



Equity, Diversity & Inclusion Framework 2022-2025




**NORTH
YORK
GENERAL**

*Making a World
of Difference*

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We are excited to share 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.

As an organization dedicated to providing the highest standard of care and promoting the best health outcomes, we must understand the experiences and views of all patients, residents and people at NYGH and in our communities, and make the necessary changes to ensure everyone's needs are met.

NYGH's commitment to EDI is part of our Strategic Plan, *Thinking Beyond*, and, most specifically, our Strategic Direction, *People Come First in Everything We Do*. We strive to advance EDI in every part of the organization and all that we do. To have healthy people and communities, every person must have access to the resources and support they need to be well. Everyone – whether they are receiving care, living in our communities, or involved in health care delivery – must be safe, respected and able to achieve their full potential.

The advancement of EDI is a long-term commitment which requires hard work and challenging conversations. Over the last few years, NYGH has focused on building foundations for EDI at our organization, while tackling pressing issues related to discrimination, systemic racism and health disparities, which have been exacerbated during the pandemic. During this time, we have:

- Created an Equity, Diversity and Inclusion Office and hired a Manager, Equity, Diversity and Inclusion.
- Formed two internal resource groups who steer and support NYGH's actions to address Anti-Black Racism (ABR) and promote 2SLGBTQIA+ inclusion.
- Initiated greater awareness and education at all levels of NYGH related to EDI, Anti-Black Racism and 2SLGBTQIA+ people. This includes a partnership with the Toronto Academic Health Science Network (TAHSN) to educate leaders on Anti-Black Racism and health and deliver mandatory education as well as a partnership with the Canadian Centre for Diversity and Inclusion to learn about and address unconscious bias in hiring. Education is a constant commitment and also key focus during events including Black History Month and Pride Month.



- Initiated our first ABR Experience Survey of NYGH staff and physicians. Approximately 1000 NYGH staff and physicians had their voices heard regarding ABR in our workplace.
- Planned our first Demographic Survey to get a baseline understanding of the identities of NYGH's team related to equity, diversity and inclusion. Together, the ABR Experience Survey and Demographic Survey will provide a baseline understanding of needs and gaps related to EDI at NYGH to identify where we need to act and make changes.
- Amended the incident-reporting process to include dimensions of diversity to enable us to track identity-based complaints and the prevalence of diversity-related violence.
- Started to track data from patients about their experience with equity, diversity and inclusion so we can identify health inequities at NYGH and we are recruiting diverse patient experience partners.
- Started planning with our Ontario Health Team, North York Toronto Health Partners, to collect consistent sociodemographic data from people receiving care in North York.

To be successful, we require clear accountability for EDI, deliberate action, and the involvement of all members of the NYGH community. Our priorities and actions must always be grounded in the lived experiences and priorities of those affected by discrimination, injustice and inequality.

NYGH's Equity, Diversity and Inclusion Office plays a crucial role, providing expert leadership, coordination, and support for NYGH's EDI efforts and for team members and groups concerned about discrimination and inclusion.

This plan was shaped by the insights and experiences of many. Thank you to the ABR Committee, 2SLGBTQIA+ Inclusion and Advisory Committee, staff and leaders from across NYGH who provided input into the Framework and who have supported our actions to date to cultivate a safe, respectful and welcoming environment for all.

We encourage you to become familiar with the five pillars of our Framework which, taken together, will have a meaningful and enduring impact on EDI for our community and our people.

Join us as we foster a compassionate, diverse and future-ready workplace and health care environment at NYGH.

Karyn, Mitch and Janelle



Karyn Popovich

Karyn Popovich (she/her)
President & CEO



Mitch Birken

Mitch Birken (he/him)
Vice President & Chief
Human Resources Officer



J. Benjamin

Janelle Benjamin (she/her)
Manager, Equity,
Diversity & Inclusion

Equity, Diversity and Inclusion

Three interrelated and crucial concepts

DIVERSITY

Refers to the variety of similarities and differences among people, including, but not limited to: gender, sex, gender identity and expression, ethnicity, race, native or Indigenous identity/origin, age, generation, disability, sexual orientation, culture, religion, belief system, marital status, parental status, pregnancy, socio-economic status/ caste, appearance, language and accent, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.

