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▶ **2023 – 2028**

Fraser Health Equity, Diversity, and Inclusion (EDI)
Strategy and Action Plan

▶ Contents

For more information on the Equity, Diversity, and Inclusion Strategy and Action Plan, contact Equity, Diversity, and Inclusion at: diversity.services@fraserhealth.ca.

Territorial Acknowledgement

We recognize that Fraser Health provides care on the traditional, ancestral and unceded lands of the Coast Salish and Nlaka'pamux Nations and is home to 32 First Nations within the Fraser Salish region.

Partnership Statement

Fraser Health is dedicated to serving all Indigenous people, and honours the unique cultures of the First Nations, Métis and Inuit living within the Fraser Salish region.

▶ Executive Summary

The Equity, Diversity, and Inclusion (EDI) Strategy and Action Plan ("The Strategy") is an important milestone in ensuring a more equitable and inclusive health care system at Fraser Health. The Strategy is built on a foundation of research, engagement and collaboration with partners across Fraser Health as well as existing EDI initiatives built over the last 10 years, and sets the stage for meaningful action for the next five years. We aim to identify and address systemic barriers that prevent equitable environments for all people serving in and served by Fraser Health. To address inequities, enhanced partnerships across departments will be needed to coordinate various EDI initiatives and incorporate Indigenous-specific initiatives already in place.

The Strategy aims to help us meet our goals of providing equitable health service delivery for all community members and actively address systemic barriers and biases. Implementation of the Strategy will help us create inclusive and diverse health care environments that foster trust, respect, and understanding. To move towards achieving these goals, the Strategy is designed around four Pillars and associated Action Areas. The Strategy Pillars are prioritized categories of effort, and the associated Action Areas are identified steps to implement. These four Strategy Pillars and related Action Areas are outlined below and in Appendix A:

Strategy Pillars and Action Areas

ONE — Ensuring Inclusive Environments	1.1: Implement anti-discrimination practices
	1.2: Incorporate universal design in our environments
	1.3: Promote diversity and inclusion
TWO — Enhancing Capacity-Building	2.1: Embed EDI competencies in professional development plans
	2.2: Support meaningful engagement with diverse communities
	2.3: Establish tools to foster safer communication
THREE — Delivering Equitable Care	3.1: Advance targeted actions for equity-seeking populations
	3.2: Optimize use of Language Services Programs
	3.3: Improve access to care for New Canadians and Refugees
FOUR — Incorporating EDI in Organizational Systems	4.1: Collect EDI data to inform decision-making
	4.2: Ensure a diverse workforce
	4.3: Promote open and honest communication around EDI

The Implementation Plan (Appendix A) outlines prioritized initiatives to implement under each Action Area and key steps to ensure that reflection and adaptation occur as lessons are learned and circumstances change in our communities and environments.

The Strategy represents a significant step forward in our ongoing efforts to create a more diverse, equitable and inclusive health care system. To be truly responsive to community needs, we recognize that the work is ongoing and that continued collaboration with our staff, medical staff, patients, and community partners is required to ensure that we meet the needs of those who serve at and are served by Fraser Health.

▶ Introduction

A More Equitable, Diverse and Inclusive Health Authority

Equity, Diversity, and Inclusion (EDI) are critical concepts that health systems must consider when delivering health care services. **Equity** means that all people can participate or engage equally based on a fair distribution of opportunities and resources regardless of who they are and where they come from. **Diversity** refers to the fact that people come from different backgrounds and experiences, including, but not limited to age, ability, gender identity, language, ethnicity, religion, socioeconomic status, experiences related to substance use, and more. **Inclusion** refers to the extent to which people feel included, welcomed, valued, and respected. An inclusive culture is one that embraces diversity in all of its forms.

