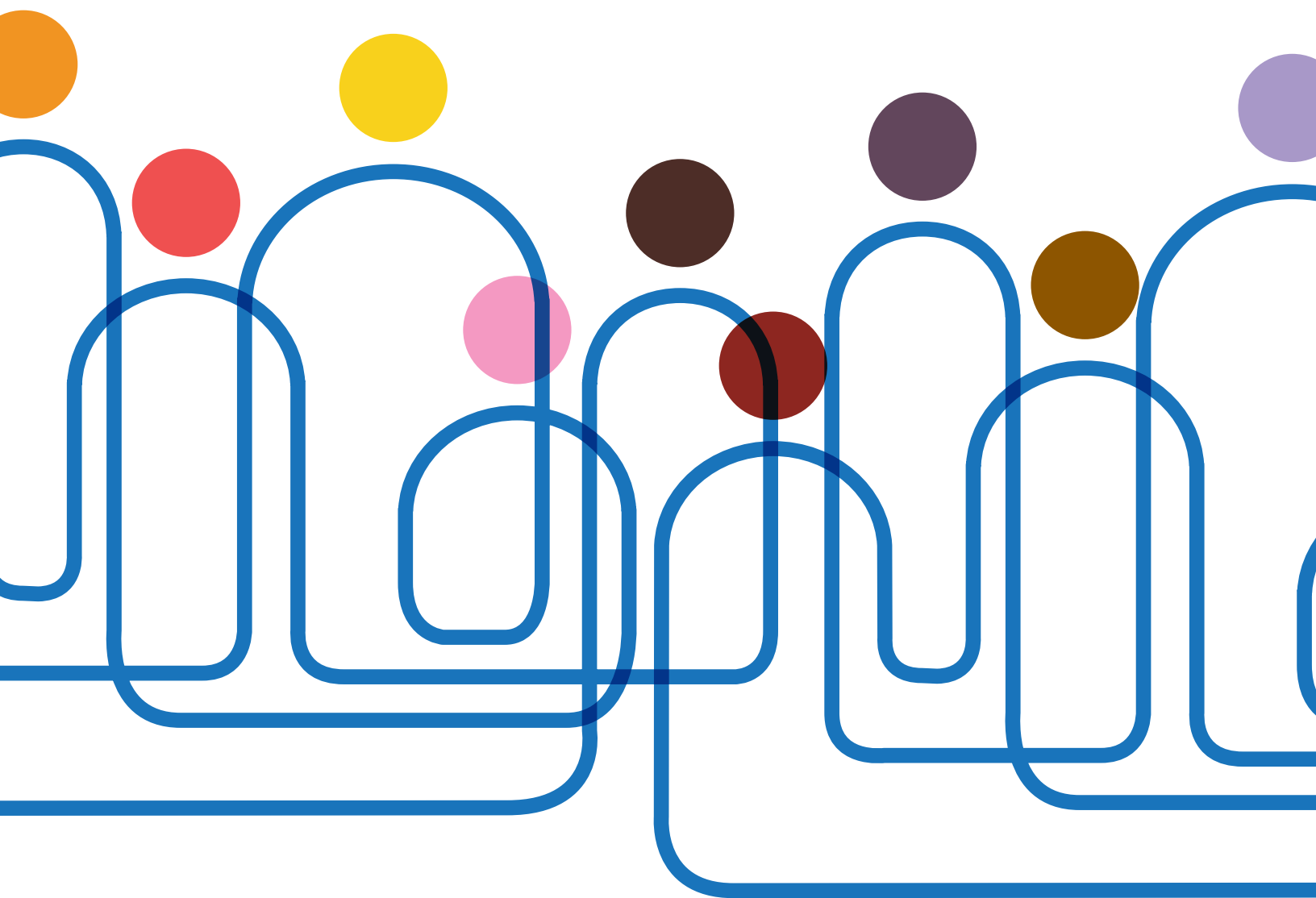


# **Equity, Diversity, Inclusion, Anti-Racism, and Reconciliation Framework**

**2024-2029**

Peterborough Regional Health Centre



## Land Acknowledgement

Peterborough Regional Health Centre was built on the traditional ancestral lands of the Mississauga Anishinaabe and now covered through the Williams Treaties.

We acknowledge the true owners of the land we use as our workspace.

