



OUR PEOPLE EQUITY PLAN

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Equity, Diversity & Inclusion at Women's College Hospital

Equity. A condition of fair, inclusive, and respectful treatment of all people. This is one of the foundational principles of Women's College Hospital. The principle of Equity in women's health inspired our founders to establish this hospital more than 100 years ago and it guides all that we do at WCH today. We believe that equitable public policies are at the very foundation of good health.

Diversity. We strive to have an organization that reflects the wide range of human qualities and attributes of the world we live in and offers the best healthcare options for everyone in it. Diversity's gift is in its rich exchange of ideas and new perspectives. Diversity is not a toleration of difference -- it's a celebration of it.

Inclusion. Our aim, always, is to recognize the needs of each individual and provide them with the right conditions so that they may thrive in an atmosphere where they feel welcomed, valued and safe to truly be themselves.

WCH's *People Strategy* is the roadmap detailing how our practices are evolving between now and 2022, and the Equity, Diversity and Inclusion pillar is essential to achieving our vision: *Healthcare revolutionized for a healthier and more equitable world*. We are committed to implementing practices that support this vision, and we know that our most valuable resource, the staff, physicians, scientists and volunteers at Women's College Hospital – “Our People” -- are committed to this vision, too. For this reason, we are pleased to share with you our *People Equity Plan*.

What is Employment Equity?

Employment Equity is a unique process in Canada which aims to achieve equality in three areas of employment – hiring, retention, and promotion – by removing the barriers to employment and advancement that Indigenous people, persons with disabilities, racialized persons, LGBTQ2+ individuals, and women have traditionally faced. At WCH this also applies to the engagement of physicians and volunteers, an important component of the workforce, valued for their contributions. Equity does **not** mean treating people the same way without regard for individual differences. It means accommodating those very differences. The aim of the legislation is to **reduce the disparities in opportunities** for our diverse communities by creating custom tools that identify and address inequalities so that Our People are assessed based on their education, skills and relevant experience. At its core, Employment Equity is about the merit principle.

Our People Equity Plan is a systematic, structured, transparent approach to removing these barriers and creating cultural competency. It is intended to be a living document and, as such, reflects an ongoing process used by WCH to:

- identify and eliminate barriers contained in existing recruitment, employment and engagement policies and procedures;
- eliminate the effects of systemic barriers by identifying gaps and creating proactive policies and practices;
- ensure proper representation of diverse groups within the workplace;
- demonstrate a commitment to inclusivity by modeling behaviours and actions that support the plan which, in turn, promotes an environment of equity and belonging in the organization.

How do we do this? The steps include:

- conducting a workforce analysis and a review of employment and engagement systems, followed by an equity survey; with the results we establish measures for removing identified barriers;
- creating and/or revising policies and practices to ensure that all members of the Women's College family -- Our People -- can work in a positive and inclusive workplace;
- using targeted special measures to increase the representation of under-represented designated groups;
- determining and then initiating short-term hiring and promotion goals to eliminate under-representation;
- agreeing to long-term representation goals that commit our organization to achieving full representation;
- setting clear time frames and accountability measures to each step; and



- establishing a system for monitoring and revising Our People Equity Plan over time so that it is followed.

Our People Equity Plan prioritizes this work and sets out specific activities to ensure that our efforts are accountable, inclusive and transparent.

Our Commitment

We are committed to creating a culture of excellence through equity, diversity and inclusion in our People practices. This approach will consider our internal demographics against those throughout the province and challenge the systemic barriers that many groups face, even when that means acknowledging the codified policies of exclusion in some of our long-standing policies and practices. Even when that means doing the sometimes difficult work of active listening and managing not only our reactions but also the change that must follow.

This is an evolution of who we are from our very foundation, with a deep dive to the roots of Women's College Hospital to critically examine where our policies, procedures, daily practices and routines work, and where they do not. This is demanding work; these are conversations that ask for precision, transparency, and compassion. And the first step is listening to Our People within these marginalized groups. They have the lived experience that we must hear and that we want to hear. And then we must act -- we must create the mechanisms and do the work that will achieve the goals of equity, diversity and inclusion.