Fraser Health operates on the traditional territories of the Coast Salish and Nlaka'pamux Nations. The health authority is responsible for the delivery of hospital and community-based health services to over 1.9 million people in 20 diverse municipalities from Burnaby to Fraser Canyon. The region is the fastest-growing in BC and is home to approximately one-third of the provincial population.

The Fraser Health region is the most linguistically and culturally diverse in the province. Of those that we serve, more than 69,000 people identify as Indigenous. 75 per cent of South Asians in BC live in this region. Approximately 90 per cent of government-assisted refugees and over 40 per cent of newcomers to BC settle in our region. This description only scratches the surface of the diversity in the region. There are many other ways in which we differ from one another.

> Our team of nearly 45,000 staff, medical staff and volunteers is dedicated to serving the diverse communities in our region. In partnership with the Indigenous Health department, the Equity, Diversity, and Inclusion team supports Fraser Health in its efforts to provide equitable and safe care for the communities we serve, and respectful and inclusive working environments for those who serve in the health authority.

The goal of this EDI Strategy is to enhance delivery of equitable and culturally safe health care services, regardless of the dimensions of diversity of the people served by the health system. It will allow us to live up to our values of respect, caring, and trust and position us to be a leader in social justice[1] and address inequities that disproportionally affect equity-seeking populations[2]. These populations may experience disparities in health outcomes due to systemic barriers such as racism, stigma, poverty, language barriers, cultural biases in health care delivery, or experiences related to substance use. Guided by this EDI Strategy, Fraser Health will work to understand and address the unique needs and challenges faced by diverse communities and develop targeted interventions and programs to improve their health and well-being.

In addition to improving health outcomes for those the health authority serves, the Strategy also positively impacts the workforce delivering health care. A diverse and inclusive health care environment has the ability to attract and retain a wide range of talent, including individuals from different backgrounds and experiences. This leads to a more innovative and effective health care system, with a better-equipped workforce to meet the needs of a diverse patient population. The Strategy, therefore, is vital to creating a health care system that is equitable, accessible and inclusive for all.

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1 Social justice is actions taken towards addressing the root cause of inequities and is rooted in the belief that all people have equal value. – Canadian Centre for Diversity and Inclusion. https://ccdi.ca/media/4005/20230509-glossary-of-idea-terms-en.pdf Glossary of IDEA terms. May 2023. Pg. 16.

2 Groups of individuals or communities that have been historically marginalized, underrepresented, or discriminated against in health care settings.

The annual Fraser Health Together Objectives and Key Results (OKR) identifies the leading priority areas for the health authority. The third objective for the 2023/2024 OKR called for *positioning Fraser Health as a leader in social and environmental responsibility by embedding Equity, Diversity, and Inclusion (EDI) and planetary health throughout the organization.* Fraser Health will achieve the EDI component of this objective by delivering on this organization-wide EDI Strategy and Action Plan with ongoing monitoring over the next five years.

The EDI Strategy and Action Plan for Fraser Health will serve as the foundation for many organizational initiatives aimed at creating an environment where all people feel welcomed, safe and respected. The EDI Strategy complements existing initiatives including those related to Indigenous Health[3], fostering respectful environments[4], building capacity, and using inclusive language[5].

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3 2019-2024 Aboriginal Health Plan, Anti-Racism Action Plan, and Indigenous Peoples: Communication Guide.

4 Respecting Diversity in Daily Interactions, Care Planning and System Design and Respectful Workplace Policy.

5 Inclusive language guidelines and General writing principles and readability tips.

Vision

Create inclusive health care environments that foster trust and respect and actively address systemic barriers and biases while providing equitable health care for diverse community members.

Core Commitments

Fraser Health has in place five overarching core commitments that describe what we should live up to, and what those served by us can expect to experience. The commitments are reflected in Fraser Health's policies, procedures and other actions, including this Strategy, to address discrimination and inequity. These commitments are:

Respect for Indigenous peoples. We will specifically focus on the rights of all Indigenous peoples - First Nations, Métis and Inuit - to ensure cultural safety and practice cultural humility.

