- **Aim:** “To improve health equity for all community members, especially those who need it most and are at the greatest risk of poor health outcomes, we have defined five key priority areas for action (see page 20 for the full plan):
  - 1. Show leadership and commitment to equity as a strategic priority.
  - 2. Embed equity into everything we do.
  - 3. Use data and evidence to support action.
  - 4. Engage with communities including people with lived experience and partner with collaborators.
  - 5. Build capacity and develop skills.”
- **Governance:** “The NWMPHN Executive Director, Insight, Performance and Digital Services is the executive sponsor for this Framework and will lead the implementation of the activities and associated actions on behalf of the NWMPHN senior leadership team. The NWMPHN Access, Equity and Engagement Lead will be responsible for providing day-to-day support for the delivery and management of the specific actions outlined in Appendix A. The lead will work closely with key members of the Reconciliation Action Plan working group and community engagement team to ensure that activities already underway are leveraged and recognised under this Framework, where appropriate.” (See p. 19 for Roles and responsibilities to address health inequities)
- **Contact:** Email, [nwmpnh@nwmpnh.org.au](mailto:nwmpnh@nwmpnh.org.au)
- **Related Webpage, NWMPHN:**
  - Access and Equity Framework 2021-24: ([LINK](#))

Northern Sydney Local Health District, New South Wales Government. **Diversity, Equity, Inclusion and Belonging Strategy 2023-2027.** 2023. ([LINK](#))

- Diversity, Inclusion and Belonging Strategy
- **Aim:** “This document has been developed to build on the strong foundations laid by our first Diversity, Inclusion and Belonging Strategy which was implemented between 2020 and 2022.”
- About:

- “Our Diversity, Equity, Inclusion and Belonging Strategy is underpinned by NSW Health’s CORE Values”: Collaboration, Openness, Respect, Empowerment
- “The NSLHD Diversity, Equity, Inclusion and Belonging Strategy primarily supports Strategic Outcome 4 of the NSLHD Strategic Plan 2022-2027.”
  - **“Our staff are engaged and well supported:** Staff are engaged and well supported to deliver safe, reliable person-centred healthcare and equipped to respond to a changing healthcare environment.”
- “To ensure all ‘our staff are engaged and well supported’, we will focus the following 6 priority areas:
  - Cultivate a safe, flexible and positive workplace culture where staff feel valued, heard, empowered and are supported to perform to their best
  - Ensure our workforce reflects the **diversity** in our community and our culture leverages diversity of thinking
  - Develop our talent and leadership capability across our workforce
  - Develop a skilled and capable workforce equipped to provide high-value and innovative person-centred care
  - Support and foster innovative thinking and practices around future care
  - Develop our workforce to have the capabilities and culture to address future demands on the health system”
- **See page 15** for: “additional plans, legislation and agencies that informed the development of our strategy”
- **See page 17** for list of current DEIB initiatives
- **Strategic objectives relating to DEIB:**
  - 1. Communication, capability and capacity building
  - 2. Aboriginal and Torres Strait Islander Workforce
  - 3. Multi-Generational workforce
  - 4. Culturally and linguistically diverse workforce
  - 5. Accessibility, adjustments and employees living with disability
  - 6. Gender diversity and representation
  - 7. LGBTIQ+ diverse workforce
- **Related Webpage:**
  - Northern Sydney Local Health District Home Page: ([LINK](#))

Queensland Health. **Equity and Diversity Plan 2023-2024.** ([LINK](#))

- Queensland Health equity and diversity plan
- **Aim:** “This Queensland Health equity and diversity plan (the Plan) supports the aim of the Public Sector Act 2022 to develop a diverse workforce that represents and reflects the diverse views, experiences and backgrounds of the people of Queensland.”
  - “In addition, the actions in the Plan align with the draft Queensland Health Workforce Strategy 2032 and the associated Queensland Health Workforce Strategy Action Plan Horizon 1 – 2022 to 2024. The opportunities and actions will ensure Queensland Health

continues to prioritise work to achieve the diversity employment targets for women in leadership, Aboriginal peoples and Torres Strait Islander peoples, culturally and linguistically diverse people and people with disability. Actions will also be developed to enable more equitable access to opportunities for other diversity groups.

