

# Our journey from **COMPLACENCY** to **CHANGE**

2023-24 Equity, Diversity, and Inclusion Progress Report



# Land Acknowledgment

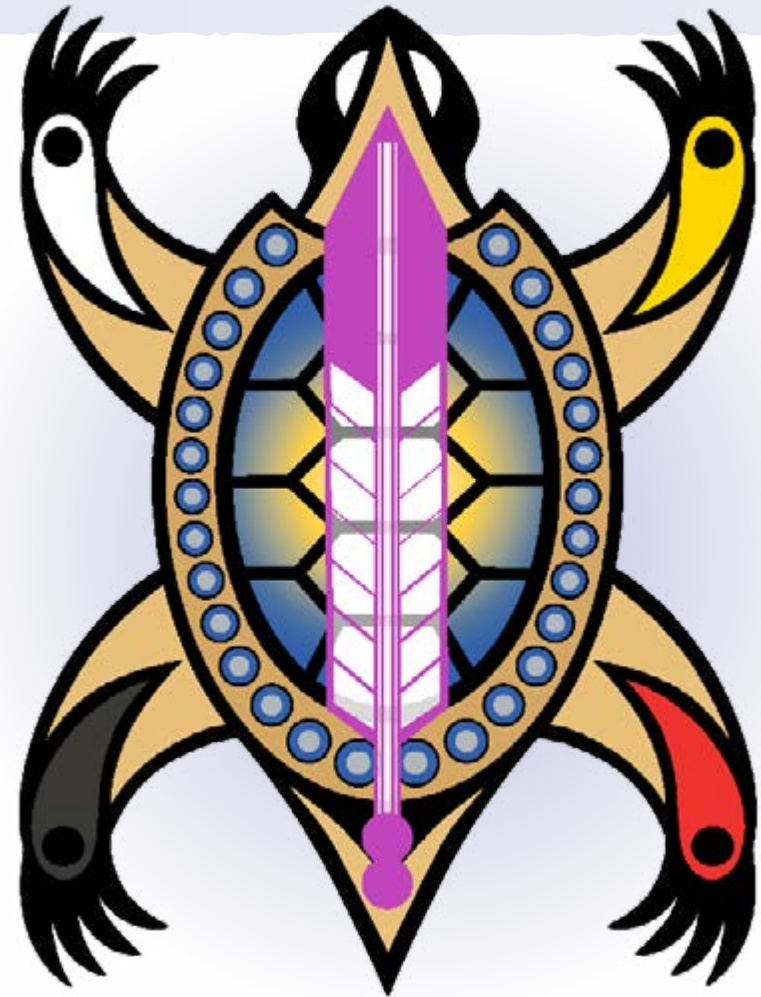
We are privileged to provide care on lands that Indigenous peoples have called home for thousands of years. We recognize and respect the presence and stewardship of all Indigenous peoples as keepers of this land. Hamilton sits on the traditional territory of the Mississauga, Haudenosaunee and Anishinaabe and within the lands protected by the Dish with One Spoon Wampum Agreement.

## ABOUT THE ARTWORK & ARTIST

Created by Tracey Anthony, Turtle and Seven Generations includes the image of a turtle. The feather on its back has seven segments, reflecting the Seven Generations principle that the decisions we make today should result in a sustainable world seven generations into the future. The four legs represent the “Four Directions” such as those found in the Medicine Wheel.

Tracey Anthony’s mother is Mississauga (Ojibway) from the Mississaugas of the Credit First Nations reserve. His father was Delaware (Lenni Lenape) from the Six Nations reserve. In his artwork, Tracey incorporates Ojibway, Delaware, and Iroquoian influences.

This art was originally created as one of the Indigenous Signs of Welcome that are displayed at all Hamilton Health Sciences (HHS) sites.



# Indigenous Sovereignty, Truth and Reconciliation

Our five-year Equity, Diversity, and Inclusion Plan outlined a commitment to Indigenous sovereignty, advancing Indigenous health, and truth and reconciliation. To advance this commitment, HHS has recruited an Indigenous Strategic Advisor to guide our progress. The strategic advisor has led engagement with Indigenous community organizations, community members, physicians, and staff to inform the development of an Indigenous Health Plan based on community recommendations and needs. The plan is also guided by recognition of rights and treaties, and existing Indigenous health frameworks, including the Truth and Reconciliation Commission of Canada's Calls to Action.

