



## Deep River and District Health's Commitment to Diversity, Equity, Inclusion and Anti-Racism

A core component of Deep River and District Health's (DRDH) mandate and strategic focus is a commitment to person-centered care that supports the inherent dignity and worth of all individuals. This commitment extends to all those DRDH supports, including patients, residents and their loved ones, as well as team members and volunteers that provide care and services throughout the organization. The core values of *caring, safety, partnering, excellence* and *integrity* that guide the organization further reflect a commitment to inclusivity, caring and equality in how DRDH approaches all aspect of its operations. DRDH's purpose to *care for every person like a loved one, within a connected system* speaks to the responsibility of the organization to uphold dignity and integrity of all individuals in its care, including patients, residents and staff.

In 2023, DRDH identified in its 2023-2027 Strategic Plan a key commitment to '*foster partnership and engagement to improve the health of our community.*' Specific to this commitment, DRDH has identified goals to "*establishing DRDH as an inclusive and safe place where everyone can access care*" as well as to build "*a culture of inclusivity ad embrace reconciliation in a welcoming and supportive environment.*" The creation of DRDH's first Diversity, Equity, Inclusion and Anti-Racism (DEI-AR) Action plan supports this commitment to creating a safe and welcoming environment for everyone who works, visits or lives at DRDH. Through this plan as well as partnership with communities, DRDH will strive to establish and maintain a diverse and inclusive workplace and care space that is representative and supportive of the communities we serve, including but not limited to those that have been historically under-represented.

## Background

As Canada becomes more diverse, so must its healthcare system. Systemic Racism and cultural oppression have been realities for many minority groups living in Canada for many years with longstanding impacts of marginalization and segregation. And although it is unrealistic to expect any one individual to have complete knowledge of all cultures or to expect that all members of any one group behave the same way in a situation, the challenge of diversity must clearly be a priority action across the healthcare system.

Diversity is a broad term and can refer to any number of distinct qualities, traits or characteristics, including but not limited to skin color, gender, age, race and ethnic identification, citizenship, sexual orientation, and physical and cognitive abilities.

Embracing diversity in the workplace means a commitment to culturally competent practices that eliminate discrimination and disparity, affirm differences, and actively engage in strategies that draw on the strength of the differences. It can be described as "a congruent set of workforce behaviors, management practices and institutional policies resulting in an organizational environment that is respectful and inclusive of cultural and other forms of diversity" (RNAO, 2007).

## Diversity, Equity, Inclusion and Anti-Racism at DRDH

In alignment with its values and vision, DRDH promotes and values, anti-racism, diversity and inclusion and will not tolerate any form of workplace discrimination. DRDH will strive to promote equality of opportunity to all regardless of race, national origin, ethnicity, color, religion, sex, age, family status, sexual orientation, gender expression and identity, creed, and other characteristics and circumstances protected by the Ontario human rights laws. DRDH's commitment to the values of equality and individual dignity extends far beyond non-discrimination. DRDH applies the principles of inclusion not only to groups protected by human rights laws but personal differences of all kinds, including but not limited to personal and political values, culture, experience, education, communications style and personal interests.

As an employer, DRDH has a legal obligation to protect employees against all forms of discrimination in the workplace. All employees and affiliates deserve to feel safe in their workplace. Not doing so also puts the organization, its leaders and our staff at risk both from a legal and organizational culture perspective. It also increases the risk of negative exposure, reputational damage and ability to retain and recruit a successful workforce to maintain operations.

Ongoing recruitment and retention challenges exist across Canada and locally in nursing and other healthcare professions. DRDH's talent pool and supply will be a reflection of Canada's diverse reality, and will need to create an inclusive and representative environment in order to achieve the ongoing continuity of operations and growth the organization is projecting.

And finally, as an employer of choice providing excellence in healthcare, discrimination in any form cannot be tolerated. DRDH's mission to *care for every person like a loved one, within a connected system* speaks to the responsibility of the organization to uphold dignity and integrity of all individuals in its care, including patients, residents and staff.

### **Diversity, Equity, Inclusion and Anti-Racism (DEI-AR) Action Plan Overview**

Deep River and District Health (DRDH) has developed a multi-year Diversity, Equity, Inclusion & Anti-Racism Work Plan to promote work in partnerships with our team members, patients and community to support the delivery of safe, equitable, and inclusive care and services. Our objective is to encourage and promote a culture of acknowledgement, respect and equity where all people have fair opportunity to receive high-quality care, work, and partner with DRDH, regardless of their social and demographic differences. Our plan outlines priorities for actions, goals and ways we will address barriers to access in services while building a safe, equitable and inclusive environment.