As an integral part of this framework, we take it upon ourselves to work towards dismantling the colonial systems of power which exist from our unjustifiable colonial past, and acknowledge and honour the rights of the Indigenous peoples who have been the stewards of these lands since time immemorial.

That is to say that as a core focus of this framework, we strive to create an environment that embraces and celebrates diversity, fosters inclusivity, and promotes equitable access to healthcare services for all individuals regardless of their Indigenous status, race, ethnicity, gender, sexuality, class or other marginalized status, and that we strive to do this by requiring true life accounts of the care we provide from our Indigenous partners on a regular ongoing basis.

We acknowledge and corroborate that it is crucial that we recognize and vow to change the systematic barriers and inequalities that exist within our healthcare system, particularly for Indigenous communities and other marginalized groups.



*This equity & reconciliation framework is a living document.  
It will evolve over time as we receive feedback, and as progress is made  
on the improvement path we have set out for the next five years.*

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# Executive Summary

Peterborough Regional Health Centre (PRHC) is committed to providing the highest quality of care and experience and promoting the best health outcomes for our patients.

To accomplish this goal in every care interaction we must understand the experiences and perspectives of all patients and people at PRHC, and in our community. We need to recognize differences and act to ensure everyone's unique care needs are met. To be successful, we require clear accountability for EDIA-RR, deliberate action, and the involvement of all members of the PRHC community, and our priorities and actions must always be grounded in the lived experiences and priorities of those affected by discrimination, injustice, inequity and inequality.

To this end, we have committed to building our organization's ability to integrate the ways in which lived experiences have defined the perspectives of our patients and our people. PRHC's commitment to EDIA-RR is part of our Strategic Plan, embedded in our purpose – "One team, here when you need us most" – and guided by our values:

- Act with courage
- Embrace our community
- Find common ground
- Lead and learn
- Recognize and appreciate.

The advancement of this work is a long-term commitment, as the actions and attitudes that support EDIA-RR will need to become embedded in the fabric of the organization. Over the last few years, PRHC has focused on building the foundations for EDIA-RR, while tackling systemic issues that have

exacerbated disparities throughout the COVID-19 pandemic. During this time, we have:

- Expanded new hire cultural competence training to all new and existing staff
- Established PRHC's first Health Equity, Diversity & Inclusion (HEDI) Committee
- Completed Foundations of Inclusion Training for the PRHC Senior Team, Board of Directors and HEDI Committee with the participation of our current participating Indigenous staff
- Established an organizational monthly calendar of events that includes culturally significant dates and related organizational and community activities
- Partnered with a healthcare EDI expert to support the development of this framework
- Joined the Ontario Health Association Health Equity Community of Practice
- Implemented a new digital patient experience feedback tool that enhances patient demographic data collection and reporting
- Started to track data from patients about their experience with equity, diversity and inclusion so we can identify health inequities at PRHC
- Increased the recruitment of Patient and Family Partners with a focus on diversity of lived experiences
- Ongoing efforts to seek out local First Nations for "lived experiences"
- Ongoing efforts through the establishment and implementation of this framework to adhere to the provincial/federal health equity standards for alignment
- Ongoing efforts to engage and consult with First Nations communities for accountability and cultural relevance.

# Health Equity, Diversity, Inclusion, Anti-Racism and Reconciliation: At a glance

**Culture:** learned integrated patterns of behaviour, including but not limited to customs, traditions, spiritual beliefs, values, language, communication style, and institutions of racial, ethnic, religious or social groups.

**Equity:** a condition or state of fair, inclusive, and respectful treatment of all people. Equity does not mean treating people the same without regard for individual differences. Achieving equity requires taking deliberate actions to identify and remove systemic, group, and individual barriers, and the development of policies, practices and attitudes that create and reinforce fair outcomes.

**Health equity:** is created when individuals have the fair opportunity to reach their fullest health potential. Achieving health equity requires tailored approaches and supports based on individual needs.

**Diversity:** a term used to encompass the variety of similarities and differences among people across various dimensions including but not limited to: race, ethnicity, gender identity, sexual orientation, socio-economic status, spiritual and religious beliefs, age, disability, political beliefs, work style, work experience, job role and function.

**Inclusion:** A state of feeling, belonging, and operating in which individuals feel safe, respected, heard and engaged.