Equal respect, anti-discrimination, and health equity for all. We will treat all people served by and working in Fraser Health with equal respect. We will eliminate individual and institutional discrimination. We will make sure everyone has equitable access to health care.

Curiosity, compassion and collaboration. We will continue to learn from each other, as individuals and communities. We will be curious about each other's traditions, beliefs, and values. We will establish a shared approach to the complex questions we face together.

Health and well-being for all. We will protect and support the mental, physical, spiritual, and emotional health and well-being of those we serve and those providing services within, or on behalf of, Fraser Health.

Accountability, growth, and excellence in all we do. We will take responsibility for living up to these commitments. We will continuously improve the environment within the organization.

► The Strategy Pillars and Action Areas

The Strategy is informed by consultations with staff and medical staff that took place from February to April 2023 and an environmental scan of other health authorities' EDI strategies. The Strategy is comprised of four Pillars categorized as priority areas where effort needs to be focused to effectively move the organization to embed EDI in all of our operations. Each Strategy Pillar is linked to an Action Area, which describes the identified steps to implement the directions set out in the Pillars. While the EDI department will provide organizational support, implementation of the Strategy and Action Plan is the responsibility of all those who work at Fraser Health. The Pillars and the associated Action Areas are outlined below:

STRATEGY PILLAR ONE

Ensuring Inclusive Environments

Create inclusive and equitable environments where everyone feels valued, heard and respected.

Fraser Health is dedicated to eliminating discrimination in our systems. We aim to achieve this by implementing anti-discrimination actions into our practices, applying universal design principles in our collective environments, and promoting diversity. These steps will help ensure that all individuals, including those that serve at or are served by Fraser Health, regardless of their diverse backgrounds, experiences, and abilities, have access to safe and inclusive environments, services, and programs within Fraser Health.

Action Areas:

1.1 Implement anti-discrimination practices

Discrimination can manifest in various forms. Implementing anti-discrimination practices, including building on existing workplace policies and an anti-discrimination policy, is crucial in promoting inclusivity and respect for all individuals. An anti-discrimination policy communicates a strong message to staff, medical professionals, and patients that any form of discrimination is unacceptable. It ensures that everyone will be treated with dignity and respect. It outlines expectations for all members of the organization, establishes procedures to address discrimination incidents, and defines consequences for policy violations.

1.2 Incorporate universal design in our environments

Fraser Health is committed to incorporating universal design (the composition and design of an environment so that it may be accessible, utilized and understood to the greatest possible extent by all people regardless of their diversity)[6] principles in its environments to promote accessibility and inclusivity. These principles will be applied to both new and existing spaces, as well as virtual environments, ensuring accessibility and fostering an inclusive culture throughout the health authority. Fraser Health recognizes the importance of considering the linguistic and cultural requirements of the diverse communities we serve while implementing universal design.

1.3 Promote diversity and inclusion

Fraser Health recognizes the importance of promoting and respecting diversity, and committing to cultivating welcoming and inclusive environments. We will incorporate meaningful ways to acknowledge and recognize diverse communities, fostering a sense of belonging and creating inclusive environments for both staff and individuals served by Fraser Health. This includes meaningfully acknowledging and recognizing diverse communities and creating spaces for individuals to participate in what is important to them.

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6 For more information, visit the Centre for Excellence in Universal Design.

Enhancing Capacity-Building

Create a supportive learning culture that enables values-based decision-making and welcomes differences.