EQUITY

It is about fairness and justice and taking deliberate actions to remove systemic, group, and individual barriers and obstacles that hinder opportunities and disrupt well-being. Equity is achieved through the identification and elimination of policies, practices, attitudes, and cultural messages that create and reinforce unfair outcomes.

INCLUSION

A dynamic state of feeling, belonging, and operating in which diversity is leveraged and valued to create a fair, healthy, and high-performing organization or community. An inclusive culture and environment ensure equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, heard, engaged, motivated, and valued for who they are.

Taken from the Global Diversity, Equity & Inclusion Benchmarks Standards for Organizations Around the World



EDI Framework – NYGH's Vision

To be an environment that fosters equity, inclusion, and anti-racism within our workplace and health system.

Working Together to Drive EDI

North York General Strategic Plan 2020-2025



People Come First in Everything We Do



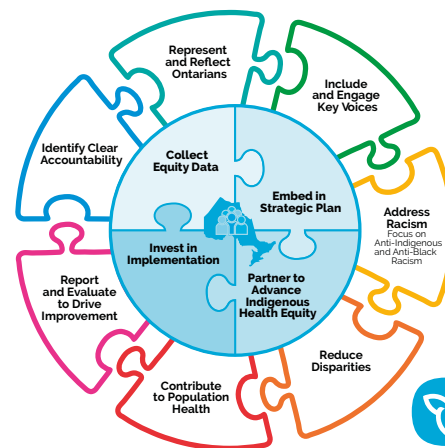
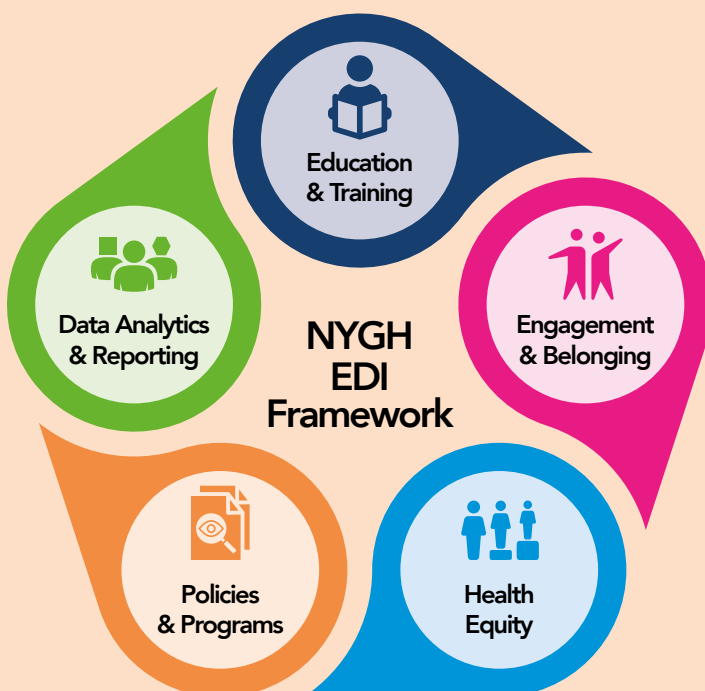
- People-Centred Care innovator
- Place of health, wellness and healing for all
- Environment for education, discovery and development
- Empower people across the organization
- A culture of equity, diversity and inclusion

Drive the
Future of
Integrated
Care

Be an
Exceptional
Learning
Community

Investing in
a Better
Tomorrow

NYGH Equity, Diversity and Inclusion Framework Pillars



 **Ontario Health**

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. For more information: ontariohealth.ca

NYGH is a member of Toronto Academic Health Science Network



NYGH is a Canadian Centre for Diversity and Inclusion (CCDI) employer partner



**EMPLOYER
PARTNER**

NYGH Equity, Diversity and Inclusion Framework Pillars

The **five pillars** were selected considering the best evidence and experiences in Canada and around the world for how to achieve substantial change related to EDI at systemic, behavioural and cultural levels. Specific actions will be taken in support of each pillar. Some actions are urgent and immediate, and others will be taken over the medium and longer terms and sustained for as long as needed to achieve our vision for an equitable, diverse, inclusive and anti-racist workplace and health care environment.