**Anti-racism:** a systematic method of analysis and a proactive course of action that recognizes the existence of racism, including systemic racism, and actively seeks to identify, reduce and remove the racially

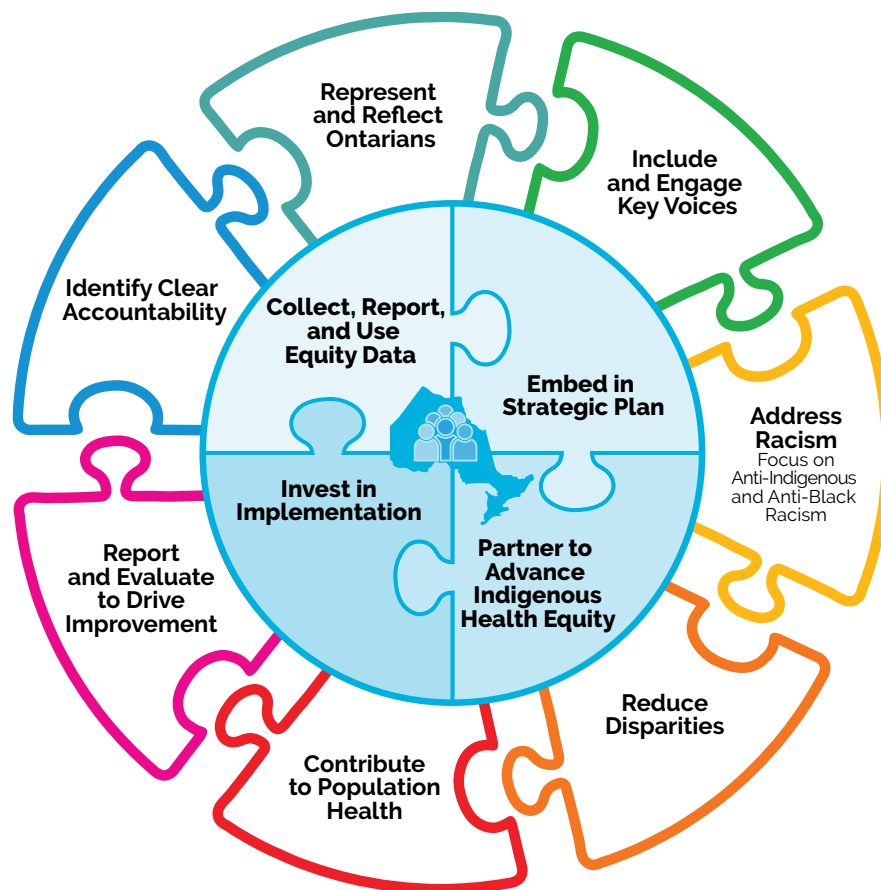
inequitable outcomes and power imbalances between groups and the structures that sustain these inequities.


**Safe spaces:** an environment in which individuals feel safe to take interpersonal risks, share their authentic thoughts and opinions, and openly express their emotions without fear of retribution or judgment. Safe spaces support openness, compassion and respect.








**Reconciliation:** acknowledging and addressing historical and ongoing injustices that have led to disparities in health outcomes for Indigenous peoples. It includes restoring trust through taking responsibility and ownership for the colonial violence, providing culturally appropriate care with reverence to the past, promoting fairness and justice by eliminating health disparities, and fostering collaboration between healthcare providers and communities to create a more inclusive and equitable healthcare system.

**Intersectionality:** refers to the concept that individuals experience compounded marginalization due to overlapping identities, such as race, gender, socioeconomic status, sexual orientation, disability, and more, and that these intersecting identities do not exist in isolation, and the discrimination or privilege associated with each can combine, creating unique experiences of oppression or disadvantage. Intersectionality highlights that addressing social inequities requires understanding how these overlapping identities shape people's experiences, particularly in relation to power structures and access to resources like healthcare, employment, or education.

# Ontario Health: Equity, Inclusion, Diversity and Anti-Racism Framework



-  **Collect, Report, and Use Equity Data**  
Set up systems and supports to collect, analyze, and use equity data to report findings and inform future decisions
-  **Embed in Strategic Plan**  
Ensure efforts to address equity, inclusion, diversity, anti-Indigenous and anti-Black racism are at the highest priority for the organization
-  **Partner to Advance Indigenous Health Equity**  
Recognize that strong relationships with Indigenous leadership and communities - founded on respect, reciprocity, and open communication — are critical in ensuring that the new health care system in Ontario reflects and addresses the needs of Indigenous peoples.
-  **Invest in Implementation**  
Apply the financial and people resources needed for success and ongoing sustainability