We believe that Our People -- stakeholders and partners at every level -- share these values. We believe that you are willing to take part in what has revealed itself as a necessary, vital transformation of society at every level where a commitment to equity, diversity and inclusion is not only an organizational responsibility, but also an individual one. This is what we do. Women's College exists because our founders challenged the status quo and this work must continue; we must break down the barriers that exist, within our walls and beyond, so that that everyone feels a true a sense of commitment and belonging.

The goal of our People Equity Plan is to take a thorough look at our current practices and then build on the equity work that we are already doing at Women's College Hospital. We are recognized as one of the top 100 employers in the GTA. We can do better. Let's commit to the principles of equity that drove our inception. Let's ask the hard questions and commit to gracious, open, rigorous dialogue with the goal of a community of people, Our People, who are all – every one of them – engaged in thought and action for the betterment of our organization, our patients, our community, and each other.

Goals and Deliverables

The principles of equity, diversity and inclusion underpin the strategic goal of Women’s College Hospital to seek out, recognize, and value everyone’s knowledge and experiences. As an organization, we have a responsibility to ensure that these principles are activated within all our initiatives. The truth of it is that we have not prioritized equity, diversity and inclusion by establishing the outcomes and accountabilities that will motivate us to take the crucial next steps. This must change. In every area of our organization we must live the values of equity, diversity and inclusion to ensure that we are reflective of the community that we serve.

Below is the work in progress Goals and Deliverable for staff and volunteers:

GOAL #1	DELIVERABLES
<p>Advance Human Resources and Volunteer Services Best Practices to Ensure Equal Opportunity and Inclusion</p>	<ul style="list-style-type: none"> • Audit current recruitment practices: Where are we recruiting? What is the recruitment process? Who are we recruiting? • Develop and implement an employment and volunteer engagement equity policy that ensures fair hiring practices. • Embed employment and volunteer engagement equity principles in HR policy and practices throughout the employee and volunteer lifecycle including staff support, new hire inquiries, recruitment, interview guidelines and policy development, and talent management. The policies to be refreshed in the short-term with an EDI lens include, but are not limited to: <ul style="list-style-type: none"> ✓ Dispute Resolution ✓ Code of Conduct ✓ Prevention and Management of Workplace Violence ✓ Creating an Inclusive Environment ✓ Recruitment and Selection Process ✓ Prevention and Management of Workplace Harassment and Discrimination ✓ Performance Management

	<ul style="list-style-type: none"> • Secure sustainable and committed resources for employment and volunteer equity initiatives including scholarships, bursaries and accommodation funds. • Address inequities in employment and engagement status at all levels of the organization. • Develop diversity internship program for graduates who self-identify as Indigenous, women, racialized, LGBTQ2+, or living with a disability. • Continue to refine demographic information collection surveys. • Engage volunteers from diverse communities in meaningful roles.
GOAL #2	DELIVERABLES
<p>Support a Staff and Volunteer Profile that is Representative of the Diverse Communities that We Serve</p>	<ul style="list-style-type: none"> • Complete assessment of current state by asking intentional questions led by a WCH Demographic Information Collection Task Force. • Complete a workforce analysis which examines differences in staff engagement status, salary and compensation (as applicable), recruitment initiatives, the application of performance management and progressive discipline measures, up to and including terminations. • Apply employment and volunteer engagement equity principles and practices in selection processes and exit interviews including posting language and posting sites/job boards, interview guides, interview panels, scoring, debriefing and auditing. • Develop partnerships with academic institutions and community organizations to support employment and volunteer engagement of under-represented populations and/or reduce barriers for employment and volunteer engagement at WCH. Strategies will include workshops, webinars, job shadowing, coaching and mentorship. Enable and promote practices that foster diversity of thought and build diverse teams.
GOAL #3	DELIVERABLES
<p>Support a Culture of Belonging</p>	<p>All leaders will practice cultural competence in workplace management to create a welcoming and inclusive environment for all Our People. Progress will be evidenced through Our People's engagement and retention. The following deliverables will support a culture of inclusion and belonging:</p>