Fraser Health is dedicated to building capacity to support our strong commitment to equity, diversity, and inclusion. We will continue to invest in learning opportunities for staff, such as through professional and resource development, ensuring that each team member possesses the necessary knowledge, skills, and qualities to serve diverse communities with integrity and compassion. We also recognize the importance of community engagement and will develop resources to enhance our abilities in this area, valuing the voices of the communities at we serve.
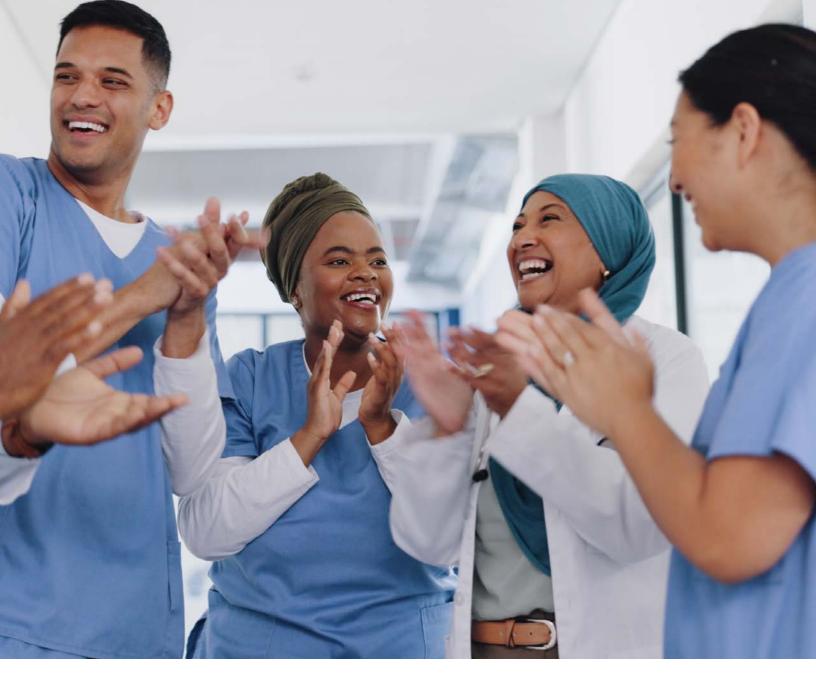
Action Areas:

2.1 Embed EDI competencies in professional development plans

Fraser Health recognizes the importance of developing EDI competencies among staff. These competencies provide the necessary skills to integrate EDI principles into daily work. EDI competencies will be incorporated into recruitment processes, individual professional development planning, professional development opportunities, and team-based learning. Fraser Health leadership are responsible for addressing learning needs and providing opportunities for staff to build capacity. We are dedicated to the ongoing development of EDI training and resources to support these initiatives.

2.2 Support meaningful engagement with diverse communities

Fraser Health recognizes the importance of developing community engagement resources to effectively involve the diverse communities that we serve. Through continued and meaningful engagement, these resources will help in building and nurturing relationships of trust and respect with individuals, organizations, and communities from various backgrounds. This approach will identify systemic barriers, address inequities, and improve the effectiveness and impact of service delivery.

2.3 Establish tools to foster safer communication

Communication plays a crucial role in creating an environment where everyone feels safe, valued, and respected. Safer communication ensures that language is inclusive, uses plain language principles, and is accessible for diverse individuals and communities through multiple mediums and languages. It includes messaging and materials that align with Fraser Health's commitment to EDI and prevents unintended harm. Resources will be developed to raise awareness about the significance of safer and inclusive language and culturally relevant materials. Education will be offered to support the implementation of safer language, fostering a culture of respect and inclusivity.

Delivering Equitable Care

Deliver equitable care that is accessible, culturally safe and responsive to the diverse communities we serve.

Fraser Health is committed to providing equitable and accessible care that is culturally safe and responsive to the diverse communities we serve. We acknowledge the existence of health inequities and aim to address them through tailored actions supporting equity-seeking groups, and collaborating and co-creating solutions with community and client partners. We will use evidence-informed and innovative approaches, strive to overcome barriers to care and deliver programs and services that cater to the unique needs of diverse communities.