-  **Identify Clear Accountability**  
Establish and assign "who" is responsible for "what"
-  **Represent and Reflect Ontarians**  
Strive for all levels of the organization to reflect the communities served
-  **Include and Engage Key Voices**  
Listen to the staff and communities and include their ideas and feedback into the design, delivery and evaluation of programs and services
-  **Address Racism Focus on Anti-Indigenous and Anti-Black Racism**  
Identify and address discriminatory practices and procedures in all forms and all levels using targeted approaches
-  **Reduce Disparities**  
Use data and best practices to establish standards, identify disparities and implement corrective action through a focus on access, experience and outcomes for the population
-  **Contribute to Population Health**  
Work with other arms of government and agencies in planning services to improve the health of the population
-  **Report and Evaluate to Drive Improvement**  
Publish Framework metrics publicly with all reports including an equity analysis

# Ontario Health: Social Determinants of Health Framework



**Adopt a one system approach** by shifting from a siloed mentality that can cause unintended harms to integrating existing resources and expertise to collectively address needs.



**Shift power dynamics** to elevate the role of community partners who are well-positioned to lead based on their knowledge and trusted relationships.



**Rebalance the focus** from a dominant biomedical model of managing illness to creating wellness, addressing the root causes holding illness in place.



**Listen to what matters** to people, using a strengths-based approach to better understand what works for individuals and how to address barriers that impact their health outcomes.



**Collect and link the right data** on people's needs to enable a wellness approach to identify "upstream" causes of "downstream" problems.



**Harness collective action** to drive change, shifting the focus from patient to communities to embed population health in all government activities and policy levers.



**Mobilize knowledge** to action for clinicians, communities and the public, building acceptance that health care alone is insufficient in ensuring better health outcomes.



**Remove funding barriers** by shifting away from fee-for-service and one-time funding to longer term, value-based models that invest in, and enable providers with the time and supports to focus on individual needs.



# PRHC's Health Equity, Diversity, Inclusion, Anti-Racism and Reconciliation Framework





# Framework Pillars and Actions

The five pillars were selected by reviewing existing frameworks, considering the best evidence, and with the guidance of PRHC's Health Equity, Diversity and Inclusion Committee and community stakeholders. Specific actions will be taken in support of each pillar, some of which are more urgent and others that will be taken over the longer term. The goal is to achieve sustained change that demonstrates the ongoing achievement of our vision for an equitable, diverse, inclusive and anti-racist workplace and healthcare environment.

## Belonging

We will foster an environment where everyone feels safe and included through improving cultural competence and cultural safety, representation and engagement of diverse lived experiences and perspectives, and clear accountability for EDIA-RR.

We will do so by initiating foundational partnerships with key community groups, focusing on establishing trust and reciprocal relationships, particularly with underrepresented and marginalized communities. We will expand and solidify these partnerships by integrating community voices into decision-making processes and collaborating on hospital initiatives that address equity and inclusion.

We will add on the broad concepts of "cultural competence" with specific, actionable training informed by our community consultations on diverse cultural practices relevant to patient care and staff interactions. These trainings will be designed to enhance understanding of the unique needs of various communities, ensuring

respect for diverse cultural traditions and practices.

We will create a direct, transparent feedback system for patients and staff, ensuring that both negative and positive feedback – particularly from marginalized groups – can be addressed in a timely and responsive manner. This system will be designed to foster accountability and continuous improvement, with a focus on resolving concerns related to equity, diversity, and inclusion.

### **We will:**

- Establish an EDIA-RR Program Support Role
- Create safe spaces for the sharing of experiences and perspectives of patients, families, caregivers, staff and physicians across the organization and in partnership with community.
- Identify and reduce barriers to accessing care that contribute to health disparities.
- Connect PRHC's wellness, health and safety and EDIA-RR goals and objectives.
- Evaluate engagement and belonging of PRHC team members through the PRHC Engagement Survey.
- Identify and implement best practices and policies to support an inclusive culture, and ensure the patient voice is integrated where relevant.
- Actively recruit and promote staff from underrepresented backgrounds to better reflect the diversity of the patient population, especially in leadership and senior roles.

- Conduct regular assessments of the demographic composition of staff at all levels, and develop targeted strategies to address any imbalances (both between staff demographic groups and patient demographic data).
- Create affinity groups or employee resource groups for staff from marginalized communities to provide support, networking opportunities, and a platform for the traditionally marginalized employees' voices to be heard within the organization.