	<ul style="list-style-type: none"> • Build a sustainable process to educate leaders on principles of equity for Our People, human rights and fair hiring and engagement practices. • Develop an education toolkit from current resources and new resources to include: <ul style="list-style-type: none"> ✓ Unconscious Bias Training ✓ Respect in the Workplace Training ✓ Allyship Training ✓ Anti-Black Racism and Oppression Training ✓ Indigenous Cultural Safety and Relationship-Building ✓ Accessibility for Ontarians with Disabilities Act Training ✓ LGBTQ2+ Sensitivity Training ✓ Working with Volunteers • Introduce a talent development approach that builds organizational capacity which includes an EDI lens • Provide leadership training in areas such as strategic anti-racism initiatives, Indigenous cultural competency, unconscious bias, gender identity and expression. • Demonstrate organizational commitment to building EDI culture by creating communication channels to disseminate Our People Equity Plan initiatives, progress and achievements organization wide.
GOAL #4	DELIVERABLES
<p>Embed, Sustain and Evolve Our People Equity Plan</p>	<ul style="list-style-type: none"> • Continually re-evaluate our current EDI practice in the workplace, looking for opportunities to improve. • Address pressing issues facing communities and how these might impact Our People as well as future members of the WCH family. • Promote psychological safety by creating a place where our People feel safe to have honest and transparent conversations about racism. This could be a moderated online forum or – better yet – an ongoing series of in-person roundtables. • The purpose of the newly created Director, Anti-Racism, Equity & Social Accountability and the newly created Manager, Workforce Relations and Employment Equity is to ensure that WCH

	<p>fulfills its EDI objectives, and to support Our People by ensuring a fair and equitable investigative process.</p> <ul style="list-style-type: none"> • Review the People Equity Survey with stakeholders on a regular basis and revise as required. • Include the People Equity survey as part of the WCH onboarding process. • Reissue the People Equity survey on a yearly basis to recognize that identity can be fluid; Our People should have the opportunity to shift their answers, as they see fit. • Continue outreach in the area of recruitment to external community organizations. Engage thought leaders when developing strategies and making decisions. • Engage the Corporate Equity Committee to act as People Equity champions. • Determine short-term equity goals for Our People Equity Plan; monitor during implementation, report on results and modify process, as needed. • Determine long-term goals for Our People Equity Plan; monitor progress during implementation, report on results and modify process, as needed using the PDSA approach. • Establish baseline metrics and indicators so that we can establish areas of priority and make recommendations to senior leadership in quarterly and annual progress reports. • Develop Our People inclusion events, committees and recognition opportunities. • Develop a Communication Plan to update the progress of our People Equity Plan on a regular basis through WCH intranet, newsletters, social media, and live events. Focus on: What are the good news stories? How has the plan impacted Women's College Hospital? What are we doing next and how can Our People participate? Ensure that these communication vehicles are accessible to all of Our People.
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Below is a work-in-progress plan of how we intend to address this with respect to Physicians (some areas in the above chart will also be applicable to the Physician plan):

GOAL #1	DELIVERABLES
<p>Advance Recruitment Best Practices to Ensure Equal Opportunity and Inclusion</p>	<ul style="list-style-type: none"> • Audit current recruitment practices: Where are we recruiting? What is the recruitment process? Who are we recruiting? • Develop and implement a recruitment plan that ensures fair practices. <ul style="list-style-type: none"> ✓ Posting Medical Leadership Opportunities ✓ Recruitment and Selection Process ✓ Pipeline of Physicians • Work with Department Chiefs on recruitment through the credentialing process to ensure an EDI lens.
GOAL #2	DELIVERABLES
<p>Support a Physician Profile that is Representative of the Diverse Communities that We Serve</p>	<ul style="list-style-type: none"> • Complete assessment of current state by collecting demographic information to identify and address inequities amongst our medical leaders and physician workforce. • Apply equity principles and practices in selection processes of new medical leaders including posting of upcoming roles/position and conducting interviews. • Develop partnerships with academic institutions and community organizations to support recruitment of under-represented populations and/or reduce barriers for work at WCH. • Continued evolvement of the Physician Leadership Development Program (PLDP) to provide emerging medical leaders from diverse backgrounds, with the training and learnings that will set them up for success.