- This plan supports other strategies and plans in place within Queensland Health that aim to advance and improve the experiences of Queensland Health employees including the Aboriginal and Torres Strait Islander Workforce Strategic Framework, and the Department of Health Disability Service Plan 2022-2024. This plan will be reviewed and updated regularly to ensure it continues to meet the needs of the Queensland Health workforce.”
- **Main Table Outlines:** Focus area; Goal; Opportunity; Key actions; End date and Responsibilities.
- **Related Webpage, Queensland Government:**
  - Health Equity, Diversity and Inclusion Statement of Commitment: ([LINK](#))
  - Workplace inclusion and Diversity: ([LINK](#))
- **Related resource:**
  - Queensland Health. **Human Resources Policy Diversity and inclusion G2 (QH-POL-132).** July 2021. ([LINK](#))

South Australia Health, Government of South Australia. **Department for Health and Wellbeing Diversity and Inclusion Strategy and Plan 2020 – 2023.** ([LINK](#))

- Diversity and Inclusion Strategy
- **Aim:** “The Strategy aims to support DHW and SA Health to encourage a culture in which employees can express their thoughts, opinions and ideas in a respectful and psychologically safe environment. It also aims to ensure that the voice of all people is heard. DHW will be recognised by staff, consumers and community as an employer, and as a health care system, that values and promotes diversity, equity and inclusion. DHW will more readily be compliant with the relevant legislations as outlined in Attachment 1.”
- **Principles underpinning the strategy:** Human Rights, Equity and equality, Recognition, Represent the community, Inclusion, Intersectionality
- Overarching plan for all diversity groups - Priority Areas and Goals:
  - 1. Reflect the diverse communities that the public sector serves
  - 2. Build diversity and inclusion knowledge and capability
  - 3. Be accountable for diversity and inclusion
- **Includes sections on:** Evaluation of actions, Outcomes and Representation, Dedicated diversity group actions, Culturally and Linguistically Diverse People, Disability, Gender, LGBTIQ People
- **Related Webpage, South Australia Health:**
  - Diversity, access and inclusion: ([LINK](#))

South Eastern Sydney Local Health District. **Diversity, Inclusion and Belonging Strategy 2024-2026.** 2024. ([LINK](#))



- **Aim:** “Our Diversity, Inclusion and Belonging Strategy 2024-2026 provides direction and actions to support our teams to thrive, a key strategic priority within South Eastern Sydney Local Health District’s Strategic Plan – Exceptional Care, Healthier Lives 2022-2025.”
- **Vision:** “Our vision is to create and sustain a workforce that reflects the community we serve, where our people feel valued and connected to each other and the work they do”
- **DIB Strategy is underpinned by NSW Health’s CORE values:** Collaboration, Openness, Respect, Empowerment
- **The 5 stages of the employee lifecycle at SESLHD:** Attract, Recruit, Develop, Retain, Progress
- **We focus on supporting the following diverse groups:** Aboriginal and/or Torres Strait Islander people, People with Disability, People from Culturally and Linguistically Diverse backgrounds, LGBTIQ+ community, Carers, Gender equity in the workforce
  - Actions with target dates for each of the diverse groups above is detailed in the document
- For feedback on the Strategy: [SESLHD-DiversityandInclusion@health.nsw.gov.au](mailto:SESLHD-DiversityandInclusion@health.nsw.gov.au)
- **Related Webpage, South Eastern Sydney Local Health District:**
  - List of Health Plans: ([LINK](#))

Victorian Health Promotion Foundation. **Fair Foundations: The VicHealth framework for health equity.** 2015. ([LINK](#))