## Policies and Programs

We will ensure fair and inclusive recruitment, retention, mentorship, performance and talent management and other workplace programs.

### We will:

- Strengthen anti-violence, harassment and other related policies and codes of conduct to foster respect and safety in the workplace.
- Continue to highlight programs to recognize and honour important dates through our PRHC monthly calendar.
- Strengthen equitable hiring and onboarding practices that foster a culture of integration and belonging.
- Integrate the patient voice in relevant policy development including local Indigenous nations' voices.
- Maintain a diversity calendar that showcases significant cultural, religious, and historical events to promote awareness and celebrate diversity within the organization.

- Employ qualitative data to inform the development of targeted policy and program interventions aimed at addressing the root causes of disparities and improving health equity for all patients.
- Incorporate Indigenous consultation into the framework's actions, accountability, and development of measures. Involve First Nations representatives in the design and evaluation of EDIA-RR initiatives to ensure cultural relevance and effectiveness.

## Data, Analytics and Reporting

We will continuously assess and monitor the experiences of our people, and our patients and their families and caregivers, related to EDIA-RR to identify opportunities to better reflect our community and report on our progress.

### We will:

- Develop methods to collect staff demographic data to provide a baseline understanding and to identify priorities.
- Establish mechanisms to report EDIA-RR incidents including complaints of identity-based discrimination.
- Establish a set of EDIA-RR metrics to evaluate outcomes and progress of initiatives.
- Establish relationships with equity data collection leading organizations.
- Supplement quantitative data analysis with qualitative data gathered from patients, community outreach partners, and employee resource groups (ie. patient and staff stories or feedback)

to gain a more holistic understanding of disparities in healthcare. This approach allows for the exploration of lived experiences, perspectives, and narratives that may not be captured through quantitative metrics alone.

- Analyze qualitative data alongside quantitative indicators to identify patterns, trends, and underlying factors contributing to disparities in healthcare outcomes, access, and experiences.

## Person-Centred Equity

We will advance the care and experience of patients, their families, and caregivers by promoting the cultural principles of Person-Centred Care, including the recognition of diverse voices and the intersectionality of social determinants of health, and act to reduce their impact on access to services, quality of care and outcomes. For example, lower-income individuals may face financial barriers to healthcare services, such as being unable to afford medications or access specialized treatments or racialized individuals may encounter systemic discrimination or implicit biases in healthcare, leading to disparities in care quality and treatment outcomes.

By recognizing these overlapping factors, we will actively work to create a holistic approach to affirmative actions which improve access to services, ensure equitable care for all patients, and deliver interventions tailored to individuals and community specific needs.

### We will:

- Continue to track our performance through PRHC's annual Quality Improvement Plan indicators.
- Establish tools and processes to enhance the collection of patient-level data relevant to advancing health equity.
- Establish safe spaces where patients, families, and caregivers can share their experiences, perspectives and ideas to improve care and access to care from an EDIA-RR standpoint.
- Embed EDIA-RR concepts and best practices as we refresh our People-Centred Care Strategy.
- Identify and establish partnerships with key community partners to understand how we can improve our care and services to meet the needs of the community.
- Implement outreach programs specifically targeted at marginalized communities to solicit feedback on their experiences with healthcare services and identify areas for improvement.
- Regularly review patient feedback data, including input from marginalized communities, and use it to inform decision-making processes and improve the quality of care and services provided.

## Education and Training

We will reduce barriers and increase safety by offering targeted education aimed at deepening our understanding of one another, our community, and our patients, their families, and caregivers. This will be achieved by incorporating specific training modules and actionable strategies into our professional development programs.