Education & Training

We will reduce attitudinal barriers and increase safety through EDI education and training at all levels of NYGH. **Actions for Year 1 and 2:**

- Integrate EDI into Learning and Development from onboarding through all stages of their employment with NYGH – this includes a suite of customized courses, leveraging resources and supports from the Canadian Centre for Diversity and Inclusion, and sustained training on anti-racism and anti-discrimination.
- Celebrated our first first Truth and Reconciliation Day on September 30, 2021.



Engagement & Belonging

We will foster an environment where everyone feels included and safe through improving cultural competency, psychological safety and wellbeing, representation of equity-seeking groups and clear accountability for EDI. **Actions for Year 1 and 2:**

- Establish Manager of EDI.
- Connect NYGH's wellness, health and safety and EDI goals.
- Evaluate engagement and belonging from team members through NYGH Employee Engagement Survey.
- Create brave spaces across the organization.
- NYGH President and CEO will connect with team members across the organization to learn more about creating a more inclusive culture.





Health Equity

We will transform the experience for patients, residents, families and caregivers by promoting a People-Centred Care culture, including diverse patient, family and caregiver voices, and reducing disparities in access to services, quality of care and outcomes. **Actions for Year 1 and 2:**

- Continue to track our performance on the QIP indicator for patients' experience with health equity at NYGH. Our ideal target is 100% of patients reporting no discrimination at NYGH, with an initial target of 90.5% for 2022/23.
- Form a Health Equity Measurement Steering Committee to establish the foundational elements for the collection, use, and analysis of patient-level equity data, a provincial and regional priority.
- Promote EDI through our People-Centred Care strategy and work with health care partners including the North York Toronto Health Partners and peer hospitals to advance health equity.



Policies & Programs

We will ensure fair and inclusive recruitment, retention, mentorship, performance and talent management and other workplace programs and strengthen anti-violence, harassment and other related policies and codes of conduct to foster respect and safety in the workplace. We will also highlight programs to recognize and honour important dates through our NYGH diversity calendar.



Data Analytics & Reporting

We will continuously track and assess the experiences of our people and those we serve related to EDI, identify opportunities to better reflect our community, and report on our progress. **Actions for Year 1 and ongoing:**

- Conduct the first ABR Experience and first Demographic Census Survey to provide a baseline understanding of needs and issues related to EDI at NYGH and to identify priorities for action.
- Establish an EDI scorecard to evaluate outcomes and progress on all initiatives.
- Begin to capture demographic information during recruitment and hiring.
- Plan to increase representation of equity-seeking groups at all levels.
- Create a safe culture for incident reporting including complaints of identity-based discrimination and harassment.
- Continuously assess barriers and opportunities for improvement.

Guided by Principles

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

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 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.




A long-term, enterprise-wide commitment

Fostering an environment where every person feels safe and valued and is able to be themselves is an ongoing commitment that involves every person, team and aspect of our organization. Throughout our journey, we will continuously learn and adjust our approaches, based on feedback and new knowledge.

Join us as we foster an environment of equity, inclusion, and anti-racism within our workplace and health system at NYGH!

For More Information about EDI at NYGH

Visit www.nygh.on.ca to view the Framework



North York General Hospital acknowledges that we are on the traditional territory of many Indigenous nations including the Mississaugas of the Credit, the Anishnabeg, The Chippewa, the Haudenosaunee and the Wendat Peoples and is now home to many diverse First Nations, Inuit, and Métis peoples. We also acknowledge that North York is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.



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