- VicHealth framework for health equity
- **Aim:** “‘Fair Foundations’ is a planning tool based on a conceptual framework developed by the World Health Organization Commission on the Social Determinants of Health. It aims to increase understanding of the social determinants of health inequities and suggests entry points for action, for the development of policies and programs that promote health equity”
- **Shows the links between:**
  - “DIFFERENCES IN HEALTH AND WELLBEING OUTCOMES
    - • Life expectancy • Mortality rates • Morbidity rates • Self-rated health status
    - Differential health and wellbeing outcomes are seen in life expectancy, mortality rates, morbidity rates and self-rated health.
    - These differences are socially produced, systematic in their distribution across the population, avoidable and unfair.”
  - “DAILY LIVING CONDITIONS
    - • Early child development • Education • Work and employment • Physical environment • Social participation • Health care services”
  - “SOCIAL POSITION
    - • Education • Occupation • Income • Race/ethnicity • Gender • Aboriginality • Disability • Sexuality
    - The socioeconomic, political and cultural context creates a process of social stratification, or ranking, which assigns individuals to different social positions. The process of stratification results in the unequal distribution of power, economic resources and prestige”

- “SOCIOECONOMIC, POLITICAL AND CULTURAL CONTEXT
  - • Governance • Policy • Dominant cultural and societal norms and values”
- **VicHealth Framework Webpage:** ([LINK](#))
- **Related Resources:**
  - VicHealth. **About Fair Foundations and promoting health equity.** Victorian Health Promotion Foundation. ([LINK](#))

United Kingdom (England, Scotland, Wales)

### England

NHS Bath and North East Somerset, Swindon and Wiltshire Clinical Commissioning Group. **Equality, Diversity and Inclusion Strategy.** 2021. ([LINK](#))

- Equality, Diversity and Inclusion Strategy
- **Strategy’s 6 areas of focus:** Leadership and Governance, Impact Assessments, Communication and Engagement, Our Workforce, Commissioning and procurement, complaints, concerns and compliments
  - Includes sections for each with description of what has been doing and the next steps to be taken in each area
- **Elements:** Engagement with colleagues, Representation in decision making, supporting our colleagues and communities to recover
- “Appendix 2 summarises and links to some of the legislation and our obligations and commitments to its adherence, including the Equality Act, Public Sector Equality Duty, Human Rights Act, NHS Constitution, Equality Delivery System (NHS monitoring system), Accessible Information Standard and Learning Disability Mortality Reviews.”
- See page 30 for Equality, Diversity and Inclusion (EDI) Maturity Matrix
- **Related Webpage, NHS Bath and North East Somerset Swindon and Wiltshire Integrated Care Board:**
  - **Equality, diversity and inclusion:** ([LINK](#))

NHS England. **NHS equality, diversity, and inclusion improvement plan.** 2023. ([LINK](#))

- Report, Improvement plan
- **Aim:** “The NHS have written this equality, diversity and inclusion improvement plan to build on improvements in recent years and target areas for improvement.... improve equality, diversity, and inclusion in the NHS, make sure NHS staff feel like they belong in the organisation, make sure NHS staff have a better experience at work”
- **High Impact Actions and Goals:**
  - **High impact action 1:** “Chief executives, chairs and board members should put EDI objectives in place that they are personally responsible for.”
  - **High impact action 2:** “Employ and develop staff in a fair and inclusive way and target groups that are under-represented in the organisation.”
  - **High impact action 3:** “Write and put an improvement plan in place to end pay gaps.”
  - **High impact action 4:** “Write and put an improvement plan in place that deals with health inequality in the workforce”