We acknowledge the need to develop an Indigenous Health Plan that recognizes the constitutionally protected rights of Indigenous Peoples and addresses anti-Indigenous racism. Anti-Indigenous racism exists within health care and negatively contributes to Indigenous Peoples' health outcomes. We are committed to learning from the recommendations that have emerged in the wake of the tragic deaths of Indigenous Peoples, including Brian Sinclair, Keegan Combes, Joyce Echaquan, Heather Winterstein, and countless others who have experienced anti-Indigenous racism while seeking care.

We recognize that there is much work to be done within HHS to advance Indigenous health and combat anti-Indigenous racism. Creating an Indigenous Health Plan is a critical step forward in guiding our efforts. Strengthening relationships between our organization and Indigenous community partners is crucial in developing this plan and ensuring progress on the ongoing commitments.

As we work towards developing an Indigenous Health Plan, we commit to:

- › Honouring Indigenous rights;
- › Contributing to a holistic approach to health and healing for Indigenous Peoples;
- › Continued relationship building with Indigenous organizations;
- › Maintaining transparency and accountability; and,
- › Supporting Indigenous cultural awareness and promoting cultural humility.

# Progress Towards Reconciliation 2023-24

## Indigenous Cultural Awareness Training

HHS' Executive Leadership Team has completed training to enhance understanding and respect for Indigenous cultures. The training focused on understanding the following:

- › History and current issues impacting Indigenous communities;
- › The true meaning of Indigenous self-government and sovereignty;
- › Constitutional, political and legal context of Indigenous issues; and
- › Ways in which Indigenous and Western World views impact decision-making.

## Indigenous Healing Spaces

HHS is working to create more Indigenous healing spaces, in addition to Makayla's Room which was unveiled in 2018.

Makayla's Room was created in memory of [Makayla Sault](#) and is located at McMaster Children's Hospital. Makayla's Room was the first dedicated space within HHS sites for Indigenous patients and families. It is a space where families can smudge and where traditional healers can work openly with patients and their loved ones. Throughout 2023-24, work has begun on creating similar dedicated spaces for Indigenous patients and families at Juravinski Hospital, West Lincoln Memorial Hospital, and St. Peter's Hospital.

## Collaborating Nationally to Support Indigenous Cultural Safety Measurement

HHS has partnered with the Canadian Institute for Health Information (CIHI) in the development of an Indigenous Cultural Safety Measurement Tool. HHS is one of four pilot testing sites for this tool, aimed at assessing the extent to which hospitals have implemented interventions for cultural safety. Through this project, we have been able to learn about wise practices from other Canadian health institutions with respect to Indigenous cultural safety. We look forward to continuing this work and partnership into 2024-25.

## Every Child Matters Flags Across HHS

In 2023, HHS installed *Every Child Matters* flags at all HHS main sites as permanent symbols for remembrance of the devastating history of residential schools in Canada as part of our commitment to reconciliation with Indigenous peoples.

- › A sacred smudging ceremony was led by Indigenous elder and knowledge-keeper Grandmother Marie Jones and her helper Shannon Mitchell
- › The *Every Child Matters* flags were purchased locally from the Indigenous retailer Iroqrafts
- › The flags aim to raise awareness of Canada's residential school history and survivors

*“We join together today to acknowledge these truths in our shared commitment to the path of reconciliation and the ongoing work to dismantle systemic injustices.” – Nagham Azzam*

PHOTO *Staff and Indigenous leaders gathered to honour Indigenous children.*



# Message from the CEO and Senior Lead, EDI

In June 2023, Hamilton Health Sciences (HHS) released its first [five-year Equity, Diversity, and Inclusion \(EDI\) Plan](#). When we embarked on this journey, we knew that fostering a culture of equity, embracing diversity, and championing inclusion wasn't merely a goal—it was an imperative. With the input of our workforce and community we developed a plan to outline the practical steps toward making our organization safer and more inclusive for everyone. This report highlights our lessons learned and progress in 2023-24.