## **We will:**

- Integrate EDIA-RR into learning and development from onboarding through all stages of employment for staff, professional staff, volunteers and Patient and Family Partners. Training will include a focus on ethno-racial discrimination including anti-Indigenous racism and anti-Black racism, and discrimination based on gender identity and/or sexual orientation. Best practices to build cultural competence and a culturally safe environment will be integrated.
- Integrate the Truth and Reconciliation Commission's Calls to Action and the revitalization of health and wellness, where appropriate.
- Training will focus on the specific healthcare challenges Indigenous peoples face, including understanding the impact of historical trauma, systemic discrimination, and the importance of integrating traditional healing practices with Western medicine.
- Set clear goals for improving Indigenous health outcomes, such as increased access to culturally competent care and reductions in health disparities.
- Identify and establish partnerships with local Cultural Centre/First Nations Knowledge Keepers to support a community-centric approach to teaching and learning.
- Integrate (un)conscious bias training into cultural competency and humility training sessions for healthcare staff, providing them with tools and strategies to recognize and address implicit biases that may impact their interactions with patients from diverse backgrounds.
- Provide education on how to create a safe space for patients from diverse backgrounds by respecting their cultural identities and values, fostering trust, and reducing power imbalances in patient-provider relationships.
- Offer specialized training on 2SLGBTQ+ (Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and other diverse sexual orientations and gender identities) healthcare needs and issues, including terminology, healthcare disparities, and best practices for providing affirming and inclusive care.
- Provide intersectionality training to healthcare staff, highlighting the intersecting identities and experiences of patients and how they may impact their healthcare experiences and needs. This training should emphasize the importance of considering multiple dimensions of diversity, such as race, gender, sexual orientation, disability, and socio-economic status, when delivering person-centred care.
- Include opportunities for ongoing education and dialogue on these topics, such as workshops, seminars (with guest speaker wherever pertinent) and discussion groups, to ensure that healthcare staff remain informed and up-to-date on best practices for providing equitable and inclusive care to all patients.

# Guiding Principles

## PRHC Values

### Act with courage

We work with purpose and passion to make a difference in the lives of others.

### Embrace our community

We treat everyone with compassion, openness and respect.

### Find common ground

We all come together to serve PRHC patients and families.

### Lead and learn

We build and share expertise, supporting collective and individual growth.

### Recognize and appreciate

We are proud of our team and celebrate our efforts and achievements.

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## Enabling Success

Everyone's voice matters and we will require meaningful input and involvement from everyone in our diverse workforce and communities. In addition to our established HEDI Committee, we will convene additional resource groups to provide input into the actions outlined in this framework. Ultimately, to be successful requires from each of us an ongoing commitment and willingness to change, act with humility, and acknowledge that we have much to learn about ourselves, each other, and our patients, their families and caregivers, and be accountable and active to speak up when things don't feel right. We are here for each

other and for our patients, their families and caregivers, and through the actions outlined in this framework we can make PRHC an even more amazing place to work and to receive care.