- **High impact action 5:** “Set up a detailed programme for NHS staff recruited from countries outside the UK.”
- **High impact action 6:** “Create a workplace that ends bullying, discrimination, harassment, and physical violence at work.”
- “The EDI improvement plan supports the aims of the Long-Term Workforce plan. It includes six targeted actions to deal with harmful behaviour in the workforce such as discrimination and hateful comments and beliefs. The plan also supports four goals. Working with trade unions and staff networks will help the NHS to reach these goals:
  - Dealing with discrimination and supporting staff to use their skills and experience to offer the best patient care.
  - Giving local people more opportunities to have good careers and improve social mobility.
  - Checking that leaders are inclusive and promote fairness and equality
  - Supporting the levelling up agenda to make sure the NHS is known as:
    - a good employer
    - an important organisation in local areas
    - an organisation where skilled people from diverse backgrounds want to work”
- **Includes section on:** Checking Progress of High Impact Actions
- **Related Webpage, NHS England:**
  - Equality, diversity, and inclusion improvement plan: ([LINK](#))
- **Related Resources:**
  - West et al. **Making the difference: diversity and inclusion in the NHS.** NHS England. ([LINK](#))
  - Health Care & Professions Council. **Equality, Diversity and Inclusion Strategy.** 2021. ([LINK](#))
  - Health Care & Professions Council. **Equality, diversity and inclusion webpage.** 2020. ([LINK](#))

NHS Health Education England. **Diversity and Inclusion Our Strategic Framework 2018-2022.** June 2018. ([LINK](#))

- Report, Framework
- **Aim:** “The framework sets out our ambitions and priorities at an organisation-wide level. Through the governance and accountability structure (referenced in this framework) we will ensure that our strategic commitment is translated into measurable outcomes at national, regional and local level.”
  - “developed to give **Health Education England** direction in delivering its commitment to a diverse workforce; the effective mainstreaming of inclusion into business and functions; and the utilising of its influence to advance diversity and inclusion at a system-level”
- **Development of Strategic Framework:**

- “...quantitative information we collect including NHS Workforce Race Equality Standard and gender pay gap data; Analysis of Health Education England staff survey data, feedback from Stonewall Workplace Equality Index, a review of policies and procedures to explore how diversity and inclusion values are considered across Health Education England, involvement and engagement with colleagues and external stakeholders, a review of national drivers of best practice and benchmarking.”
- “Baseline review commissioned by Health Education England to conduct a review “which was delivered through a blended approach of interviews with colleagues and stakeholders, desktop research and observation.”
- “Using that baseline review as a starting point, we have undertaken further consultation with colleagues and senior leaders to develop this framework. Consultation activities have included: 20 March 2018 – Workshop session with Diversity and Inclusion Committee and AHEAD chairs, 17 April 2018 – Board development workshop session, 27 April 2018 – Board, Diversity and Inclusion Committee, AHEAD chairs, and Patient Advisory Forum invited to comment on draft framework.”
- **3 key themes of framework:** our people; our business; and our influence. Within each section we have highlighted ‘Diversity in Practice’ case studies which illustrate examples of how we have considered diversity and inclusion in our work”
- **Governance and accountability for furthering our ambition:**
  - “In 2017 the Health Education England Board approved the establishment of a revised governance and accountability structure to support the ambition of further advancing diversity and inclusion, both within the organisation as well as within the healthcare system.”
  - “The **Diversity and Inclusion Committee** was established as a formal sub-committee accountable to the Health Education England Board. It is chaired by Jacynth Ivey, Associate Non-Executive Director. The Committee holds the organisation to account for its commitment to diversity and inclusion.”
  - “The Diversity and Inclusion Committee works in collaboration with four regional AHEAD (Advancing Health Education England’s Equality and Diversity) groups, led by the chairs of the local education and training boards (LETBs) and supported by our regional directors.”
  - “The Committee and AHEAD groups have membership from across the organisation, as well as ‘staff side’ representation, members of the Patient Advisory Forum, LETBs, postgraduate deans, and NHS Leadership Academy colleagues.”
- **Contact email for the Framework:** [diversityinclusionandparticipation@hee.nhs.uk](mailto:diversityinclusionandparticipation@hee.nhs.uk)
- **Related Webpages, NHS England:**
  - Diversity and Inclusion – Our Strategy Framework 2018-2022: ([LINK](#))
  - NHS Equality and Diversity Council: ([LINK](#))