	<ul style="list-style-type: none"> • Enable and promote work practices that foster diversity of thought and build diverse teams.
GOAL #3	DELIVERABLES
Support a Culture of Belonging	<p>Medical Leaders will practice cultural competence in workplace management and leadership to create a welcoming and inclusive environment for all Our People. The following deliverables will support a culture of inclusion and belonging:</p> <ul style="list-style-type: none"> • Develop an education toolkit from current resources and new resources to include: <ul style="list-style-type: none"> ✓ Unconscious Bias Training ✓ Anti-Black Racism and Oppression Training ✓ Indigenous Cultural Safety and Relationship-Building ✓ LGBTQ2+ Sensitivity Training • Demonstrate organizational commitment to building EDI culture by creating communication channels to disseminate equity initiatives, progress and achievements organization wide.
GOAL #4	DELIVERABLES
Embed, Sustain and Evolve the Equity Plan	<ul style="list-style-type: none"> • Continually question what we think we know about EDI practice in the workplace. Address pressing issues facing communities and how these might impact future and current staff and physicians. • Create a place where Our People feel safe to have honest and transparent conversations about racism. This could be a moderated online forum or – better yet – an ongoing series of in-person roundtables.

- Recruit a Medical Director to the Corporate Equity Committee to ensure that WCH fulfills its EDI objectives, and to support Our People by ensuring a fair and equitable investigative process.
- Establish the Emily Stowe Society (ESS) Fund to ensure special focus on removing barriers for individuals from communities that are underrepresented in the health sciences, especially racialized and Indigenous women. The ESS Fund has a collective mission to engage, retain and advance scholars and leaders at every stage of their careers.

Goals and Deliverables: The People Equity Survey

TASK		TIMELINE
1	Human Resources, Volunteer Services and Medical Affairs will provide a dedicated contact for each department. This contact will work with each department to verify its list of survey recipients, correcting as needed.	Complete
2	Identify the appropriate Human Resources, Volunteer Services and Medical Affairs representatives who will be the points of contact for questions related to the survey from recipients in their respective areas.	Complete
3	Confirm the precise questions, timeline for the survey, including the launch date and the survey window, and how frequently the survey will be delivered.	July/August 2021
4	Human Resources, Volunteer Services and Medical Affairs present a live demo or walk-through of the survey to WCH staff and physician leadership and the Association of Volunteers. Any feedback provided will be reviewed and incorporated where appropriate.	August 2021
5	Work with our Strategic Communications Team to develop a campaign which will include advance notices and reminder messages, as well as specific messaging aimed at survey recipients explaining why the survey is being administered, offering incentives for responding to the survey and/or adverse outcomes for not responding, how the data will be used, etc. Key here will be 1. a clear plan of how the information will flow to management team members and 2. the part that senior leadership expects these managers to play in sharing this information at an operational level and integrating it into best practices.	August 2021
6	Data will be stored as part of the Demographic Collection Information Group. Determine how survey data will be shared with authorized hospital contacts (e.g., who will receive this data, who will be able to access data).	August 2021
7	Develop the list of survey recipients. Use our systems and databases to generate the names and emails of those who will receive the survey, compiling a separate list for each department.	August 2021
8	Send advance notice to survey recipients, consistent with the messaging and schedule identified in the communications plan. Answer questions from recipients.	August 2021
9	Launch the survey (send recipients an email with a unique link to access the survey; send reminder emails to non-respondents).	September 2021

10	Following the close of the survey, provide senior leadership with the aggregated results.	October/November 2021
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Key Success Factors

Senior Leadership Support

We envision this as a blended approach, where Our People support each other in the common goal of achieving our EDI objectives. This starts with senior leadership. The senior leadership endorsement and embodiment of a culture of equity, diversity and inclusion is fundamental to the success of Our People Equity Plan; they are looked to as equity, diversity and inclusion champions. Senior leaders will continue to be supported with learning opportunities, including small, targeted roundtables so that they may create an environment in which employment equity is an expectation at Women's College Hospital.

Our People

Feedback from and stewardship from Our People is essential to both shaping our plan in the years to come, and modeling equity, diversity and inclusion at Women's College Hospital in the present. The key will be the engagement of Our People who are informal leaders amongst their peers and who could sit on Advisory Councils such as our Corporate Equity Committee. They will facilitate a much-needed feedback loop which will ensure that our efforts are aligned with real need.

Partnerships

Establishing and deepening partnerships with key stakeholders provides an opportunity to learn from our peers, leverage existing resources, build upon leading practice, and benchmark our performance. Their support will be integral to building trust amongst Our People so that they feel confident that the aim of Our People Equity Plan is to build a more diverse workplace, and that we will treat all information that we collect as part of this plan as confidential.

Accountability and Measurement

Accountability and measurement are key to establishing our baseline, building upon our strengths, identifying areas for improvement and evaluating our success.