Action Areas:

3.1 Advance targeted actions for equity-seeking populations

Fraser Health recognizes that there are continued challenges faced by communities that have been historically excluded due to systemic inequities. To address these inequities and provide more equitable health care, Fraser Health implements targeted interventions for specific populations that consider broader determinants of health. These interventions include community outreach programs, health promotion campaigns, and collaborations with community organizations. New and existing programs will identify the needs of equity-seeking groups and tailor their programs accordingly. Ongoing monitoring, evaluation, and adjustments will be conducted to improve health outcomes over time. The goal is to ensure that everyone, regardless of background or circumstances, can access quality health care services.

3.2 Optimize use of Language Services Programs

More than 20 per cent of residents in the Fraser Health region speak languages other than English most often at home. Language barriers pose significant challenges for Limited English Proficient, Deaf, Deaf-blind, and Hard of Hearing patients, leading to misunderstandings, miscommunication, and negative health outcomes. Language Services Programs aim to meet the communication needs of individuals regardless of their linguistic backgrounds, enabling full participation in their care. We will continue to strengthen this

program by increasing ease of access and use of translation and interpretation services, and improving the experiences of people receiving these services. The Language Services Programs will go beyond minimal legal requirements to ensure that language and communication do not hinder equitable health care delivery. Staff and medical professionals will receive additional training on accessing and effectively utilizing translation and interpretation services.

3.3 Improve access to care for New Canadians and Refugees

Fraser Health is the most culturally diverse health region in the province. Approximately 90 per cent of government-assisted refugees and over 40 per cent of newcomers to BC settle in our region. These populations experience disproportionate gaps in health care service delivery. Proactively prioritizing these populations can lead to reducing health inequities and improve sustainability of the health care system. Fraser Health operates two New Canadian Clinics which provide transitional Primary Health Care services to refugees with complex medical and social needs until they are attached to a Family Physician. Fraser Health will partner with Divisions of Family Practice and Primary Care Networks to support increased attachment for New Canadians and refugees. We will also offer education throughout the organization to better equip staff and medical staff to provide care to these populations. We will enhance system navigation support to newcomers and refugees to ensure equitable access to healthcare services.

Incorporating EDI in Organizational Systems

Incorporate equity, diversity, and inclusion principles in policies, programs, and service delivery across organizational structures and systems.

Fraser Health will integrate an equity, diversity, and inclusion (EDI) lens into our policies, programs, and service delivery. By implementing data collection to monitor and evaluate our progress, taking steps towards ensuring workforce diversity, and strengthening communication practices around EDI, we are committed to being accountable in our pursuit of providing the highest quality healthcare services. We are also committed to addressing institutional, structural, and systemic barriers through actions that further embed EDI into our organizational systems.

Action Areas:

4.1 Collect EDI data to inform decision-making

Fraser Health recognizes the importance of collecting data to inform decisions and resource allocations. By capturing disaggregated EDI specific data in a safe and respectful and purposeful manner, Fraser Health can gather valuable insights into the lived experiences of the populations that we serve. The data can inform the development of new and existing evidence-based programs, policies, and service delivery, and facilitate ongoing monitoring and evaluation to measure our progress. Developing protocols and educating those serving at Fraser Health on the appropriate and meaningful collection of EDI-related data is a vital step in capturing EDI data.

4.2 Ensure a diverse workforce

Fraser Health recognizes the benefits of workforce diversity. We will ensure a diverse workforce by collecting workforce diversity data to identify potential barriers and guide the development of targeted initiatives to address any gaps. We will conduct a review of current hiring practices to identify barriers to equity and inclusivity in the hiring process. Furthermore, we will develop and implement mentorship and leadership pathways for equity-seeking staff and medical staff.

4.3 Promote open and honest communication around EDI

Fraser Health recognizes the importance of clear and effective communication in fostering an inclusive culture. We will create safe spaces for discussion to hear about the work and experiences of those serving at Fraser Health, and expand on opportunities for communication with leadership. By prioritizing open and honest communication among those serving at Fraser Health, we will build trust, promote collaboration, and establish a strong reputation as a health authority that values and meets the needs of the communities we serve.