NHS King’s College Hospital. **Roadmap to inclusion 2022-2024.** 2022. ([LINK](#))

- Roadmap to inclusion

- **Aim:** “This roadmap we are publishing from 2022-24 will ensure we turn our ambitions into real, meaningful improvements for colleagues, patients, and everyone connected to King’s. It sets out the tangible and practical steps we will take to achieve our ambition to put diversity, equality and inclusion at the heart of everything we do. In doing this, we will help to make King’s one of the best places to work in the NHS, and deliver even better care to our patients.”
  - **Values:** Kind, Respective, Team
- “We are committed to have made a marked difference in:
  - Improving representation of staff, especially at senior levels which reflect the diversity of our communities;
  - Strengthening and embedding our inclusive values at all levels which will result in a marked reduction in our bullying, harassment and disciplinary numbers;
  - Ensuring our leaders are visible and active champions of EDI which will be evidenced by improved staff satisfaction across the Trust;
  - Targeted interventions that will seek to address inequalities in access, experience and outcomes across our sites and services.”
- **Includes sections on:** Our achievements so far, Summary of ambitions, Governance
  - **Governance:**
    - See King’s EDI Delivery Group (Terms of Reference in Appendix B) “will help ensure delivery remains on track, reporting monthly to King’s Executive and bi-monthly to the Quality, Performance & People Committee, which is a Committee of the Board”
- **See Appendix A for the detailed Action Plan**
- **Contact:** EDI team is available Monday to Friday 9am to 5pm, [kch-tr.edi@nhs.net](mailto:kch-tr.edi@nhs.net).
- **Related Webpages, NHS King’s College Hospital:**
  - Equality, Diversity and Inclusion: ([LINK](#))
  - Anti-discrimination statement: ([LINK](#))
  - Equality, diversity and inclusion reporting: ([LINK](#))
- **Related Resources:**
  - NHS King’s College Hospital. **People and Culture Plan**. June 2022. ([LINK](#))

NHS Norfolk and Norwich University Hospitals. **Diversity, Inclusion & Belonging Strategy: Our plan for the next 5 years**. 2023. ([LINK](#))

- Diversity, Inclusion & Belonging Plan
- **Aim:** “Our Diversity, Inclusion and Belonging strategy for the next five years has been developed with and for the more than 11,000 people who work and volunteer in our hospitals and other NNUH services as well as our patients. We all have different backgrounds, lived experiences, needs and expectations, but together we are Team NNUH and we aim to provide the best care to every patient”
- **Equality Delivery System (EDS):** “is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality

Act 2010. The EDS was developed by the NHS, for the NHS, taking inspiration from existing work and good practice.”

- **3 domains:** Commissioned or provided services, Workforce Health and Wellbeing, Inclusive Leadership
- **Diversity and Inclusion Vision:** “to create a hospital for all people. Where everyone feels a sense of belonging”
- **Includes sections outlining actions for each year for:** Workforce Health & Wellbeing, and Representative Workforce & Inclusive Leadership

### Scotland

Healthcare Improvement Scotland. **Equality Impact Assessment Report - The Quality Framework: Evaluating and Improving Healthcare.** NHS Scotland. 2018. ([LINK](#))

- Quality Framework Report
- **Context:** “Healthcare Improvement Scotland is required to assess the impact of applying a proposed new or revised policy, against the needs of the general equality duty, namely the duty to:
  - eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Equality Act 2010
  - advance equality of opportunity between people who share a protected characteristic and people who do not share it, and
  - foster good relations between people who share a protected characteristic and people who do not share it.
  - The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex, sexual orientation, and marriage and civil partnership (relates to the elimination of discrimination only).”
- **Quality Framework Description:**
  - “The Quality Framework is a key component of Healthcare Improvement Scotland’s quality of care approach. It is a tool that has been designed to support both self-evaluation and external quality assurance activity. The content of the framework was developed over time, starting with a review of international literature and with subsequent versions being informed and shaped through national consultation, feedback from key stakeholders and the outcomes of a variety of testing exercises.
  - **The Quality Framework is intended to support improvements in healthcare for everyone.** It has been developed to align with the Health and Social Care Standards: My support, my life<sup>1</sup>. Service providers, users of services and Healthcare Improvement Scotland should also take account of these standards when considering the quality of care provision.”
- **Contact:** Mario Medina, Healthcare Improvement Scotland, Equality and Diversity Advisor, email: [mario.medina@nhs.net](mailto:mario.medina@nhs.net)
- **Related Webpages, Healthcare Improvement Scotland:**
  - Equality, inclusion and human rights: ([LINK](#))
  - Equality impact assessments: ([LINK](#))