**For more information about EDIA-RR at PRHC, please contact:**

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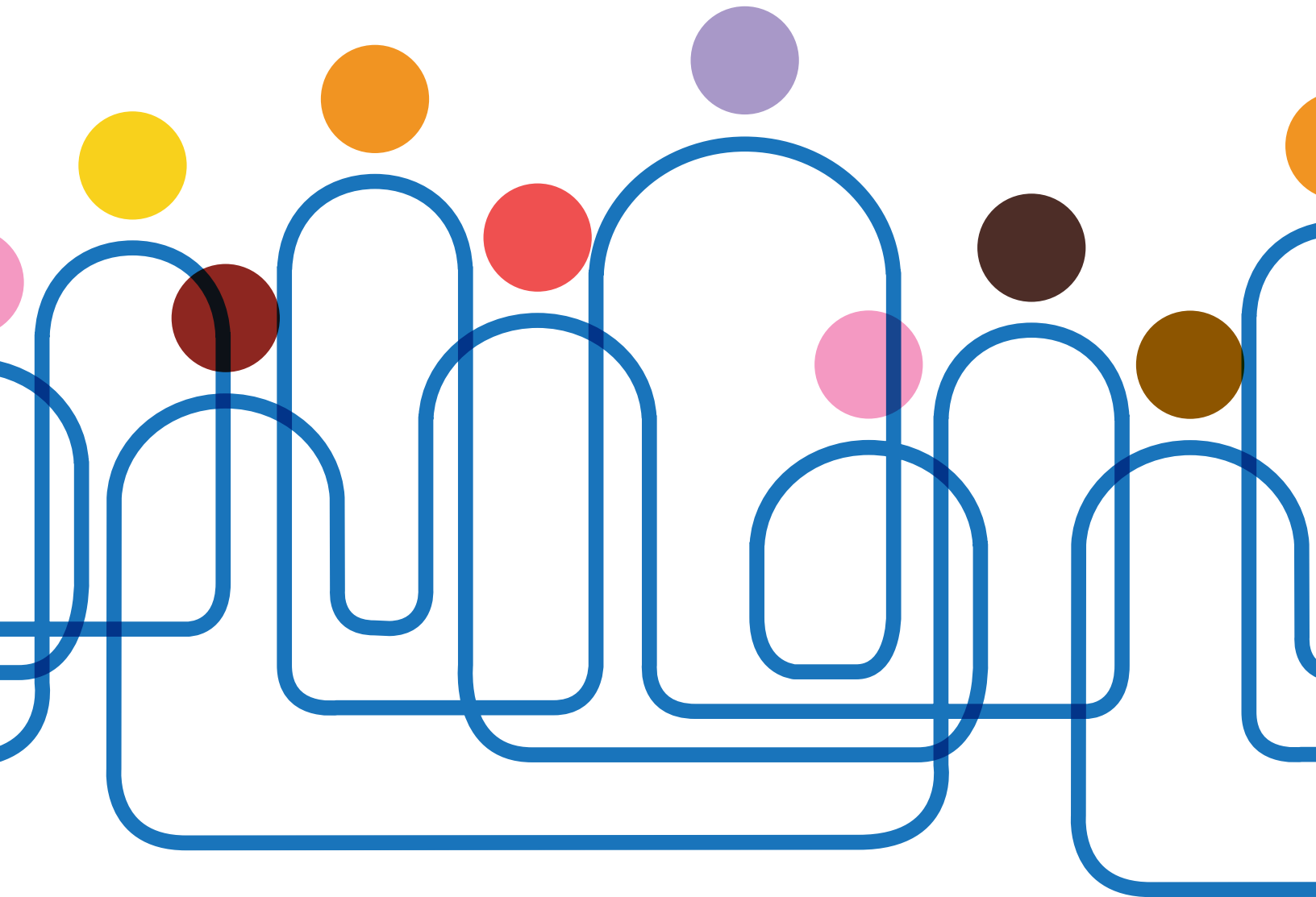
# Improvement Path 2024-2029

Pillar	Year 1	Year 2
<b>Belonging</b>	<ul style="list-style-type: none"> <li>• Hire EDIA-RR Program Support Partner.</li> <li>• Complete and launch new EDIA-RR framework.</li> <li>• Review current relationships with community partners. Identify strengths and opportunities.</li> <li>• Evaluate current mechanisms for staff/physician engagement specific to EDIA-RR.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish/re-establish relationships with key community partners. Close gaps.</li> <li>• Establish new or engage with existing EDIA-RR subject matter specific working groups/committees to guide work.</li> <li>• Expand and strengthen community affinity groups and/or employee resource groups, ensuring they continue to provide meaningful support and advocacy to the organization.</li> </ul>
<b>Person-Centred Equity</b>	<ul style="list-style-type: none"> <li>• Continue to utilize available patient experience feedback and demographic data to identify areas of improvement.</li> <li>• Evaluate current mechanisms for recruitment of PFPs with diverse lived experiences. Identify opportunities and develop improvement plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement strategy to support recruitment of PFPs with diverse lived experiences.</li> <li>• Develop and implement method of capturing and sharing patient stories from an EDIA-RR lens.</li> <li>• Integrate EDIA-RR concepts into the ongoing Person-Centred Care Strategy.</li> </ul>
<b>Education and Training</b>	<ul style="list-style-type: none"> <li>• Develop and implement initial staff and physician training plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore training opportunities in partnership with local academic institutions and Knowledge Keepers from local First Nations</li> <li>• Develop and implement refresher training plan.</li> <li>• Develop and implement comprehensive staff and physician training on EDIA-RR principles, including ethno-racial discrimination, gender identity, sexual orientation, and cultural competence.</li> <li>• Integrate the Truth and Reconciliation Commission's Calls to Action into training materials.</li> </ul>
<b>Data, Analytics and Reporting</b>	<ul style="list-style-type: none"> <li>• Review current EDIA-RR measurement tools.</li> <li>• Explore collection of staff demographic data.</li> <li>• Explore incident reporting processes specific to EDIA-RR.</li> <li>• Develop initial EDIA-RR measurement and reporting strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement staff demographic data collection.</li> <li>• Refine measurement and reporting.</li> <li>• Incorporate EDIA-RR metrics/reporting within integrated quality management model.</li> <li>• Develop methods to collect staff demographic data to establish a baseline understanding and identify priorities.</li> </ul>
<b>Policies and Programs</b>	<ul style="list-style-type: none"> <li>• Continue to leverage monthly events calendar. Enhance where needed.</li> <li>• Review PRHC Decision-Making Framework from an equity lens and identify and close any gaps.</li> </ul>	<ul style="list-style-type: none"> <li>• Review current policy development processes from an equity lens. Identify gaps.</li> <li>• Complete initial review of relevant HR policies.</li> <li>• Complete initial review of relevant clinical policies.</li> <li>• Prioritize policy revisions based on review findings.</li> <li>• Continue to highlight the calendar program to a more developed "diversity calendar" that recognize important dates through the organizational and the representative, with a focus on diversity and inclusion.</li> </ul>