▶ Moving Forward

Our Implementation Approach

The Implementation Plan prioritizes initiatives to implement each Action Area of the EDI Strategy. To ensure the Strategy remains adaptive while adhering to established directions for the future, implementation will be gradual and intentional. This will encourage an environment of continual learning, iteration and improvement. Simultaneously, this approach provides the necessary flexibility for implementation to reflect changing priorities and conditions within the organization and unexpected challenges and opportunities outside of it.

Implementation will include four distinct steps: **Act, Report, Assess,** and **Adjust.** Implementation will progress as follows:

> **Act:** Through key initiatives listed in the Implementation Plan and emergent opportunities, Fraser Health will build on existing momentum, learn from implementation and adjust as needed.

> **Report:** Deliver annual progress reports to ensure transparency and accountability. These reports will provide updates on progress on each of the Strategy Pillars and Action Areas.

Assess: For each of the Strategy Pillars and Action Areas, assessments will occur on an annual basis. This includes reviewing shared efforts and identifying difficult challenges that remain unresolved as well as available and emerging resources. It will also address outcomes from previous years' assessments. This will ensure challenges can be mitigated, opportunities may be enacted upon and progress may continue.

Adjust: Fraser Health has a diverse portfolio of responsibilities which are subject to many outside influences. As part of a successful EDI Strategy, the ability to remain adaptive to new challenges and emerging opportunities is important. The Strategy will remain relevant and responsive to the organizational and community context of the region and its associated needs through the adaptive potential revealed in annual reviews.

Developing a robust measurement program will be part implementation. This approach will involve the following:

Identify the most important indicators of success: Determine the key indicators that are realistically measurable to help us understand progress within the Strategy and inform future decision-making at Fraser Health.

Establish a method to measure indicators of success: Develop a set of measures to assess the indicators, including defining data collection methods, frequency of collection, and who is responsible.

Establish baseline data, begin measurement, and identify targets for improvement: Collect and analyze baseline data for each of the identified indicators of success and begin tracking their progress over time. Baseline data and ongoing measurement results will be used to establish targets for improvement and integrate revised actions into the implementation process.

We will establish a governance structure, comprised of cross-functional Working Groups consisting of key partners from diverse portfolios and service areas, to ensure organizational accountability to the Equity, Diversity, and Inclusion (EDI) Strategy. Each Working Group shall bear responsibility for the implementation of identified initiatives, along with their associated monitoring and reporting within their respective domains. These Working Groups will designate Leads who shall report to an EDI Council. This Council will be responsible for the continual implementation and evaluation of the EDI Strategy, and will also generate a semi-annual report for the Senior Executive Team, detailing progress on the various initiatives.

> By following the above steps, Fraser Health will effectively track progress related to EDI and make informed decisions based on data, ensuring that our efforts drive meaningful change towards a more equitable, diverse and inclusive health authority. At the end of each year, Fraser Health will revisit the implementation process and key actions to reflect on lessons learned and any changing priorities within the region.