- **Related Resources:**
  - Healthcare Improvement Scotland. **Equality Impact Assessment (EQIA): Person-Centred Design and Improvement Programme (PCDI)**. December 2022. ([LINK](#))

Care Inspectorate, Scotland. **Equality and Diversity Policy**. 2019. ([LINK](#))

- Equality and Diversity Policy
- **Aim:** “This policy aims to provide clear advice on how to promote equality and diversity within our organization and employee responsibility when using our key employment processes (for example, disciplinary, learning and development, managing sickness absence, maternity, paternity and adoption leave, LEAD, requests for flexible working and recruitment and selection).”
- **“Scope:** This policy applies to all Care Inspectorate workers and job applicants”
- **“Guiding principles:** We will treat all workers and job applicants with dignity and respect recognising the value of each individual and embracing the values of diversity. Equality and diversity is not about treating everyone the same. It’s about acknowledging and respecting differences and changing the way we work if necessary. We will ensure all our people management policies follow the guiding principles set out in this policy.”
- **“When to use this procedure:** The Equality and Diversity policy and procedure is a reference document for our managers and employees. The principles of equality and diversity underpin all our people management policies and are at the heart of all our employment processes and every interaction we have.”
- **Related Webpages, Care Inspectorate Scotland:**
  - Equality and Diversity: ([LINK](#))
- **Related Resources:**
  - Care Inspectorate, Scotland. **Equality, Diversity and Inclusion Strategy 2021-25**. 2021. ([LINK](#))

NHS Ayrshire & Arran. **NHS Ayrshire & Arran Organisation & Human Resource Development Policy: Equality, Diversity & Human Rights Policy**. 2016. ([LINK](#))

- Equality, Diversity & Human Policy
- **Aim:** “NHS Ayrshire & Arran wholeheartedly supports the principle of equal opportunities in employment as outlined by the Scotland Act which supports Equalities and Human Rights legislation.... The Equality Act 2010 replaced previous anti-discrimination laws with a single Act and ensures that everyone who is protected under law from discrimination, harassment or victimization is afforded the same level of protection. The Equality Act 2010 introduced the concept of nine protected characteristics which are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex and sexual orientation. NHS Ayrshire & Arran’s policies strive to ensure that individuals are treated in a fair and consistent manner, making reasonable adjustments where necessary. **This policy sets out the approach to be followed in order to ensure that such principles are consistently met.**”

- “This policy has been developed in partnership with local trade union/professional organisation representatives. It reflects the best practice, and meets the minimum standards, set out within the Embracing Equality, Diversity **and Human Rights in NHS Scotland** Partnership Information Network (PIN) Policy.”
- **Scope:** “This policy **applies to all those who work within or apply to work within NHS Ayrshire & Arran**, regardless of employment status. It therefore includes permanent and fixed-term employees, members of staff on zero-hours contracts, those working within NHS Ayrshire & Arran on behalf of other agencies, those on secondment to NHS Ayrshire & Arran, volunteers, and those on work experience or training placements.”
- **Related Webpage, NHS Ayrshire & Arran:**
  - Equality and Diversity: ([LINK](#))
- **Related Resources:**
  - NHS Ayrshire & Arran. **People Strategy: People Matter**. 2020. ([LINK](#))