The Diversity, Equity, Inclusion & Anti-Racism Work Plan is a guide to support the organization to embrace equity and diversity for all individuals that interact with the organization, promote safe care and take action to identify, remove and prevent barriers in accessing health services. DRDH's purpose to care for every person like a loved one, within a connected system, is carried forward in the plan that will support achieving equity for team members, partners and communities.

#### **References:**

Deep River and District Health. (2023). 2023-2027 Strategic Plan.

Registered Nurses' Association of Ontario (RNAO) (2007). Embracing Cultural Diversity in Health Care: Developing Cultural Competence. Toronto, Canada: Registered Nurses' Association of Ontario. Retrieved from: [https://rnao.ca/sites/rnao-ca/files/Embracing\\_Cultural\\_Diversity\\_in\\_Health\\_Care\\_-\\_Developing\\_Cultural\\_Competence.pdf](https://rnao.ca/sites/rnao-ca/files/Embracing_Cultural_Diversity_in_Health_Care_-_Developing_Cultural_Competence.pdf)

RNAO, Black Nurses Task Force (BNTF) Report – 2022: <https://rnao.ca/policy/black-nurses-task-force-bntf-report-2022>

**WORK PLAN FOR:** Diversity, Equity, Inclusion & Anti-Racism

**DATE:** 2024-2027

**APPROVAL DATE:** 2024-03-27

**REVISION DATE:** 2024-02-XX

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Area	Priority	Objective	Plan	Time Frame	Person Responsible	Progress
Care & Services	<ul style="list-style-type: none"> <li>Services are available in language of choice</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of translation services at all points of care and service</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of translation technology solution at points of care and service throughout the organization, including patient and staff education on available resources</li> </ul>	2024	CNE	
	<ul style="list-style-type: none"> <li>Culturally appropriate post-mortuary and end-of-life care, services and supports are available</li> </ul>	<ul style="list-style-type: none"> <li>Create a welcoming and supportive environment at end-of-life and after, that meets the person's cultural and spiritual beliefs and respects belief system</li> </ul>	<ul style="list-style-type: none"> <li>Engage with identified community representations to enhance knowledge on end-of-life and post mortuary care and service needs</li> <li>Provide education for care staff on identify community needs, including cultural practices and supports available</li> <li>Include review of cultural palliative, end-of-life and post-mortuary care needs in functional programming for LTC Development and expansion, in partnership with Residents and Family Council and Patient Family Advisory Council</li> </ul>	2025 2026 2027	CNE CNE CNE	

	<ul style="list-style-type: none"> <li>Enhanced information for decision making - identify barriers in accessing care for marginalized and equity deserving populations</li> </ul>	<ul style="list-style-type: none"> <li>Collection of SD data to enhance programming and service planning, including identification of barriers to accessing care based on social and demographic differences.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with primary care EMR provider to identify/develop appropriate SD data collection and reporting tools</li> <li>Develop and implement SD data collection with FHT rostered patients</li> <li>Provide summative report on SD data collection to inform programming development and identify barriers</li> <li>Include SD data in population health needs analysis, to identify areas to improve access and equity for marginalized populations</li> </ul>	2024	CNE	
				2024	CNE	
				2025	CNE	
				2025	CEO	
	<ul style="list-style-type: none"> <li>Enhanced information for decision making - identify health service inequalities and develop strategies to address inequality</li> </ul>	<ul style="list-style-type: none"> <li>Assess and improve the quality of services for marginalized and equity deserving populations through implementation of <i>Measuring Health Inequalities: A Toolkit – Canadian Institute for Health Information</i></li> </ul>	<ul style="list-style-type: none"> <li>Perform a gap analysis against current practice and best practices to priority areas of priority action and impact</li> <li>Seek input in gap analysis from populations represented to gauge impact and support action development</li> <li>Implement identified priority areas of action as outlined in the Toolkit, in partnership with represented and identified populations</li> </ul>	2026	CNE	
				2026	CNE	
				2027	CNE	
<b>Organizational Practices</b>	<ul style="list-style-type: none"> <li>Provide an equitable and inclusive workplace, including equitable hiring and onboarding practices</li> </ul>	<ul style="list-style-type: none"> <li>Develop practices to support diverse and equitable workplaces in hiring and onboarding practices</li> </ul>	<ul style="list-style-type: none"> <li>Include pay scales in postings, to improve pre-employment decision making</li> <li>Embed organization Equity, Diversity and Inclusion and Anti-Racism Statement in all job postings</li> <li>Staff resources and onboarding materials are made available in French, where appropriate</li> </ul>	2024	HRO	
				2025	HRO	
				2027	HRO	
	<ul style="list-style-type: none"> <li>Provide an equitable and inclusive workplace, including workplace experience and management practices</li> </ul>	<ul style="list-style-type: none"> <li>Review, update and support equitable workplace environment, including culture, management and leadership</li> </ul>	<ul style="list-style-type: none"> <li>Review and update Respectful Workplace Policy to reflect processes to support conflict management, as well as to address inequitable, discriminatory</li> </ul>	2024	CEO	