We're on a Path of Continuous Learning, Improvement and Impact

This Strategy and Action Plan represents an important milestone, but we know there is always more that can be done to address systemic issues, ensure that every patient receives the care they deserve, and create an environment where providers feel like they belong, are heard, and respected. As we begin to implement this EDI Strategy and Action Plan for Fraser Health, it is important to remember that the work is never truly done. It is up to all of us at Fraser Health to continuously learn and improve, bringing a spirit of humility to our work. Think of the patients and families whose lives will be positively impacted by the changes we can implement together. Keep pushing forward and striving for progress, even when it may seem difficult. With persistence and dedication, we can continue to make a meaningful difference in the lives of those we serve and create a health care system that truly works for everyone.
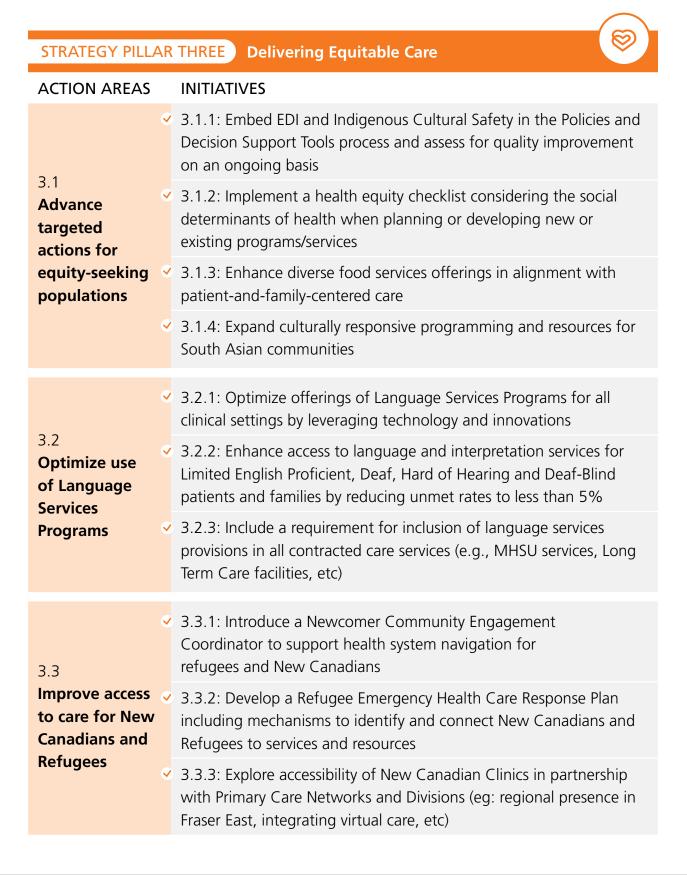
▶ Appendix A:

Implementation Plan: EDI Strategy, Action Areas, and Initiatives

STRATEGY PILLAR ONE	Ensuring Inclusive Environments

ACTION AREAS	INITIATIVES
1.1 Implement anti-discrimination practices	✓ 1.1.1: Develop and implement an anti-discrimination policy with a clear set of commitments and a culturally safe process for resolving discrimination complaints in a timely manner
	✓ 1.1.2: Explore inclusive benefits options (e.g., transition-related care for trans individuals, Substituting Another Day for a Statutory Holiday) in collaboration with key provincial partners
	✓ 1.1.3: Include an EDI lens into procurement processes and ensure vendors are aligned with Fraser Health values and commitments to EDI and Reconciliation
1.2 Incorporate universal design in our environments	✓ 1.2.1: Establish an accessibility committee as per Accessible BC Act requirements
	✓ 1.2.2: Develop a Fraser Health Universal Design Guide aligned with the Accessible BC Act, for built environments and virtual spaces
	✓ 1.2.3: Conduct baseline assessments of built environments and virtual spaces according to Universal Design Guide and develop plan for future implementation
1.3 Promote diversity and inclusion	✓ 1.3.1: Promote the diversity of the Fraser Health region by sharing statistics showcasing the region's diversity
	✓ 1.3.2: Create an EDI Awards program to recognize individuals, programs, and services that have gone above and beyond advancing EDI and Reconciliation
	✓ 1.3.3: Adopt a Diversity Calendar to raise awareness of days of significance for diverse communities, and create safe spaces for interested groups to celebrate them