We've been listening to the diverse voices in our workforce and community and have actively engaged them in co-designing our approaches to transformative change. This collaborative approach has been, and will continue to be, our way forward.

With the input and partnership of our workforce, patients, and community, we've achieved key milestones during the past year, including:

- › Investing in our EDI team to guide our organization's day-to-day and long-term EDI work;
- › Beginning to collect patient health equity data to better understand and address barriers and factors that impact health outcomes;
- › Aligning 223 of our policies with EDI principles, and introducing HHS' first Anti-Racism policy;
- › Completion of EDI training by HHS' board of directors and executive leadership team to improve their capacity to lead equitably and inclusively;
- › Launching Black health initiatives focused on improving health conditions in Black communities;
- › Creating an EDI governance structure to ensure EDI remains a priority within all that we do;
- › Expanding EDI training and resources for our workforce, including practical guidance for integrating EDI into daily work at HHS; and

- › Attaining a five-point increase in the EDI dimensions of our *My Voice Matters* annual workforce engagement survey, which is four points above the benchmark for health-care providers.

While we reflect on the many achievements over the past year, we must also acknowledge that our journey is far from complete. We must continue to listen to the voices of those who have been silenced, amplify their perspectives and experiences, work towards dismantling systemic barriers, and address disparities wherever they exist. This can only be done if we continue to hold ourselves accountable, challenging each other to do better and be better every single day.

As we look ahead to the challenges and opportunities that await us in the coming year, let us do so with optimism, determination, and humility. Together, we have the power to create a future where every member of our hospital community feels valued, respected, and included. On behalf of HHS, we want to thank every person for their contributions toward advancing equity, diversity, and inclusion in our organization. We look forward to continuing to make change together.