### Wales

Betsi Cadwaladr University Health Board, Wales. **Strategic Equality Objectives and Action Plan for 2024-2028**. 2024. ([LINK](#))

- **Aim:** “The goal for our Strategic Equality Objectives for the next four years is focused on reducing health inequalities, and improving wellbeing and healthcare in north Wales. This document sets out our Strategic Equality Objectives for the next four years and aims to demonstrate how we will meet the Equality Duty.”
  - “The purpose of this Strategic Equality Plan is to describe BCUHB and document the steps that the Health Board is taking to fulfil its Specific Duties under the Equality Act. The Strategic Equality Plan is aligned to Regulations 14 and 15 within the Public Sector Equality Duty in regards to publishing and review work.”
- **Context:** “Betsi Cadwaladr University Health Board is the largest health organisation in Wales, and is responsible for providing primary care, community care, mental health, public health and acute hospital services for the population of north Wales.”
- **Includes section on How did we develop our Strategic Equality Objectives?**
- **Strategic Equality Objectives for 2024- 2028: See Appendix 1 for Action Plans for each objective**
  - **1. Nothing about you without you:** “This will involve adopting a coproductive approach where appropriate, embedding the Social Model of Disability in to service development and maintaining an inclusive and ongoing conversation with people who use or need or services.”
  - **2. Equitable Services:** “This will involve delivering health care that is culturally competent and embedding the principle of designing and delivery of services that can accommodate individual need.”
  - **3. Inclusive Access:** “We will improve the availability and quality of accessible information, in order to meet the needs of people with specific communication needs.

We will also improve accessibility to our buildings and work environments for disabled people.”

- 4. A Kind, Compassionate and Learning Organisation: “Quality, dignity and respect will be the golden thread within this culture and all staff will embed inclusive and kind behaviour within their delivery of services. We will develop a ‘Learning Culture’ to develop innovative practice for inclusive health care.”
  - 5. **Our Workforce**: “We will improve the diversity of our workforce and improve our recruitment and support for staff who share protected characteristics to feel safe and supported at work.”
  - 6. Working in Partnership: “We will work effectively with our partners to understand service user needs and where barriers to services exist. We will work closely with partners to identify and understand social determinants of health inequality. We will work in partnership to improve the health and wellbeing of people living and working in north Wales.”
- **Contact**: Equality Team, [BCU.Equality@wales.nhs.uk](mailto:BCU.Equality@wales.nhs.uk)
  - **Related Resource**:
    - **Equality and Human Rights Commission**. Equality and Human Rights Monitor: Is Wales Fairer? 2023. ([LINK](#))

Healthcare Inspectorate Wales. **Our Commitment: Equality, Diversity and Inclusion. Equality, Diversity and Inclusion: A Statement of Strategic Intent**. 2023. ([LINK](#))

- Statement of Strategic Intent
- **Aim**: “Healthcare Inspectorate Wales (HIW) and Care Inspectorate Wales (CIW) have come together to publish a joint statement of strategic intent focusing on equality, diversity and inclusion. The statement represents the first step towards a joint Equality, Diversity and Inclusion strategy which will be launched in 2024.”
- **Our Commitment: Equality, Diversity and Inclusion** – “Healthcare Inspectorate Wales (HIW) and Care Inspectorate Wales (CIW) have come together to publish a joint statement of strategic intent focusing on equality, diversity and inclusion. The statement represents the first step towards a joint Equality, Diversity and Inclusion strategy which will be launched in 2024...We want to help improve people’s access to and the quality of their experience of these services. We believe that ensuring we have a strong focus on equality, diversity and inclusion within our work will support us to achieve this aim.”
- **“As inspectorates and regulators , we will:**
  - Strengthen the focus on **equality and diversity** in our work and where we find inequalities we will challenge and report on this. We will embed equality, diversity and inclusion in our work, to drive improvements in the delivery of healthcare, social care and childcare services for people who share one or more of the protected characteristics.
  - We will improve our engagement with diverse communities so they have a strong voice and influence in our work. We will increase our understanding of the experiences of

people who share one or more of the protected characteristics to inform our decision making.