Communication

Clear and transparent communication is essential to building trust and a healthy organizational culture. We will communicate regularly about Our People Equity Plan progress, share experiences – including what did not work and what we learned from it – and best practices.

Partnerships & Communication

Our People Equity Plan builds upon the extensive EDI work already in motion across Women's College Hospital. We know from this experience that partnership and integration with existing leaders and resources will be key to our success. The Director of Human Resources and Volunteer Services will partner with the Director, Anti-Racism, Equity & Social Accountability to work with leaders both within WCH and beyond to ensure that Our People Equity Plan will enhance the organization's broader EDI strategy.

What will prove crucial to our success is communication, consultation and documentation. An ongoing effort to regularly consult with Our People as well as other stakeholders will demonstrate our accountability and ensure that the process is transparent. These individuals will play a significant role in setting goals that are achievable, measurable and sustainable, as well as ensuring that we have buy-in from all Our People as each stage of the plan is introduced.

The following is a preliminary list of current and potential future partnership opportunities:

Internal

- Director, Director, Anti-Racism, Equity & Social Accountability (recruitment initiated)
- Director, Human Resources and Volunteer Services
- Manager, Volunteer Services
- Manager, Workforce Relations & Employment Equity (interim leader in place)
- Education, Research & Innovation
- French Language Services Working Group
- The Centre for Wise Practices in Indigenous Health
- Union leadership
- Supervisors and mid-level Management
- Staff Equity, Diversity and Inclusion Committees
- Employee leaders (informal) from staff advisory committees/councils
- Demographic Data Collection Taskforce

- WCH Association of Volunteers
- Local Union Partners

External

- Human Resources Professionals Association
- Professional Association of Volunteer Leaders - Ontario
- Canadian Centre for Diversity and Inclusion
- The Native Women's Association of Canada
- Toronto Academic Health Science Network (TASHN) Equity Group
- Pride at Work Canada
- The 519 Community Centre
- University of Toronto, The Division of Human Resources and Equity
- University of Toronto, Office of Inclusion and Diversity, Faculty of Medicine
- Region 3 Hospitals: Leaders' HR Network
- Institute for Healthcare Improvement, Equity Working Group

External Consultants

- Metrics@Work
- Hicks Morley Employment Equity Law Specialists
- Canadian Equality Consulting

An important consideration in doing this work is creating a space which feels safe for the people engaged in these conversations. Acknowledging up front the inevitability of misunderstandings and agreeing to work as partners in this process in spite of them is essential. We also acknowledge that special measures, currently unknown, may be required and we will need to correct conditions of disadvantage to accommodate affected groups.

Next Steps

Women's College Hospital was founded on a commitment to the principle of equity. The establishment of Women's College Hospital was a direct challenge to the status quo. These twin forces of fairness and boldness inform Our People Strategy. This is exactly the kind of work that we need to be doing and now is the very time to be doing it. Employment equity is not a special project. Its goals are already at the very heart of who we are and what we aspire to do.

It has been said many times over this last year that our health crisis has turned into a tipping point which has magnified existing inequities. It has launched a deep reckoning of who we are, how we behave, and our responsibility to each other. Even while we retreated into our homes, our focus has been forced outward. And so, our intent with this plan is to follow this sightline, to see if the composition of our healthcare community within our walls reflects the composition of the community outside our front door and beyond. Here is what those first few steps look like:

- SLC endorsement of Our People Equity Plan.
- Complete a Workforce Analysis.
- Complete a review of our Employment and Engagement Systems.
- EDI survey planning for Our People engagement surveys.
- Engagement of external and internal consultants.
- Create detailed action items for Our People Equity Plan, including a multi-year plan which:
 - Specifies positive measures to be implemented in the short term (one to three years) to eliminate barriers for the hiring, training, promotion, engagement and retention of members of the designated under-represented groups. Where under-representation is identified, the plan should include goals for the hiring and promotion of members in the targeted groups.
 - Specifies long-term goals (more than three years) to increase representation by integrating Our People Equity Plan into all future initiatives. Short-term and long-term goals should remain adaptable so that they can be responsive to cultural shifts as well as changes to provincial and/or federal legislation.



Preamble and Signature to the WCH survey and the WCH survey

Currently Under Review by the WCH Demographic Information Collection Taskforce