Sincerely,



**Tracey MacArthur**  
President & Chief Executive Officer

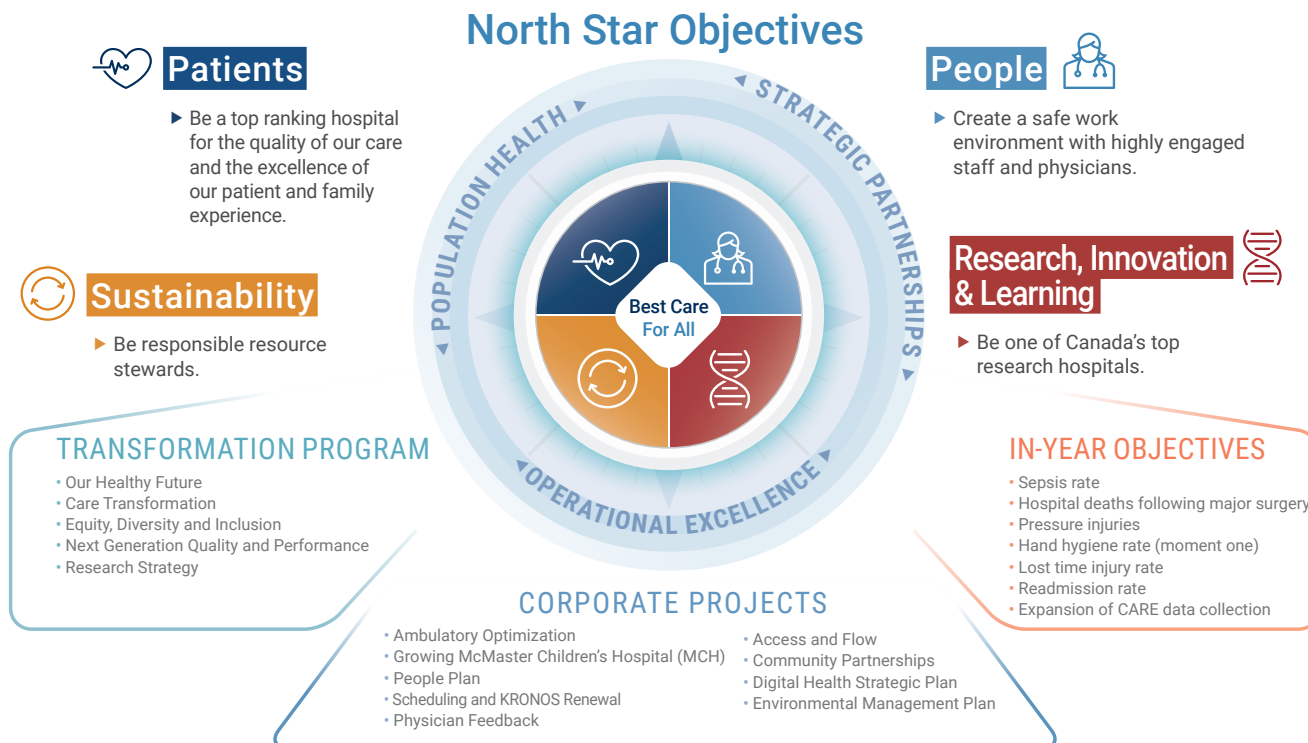


**Rochelle Reid**  
Senior Lead & Strategic Advisor, Equity, Diversity and Inclusion

# Connecting EDI to Our Corporate Strategy

HHS's Strategic Plan is our North Star. It is structured around four pillars, each representing a fundamental aspect of our mission and priorities. The plan guides the decisions we make every day about how to invest our precious time and resources.

The deliverables in the EDI Plan are tied to and informed by HHS' four strategic pillars with the following desired outcomes:







## Patients

Cultivate an organization that eliminates inequities and is culturally sensitive in order to improve patient and family experience, and health outcomes.



## People

Foster a safe and inclusive work environment that encourages transparency, values diverse voices, is free from racism, discrimination and oppression, and reflects the communities we serve.



## Sustainability

Create an infrastructure to sustain EDI across the organization by investing in authentic community partnerships and addressing the root causes of racism, discrimination and oppression.



## Research, Innovation & Learning

Improve professional practice, education, and research to reduce health inequities.

# Progress To Date

In our first year of implementing the EDI Plan, we have progressed on planned goals and responded to needs identified through community engagement, provincial directives, and organizational assessments. This report presents both planned and additional initiatives achieved beyond the initial plan. A natural progression toward our goals, these efforts were identified as pivotal next steps in advancing EDI at HHS.

## Planned Deliverables

[Collecting Accurate and Robust Equity Data \(CARE Data\)](#)

[Expanding Voyce Translation Services](#)

[Quality Improvement Plan \(QIP\)](#)

[Board and Executive Leadership Training](#)

[Leadership Competency Framework](#)

[Policy Review](#)

[Anti-Racism Policy](#)

[Value-Based Procurement Processes](#)

[EDI Steering Committee](#)

## Additional Deliverables

[Community Engagement Framework](#)

[Black Health](#)

[Pat Mandy Inclusion Award](#)

[Leaders of Tomorrow Scholarship and Bursary Awards](#)

[Health Professional Bursary Awards](#)

[Learning Sessions](#)

[EDI Governance Structure](#)

[EDI Champions](#)

[Embedding EDI in Research, Innovation & Learning](#)

# EDI Plan in Action

The initiatives presented in the following section are a part of our EDI Plan Year 1 deliverables, as well as work that emerged outside of the plan. The deliverables below serve as foundational works in year one, laying the groundwork for future initiatives from which further progress, development, and expansion can be built. We've seen great successes and areas that require continued growth and improvement.

While not initially outlined in our EDI Plan, some of the achievements below have emerged as extensions of our planned initiatives. A natural progression toward our goals, these efforts were identified as pivotal next steps in advancing EDI at HHS.