ACTION AREAS	INITIATIVES
2.1 **Embed EDI competencies in professional development plans**	✓ 2.1.1: Provide ongoing EDI capacity-building opportunities using various modalities and learning options
	✓ 2.1.2: Develop a broad regional EDI education strategy and curriculum for all staff, and medical staff, including an EDI Competency Framework for Leaders
	✓ 2.1.3: Incorporate EDI competencies into performance and professional development plans
2.2 **Support meaningful engagements with diverse communities**	✓ 2.2.1: Build strategic partnerships with community partners, and build capacity to engage with the diverse communities we serve
	✓ 2.2.2: Support meaningful engagements with equity-seeking populations by including representatives of diverse groups on patient and family advisory councils
	✓ 2.2.3: Engage community leaders, healthcare organizations, and academic institutions in meaningful conversations on EDI issues including research opportunities
2.3 **Establish tools to foster safer communication**	✓ 2.3.1: Develop and adopt a Safer Communications Guide, including an inclusive and culturally responsive language guide, plain language tools, and translated patient education materials
	✓ 2.3.2: Audit and revise corporate policies to align with Safer Communications Guide and minimize unintended harms
	✓ 2.3.3: Include regular EDI and ICS updates in corporate communication tools

ACTION AREAS	INITIATIVES
3.1 **Advance targeted actions for equity-seeking populations**	✓ 3.1.1: Embed EDI and Indigenous Cultural Safety in the Policies and Decision Support Tools process and assess for quality improvement on an ongoing basis
	✓ 3.1.2: Implement a health equity checklist considering the social determinants of health when planning or developing new or existing programs/services
	✓ 3.1.3: Enhance diverse food services offerings in alignment with patient-and-family-centered care
	✓ 3.1.4: Expand culturally responsive programming and resources for South Asian communities
3.2 **Optimize use of Language Services Programs**	✓ 3.2.1: Optimize offerings of Language Services Programs for all clinical settings by leveraging technology and innovations
	✓ 3.2.2: Enhance access to language and interpretation services for Limited English Proficient, Deaf, Hard of Hearing and Deaf-Blind patients and families by reducing unmet rates to less than 5%
	✓ 3.2.3: Include a requirement for inclusion of language services provisions in all contracted care services (e.g., MHSU services, Long Term Care facilities, etc)
3.3 **Improve access to care for New Canadians and Refugees**	✓ 3.3.1: Introduce a Newcomer Community Engagement Coordinator to support health system navigation for refugees and New Canadians
	✓ 3.3.2: Develop a Refugee Emergency Health Care Response Plan including mechanisms to identify and connect New Canadians and Refugees to services and resources
	✓ 3.3.3: Explore accessibility of New Canadian Clinics in partnership with Primary Care Networks and Divisions (eg: regional presence in Fraser East, integrating virtual care, etc)

ACTION AREAS	INITIATIVES
4.1 **Collect EDI data to inform decision-making**	✓ 4.1.1: Create a patient-centred and culturally safe process to collect disaggregated EDI data to improve patient and family experience and health outcomes
	✓ 4.1.2: Collect data on workforce diversity to improve representation of equity seeking staff and medical staff at all levels of the organization
	✓ 4.1.3: Create dashboards for leaders to evaluate and improve health equity indicators
4.2 **Ensure a diverse workforce**	✓ 4.2.1: Conduct a review of current hiring practices (e.g., talent acquisition, on-boarding, compensation, promotion, retention) to identify barriers to equity and inclusivity in hirings
	✓ 4.2.2: Set recruitment goals based on workforce diversity data and evaluate progress towards a more diverse workforce
	✓ 4.2.3: Develop and implement mentorship opportunities and leadership pathways for equity-seeking staff and medical staff, with dedicated resourcing, including funds
4.3 **Promote open and honest communication around EDI**	✓ 4.3.1: Increase storytelling and event opportunities (e.g., forums, lunch and learns, team meetings, etc.) for staff to discuss EDI topics in a safe and inclusive environment
	✓ 4.3.2: Launch inclusive employee resource groups (ERGs) that are open to anyone to join
	✓ 4.3.3: Establish an EDI Council with accountability to senior executive team

▶ Appendix B:

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