Year 3	Year 4	Year 5
<ul style="list-style-type: none"> <li>• Further refine and optimize the EDIA-R framework based on feedback and outcomes.</li> <li>• Continue to foster relationships with community partners.</li> <li>• Continue to support and engage with subject matter expert working groups.</li> <li>• Launch targeted initiatives to reduce identified barriers to care access.</li> <li>• Implement mechanisms for ongoing evaluation of staff/physician engagement specific to EDIA-RR.</li> <li>• Sustain efforts to actively recruit and promote healthcare professionals from underrepresented backgrounds, particularly in leadership and senior roles.</li> </ul>		
<ul style="list-style-type: none"> <li>• Continue to support the recruitment of PFPs with diverse lived experiences and engage them in the design of care and service improvements.</li> <li>• Continue to ensure the voice of patients, families and caregivers is reflective of our community.</li> <li>• Enhance tools and processes for collecting patient-level data relevant to advancing health equity.</li> <li>• Regularly review patient feedback data (quantitative as well as qualitative), including input from marginalized communities, to guide decision-making and enhance care quality.</li> </ul>		
<ul style="list-style-type: none"> <li>• Ongoing evaluation of training approach.</li> <li>• Continue to provide staff and physician training informed by best practice, PRHC specific EDIA-RR related data, and training evaluation feedback.</li> <li>• Expand training to include (un)conscious bias, 2SLGBTQ+ healthcare needs, and intersectionality.</li> <li>• Provide ongoing education and dialogue opportunities, such as workshops and seminars, to keep staff informed on best practices for equitable and inclusive care.</li> <li>• Further integrate the Truth and Reconciliation Commission's Calls to Action and focus on health and wellness revitalization where appropriate.</li> <li>• Create a module on Indigenous medicines and traditional practices.</li> </ul>		
<ul style="list-style-type: none"> <li>• Continue to utilize clinical, demographic and patient experience data to inform areas for improvement.</li> <li>• Establish a set of EDIA-RR metrics to evaluate outcomes and progress of initiatives.</li> <li>• Establish mechanisms to report EDIA-RR incidents, including complaints of identity-based discrimination.</li> <li>• Establish relationships with equity data collection leading organizations to stay updated on best practices and emerging trends in data collection and reporting.</li> </ul>		
<ul style="list-style-type: none"> <li>• Ongoing policy review and revision.</li> <li>• Enhance equitable hiring and onboarding practices to foster integration and belonging, particularly focusing on bringing demographic balance to higher levels of the organizational ladder.</li> <li>• Integrate the patient voice into relevant policy development processes to ensure inclusivity and responsiveness to patient needs.</li> <li>• Utilize qualitative data to inform targeted policy and program interventions aimed at addressing disparities and improving health equity.</li> </ul>		

# Acknowledgements

- PRHC Health Equity, Diversity, and Inclusion Committee
- PRHC Patient and Family Advisory Committee
- Curve Lake First Nation Health Centre
- Hiawatha First Nation
- New Canadians Centre – Peterborough
- Canadian Mental Health Association – Haliburton, Kawartha, Pine Ridge
- Komal Bhasin, Insayva Inc.
- Denise Graham, Ontario Health East, Indigenous Health Lead
- Provincial Equity, Diversity, and Inclusion Network
- Ontario Health East Health Equity Forum
- North York General Hospital - Equity, Diversity, and Inclusion Framework 2022-2025
- SickKids Equity, Diversity, and Inclusion Strategy



**One team, here when you need us most.**

[www.prhc.on.ca](http://www.prhc.on.ca)



**PRHC**  
Peterborough Regional  
Health Centre