- Build our organisations so they are inclusive and representative. We will build a more diverse workforce that reflects the communities we serve. We will support our workforce to flourish and thrive whatever their background in fair and inclusive workplaces. We will invest in developing the skills and knowledge of our staff and create learning cultures to enable us to evaluate and challenge our understanding of equality, diversity and inclusion.”

Public Health Wales. **Equality, Diversity, and Inclusion Webpage.** ([LINK](#))

- Webpage for Equality, Diversity, and Inclusion
- **Aim:** “This section provides information, guidance and links to further information for employers to consider their current practices and identify ways to become more equal, diverse and inclusive.”
- **Includes sections on:**
  - What is equality, diversity, and inclusion?
  - Protected Characteristics
  - Actions for employers
- **Related Webpage, Public Health Wales:**
  - Diversity Networks: ([LINK](#))
- **Related Resources:**
  - People and Organisational Development Committee, Public Health Wales. **Diversity and Inclusion Update.** 2022. ([LINK](#))

Social Care Wales. **Becoming an antidiscrimination Wales promoting equality, valuing diversity in social care Strategic equality plan 2022 to 2027.** 2022. ([LINK](#))

- Strategic equality plan
- **Aim:** “This strategic equality plan (equality plan) demonstrates Social Care Wales’s commitment to becoming an organisation that actively seeks to improve the lives of people with protected characteristics by:
  - tackling discrimination
  - promoting equality and diversity
  - creating a more inclusive society.”
- **Context:** “Our equality objectives have been informed by people who use care and support, their families and carers. With support from Diverse Cymru, we held six engagement events in December 2020 and shared an online questionnaire in which we tested the draft equality objectives. We received feedback from people who represented a range of the protected characteristics.”
- **Objectives:**
  - “Objective 1: Improve the use of equality data and information”
  - “Objective 2: Equality at work”

- “Objective 3: Digital inclusion”
- “Objective 4: The well-being of the social care and early years workforce”
- “Objective 5: Equality, diversity and inclusion within Social Care Wales”
- **Measuring our progress:** “Each of the five objectives set out in this plan will be reported on in our Annual Equality Report, which will be published on our website. We will use a mixture of qualitative and quantitative measures to assess our progress against each objective.”

## United States

American Hospital Association (AHA) Institute for Diversity and Health Equity. **The Health Equity Roadmap. 2024.** ([LINK](#))

- Website with extensive documentation and resources.
- Has an interactive assessment function: “The results from the assessment will serve as both a diagnostic of current state and a baseline to provide a structure and process for continuous improvement toward transforming into a more equitable and inclusive health care system”
  - “Hospitals and health systems can be in any of the following positions along the continuum
    - **Exploring** the values and resources needed to publicly commit to embarking upon a journey toward health equity.
    - **Committing** the resources to listen, learn, train and implement policies and practices that establish equity as the standard practice.
    - **Immersing** the leadership and system into accountability for implementing policies, procedures and cultural structures that support diversity, equity and inclusion.
    - **Affirming** a just, equitable system culture with continuous equity self-assessments of policies and practices that remove structural barriers to equity.
    - **Transforming** beyond the system toward supporting a sustainable and equitable ecosystem of health care within the community.”
- **Six Levers of Transformation:**
  1. Equitable and Inclusive Organizational Policies
  2. Collection and Use of Data to Drive Action
  3. Diverse Representation in Leadership and Governance
  4. Community Collaboration for Solutions
  5. Systemic and Shared Accountability
  6. Culturally Appropriate Patient Care
- [Health Equity Transformation Model](#)
  - Includes a [Literature Overview](#) for the Six Levers of Transformation
- “Watch the video for reflections on advances in health equity from the American Hospital Association’s Joy Lewis and learn more about the Health Equity Roadmap, a tool to help hospitals and health systems become more inclusive.” ([LINK](#))