			<ul style="list-style-type: none"> <li>and racist behaviors as soon as they have occurred</li> <li>• Complete leadership education on promotion of inclusive workplace and prevention of and response to harassment and discrimination</li> <li>• Provide supervisors and managers with continuing education and training in order to skills and knowledge related to conflict resolution and change management as it pertains to cultural diversity.</li> <li>• Measure impact of efforts to build an inclusive workplace experience through Employee Engagement and Experience Survey, and identify further actions and priorities based on results</li> </ul>	2025	HRO	
				2026	HRO	
				2027	HRO	
	<ul style="list-style-type: none"> <li>• Create a formal structure to monitor and support DRDH's efforts to improve Diversity, Equity and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• A group is formally identified as the primary body for planning, implementing and evaluating organizational cultural competence initiatives and for defining protocols and guidelines to support inclusivity and diversity in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>• The Accessibility Committee will complete a review of oversight needs to support diversity and equity</li> <li>• Terms of reference, committee naming, membership and focus will adjust the Accessibility Committee to the Accessibility and Diversity Committee.</li> <li>• The Committee will support identification of priority areas and monitor actions to improve organizational cultural competence, creation of an inclusive workplace and protocols to improve diversity and inclusion</li> </ul>	2024	HRO	
				2024	HRO	
				2026	HRO	
<b>Physical Space &amp; Environment</b>	<ul style="list-style-type: none"> <li>• Provide accessible, welcoming space and resources that support cultural practices</li> </ul>	<ul style="list-style-type: none"> <li>• Create accessible, multicultural, spiritual space with resources to support practices where identified across the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Seek input into spiritual space needs and resources for capital developments, and incorporate where feasible into resource and programming</li> <li>• Complete a review of signage, wayfinding and communication within the organization to promote inclusivity</li> </ul>	2025	CEO	
				2025	CEO	

			<ul style="list-style-type: none"> <li>as a core value and expectation within DRDH</li> <li>Incorporate multicultural space creation as part of ED Modernization project, with input from Indigenous partners</li> </ul>	2027	ED Modernization Working Group	
<b>Knowledge &amp; Capacity Building</b>	<ul style="list-style-type: none"> <li>Build organizational capacity and knowledge of impact of equity on care needs</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness of equity population care and social needs</li> </ul>	<ul style="list-style-type: none"> <li>Provide in-person equity education through Leadership Development Institute (LDI) session, to include formal and informal leaders throughout the organization</li> <li>Evaluate education provision of equity education through LDI, and plan for broader education provision</li> </ul>	2024	HRO	
				2025	HRO	
	<ul style="list-style-type: none"> <li>Include person centered-language at all points of care and service to meet the person at their level of need and understanding.</li> </ul>	<ul style="list-style-type: none"> <li>Increase use of person centered language and communication</li> </ul>	<ul style="list-style-type: none"> <li>Seek input form partners on education and training opportunities to promote person-centered language that includes cultural safety, 2SLGBTQIA+ safety, Anti-Stigma, and Unconscious Bias</li> <li>Provide annual education on person centered language that meets their level of understanding and needs, based on input</li> </ul>	2025	HRO	
	<ul style="list-style-type: none"> <li>Build inclusivity practices into leadership and governance</li> </ul>	<ul style="list-style-type: none"> <li>Develop practices and knowledge to support leadership equity, inclusion and diversity into Governance</li> </ul>	<ul style="list-style-type: none"> <li>Provide education on best practices in governance to support Diversity, Equity, Inclusion &amp; Anti-Racism</li> <li>Adjust Board recruitment to assess as potential skill representation or knowledge of marginalized and equity deserving populations</li> <li>Include in annual Board education, progressive education on marginalized and equity deserving populations service needs, and progression of the Diversity, Equity, Inclusion &amp; Anti-Racism work plan</li> <li>Include opportunities for Patient Family Advisory Council to engage with diverse</li> </ul>	2024	CEO	
2024				CEO		
2025				CEO		
2026				CNE		

			populations, including through formal representation and education			
<b>Progress Indicators</b>						
No Current Action			In Progress	Complete		