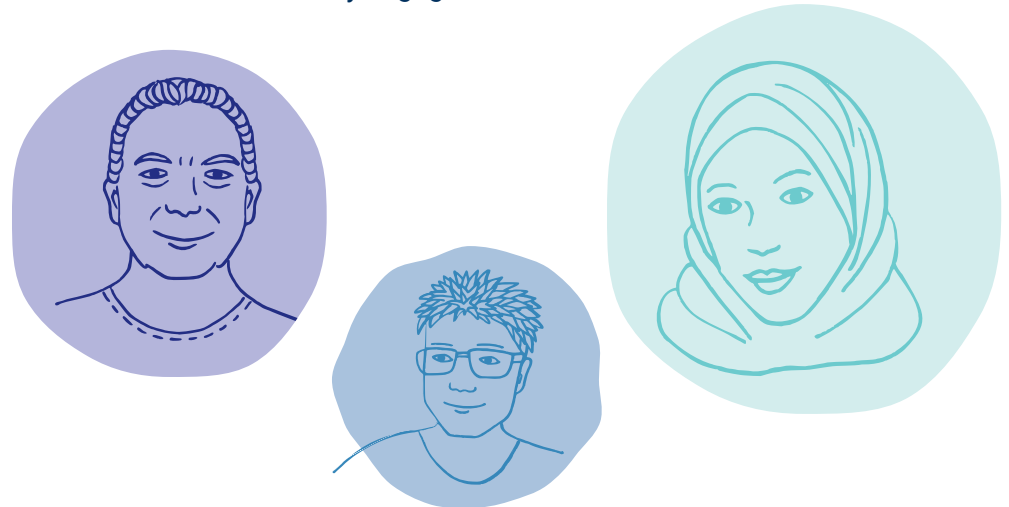
# Collecting Accurate and Robust Equity Data (CARE Data)

Hamilton Health Sciences is collecting data on health equity to understand our patients' diverse needs, identify and address challenges that prevent equitable access to health care, and improve culturally sensitive care. This initiative aims to tackle healthcare disparities and develop measurable evaluation techniques.

- › A cross-functional team piloted inclusive, accessible and patient-centered processes for CARE data collection for patients to voluntarily disclose information in-person and via the MyChart patient portal
- › Training on how to collect this data was provided to business clerks and site leaders at the pilot sites
- › The pilot program launched in 2023 at the Boris Clinic and the Ron Joyce Children's Health Centre, and in a three-month period, more than 2,400 patients provided information about their race, ethnicity and preferred language

- › A CARE Data Governance Working Group was formed to develop guidelines and policies for data use by HHS
- › HHS holds a seat on the Greater Hamilton Health Network's Health Equity Table, Kids Health Alliance Data Collection Working Group and continues to work with Ontario Health West Equity Diversity and Inclusion team to support and coordinate health equity efforts regionally

We're working to make CARE data collection standard practice across HHS, but recognize this will take time and effort. The initiative will evolve based on process assessment, patient feedback and community engagement.



# Community Engagement

We are committed to centering the voices of our community in a respectful, inclusive, and equitable manner. On March 5, 2024, we engaged community members at our first *Community Café – Partnering for Health Equity* event.

- › The event featured three rotating conversation tables, with 22 community members from 12 organizations, including eight patient advisors
- › Objectives included gathering community insights for equitable health data practices and fostering trust and collaboration
- › Additional engagement with Indigenous communities to inform the process of accessing, using, and reporting CARE data will be explored



*“Merci beaucoup.  
Your dedication  
is giving me  
hope again.”*

– Community Café Participant

# Black Health

Black populations face disproportionate health outcomes due to systemic inequality and anti-Black racism. HHS is dedicated to eliminating these disparities and promoting equity, in line with our EDI Plan and Ontario Health's Black Health Plan, which aims to improve health conditions for Black communities.

In 2023, we implemented Black health initiatives at McMaster Children's Hospital (MCH) to enhance culturally responsive clinical care, integrate care with community partners to promote wellness, and sustain health equity for Black populations. This included securing one-time funding to support various initiatives, including a proof-of-concept for a pediatric Black health program, to:

**Advance equity data collection**

**Develop and provide anti-racism education for clinicians and clinical staff across MCH, focusing on youth mental health care**

**Enhance culturally appropriate care for patients with Sickle cell disease**

**Collaborate with community partners to reduce the negative impacts of social determinants of health**



**Embed inclusive recruitment practices into Human Resource processes**

**Provide inclusive communications training to the Communications & Public Affairs team**

**Innovate patient safety, specifically in pressure injury prevention and care for darker skin tones**

In 2024, we pledge to build upon this work by integrating the Black Health Plan into our EDI efforts and governance structure. We are committed to engaging Black communities, staff, and physicians to prioritize recommendations and ensure equitable health conditions for Black populations at HHS and in the communities we serve.

PHOTO *Lemuel Pitters is a technical specialist at HHS' genetics lab, located at McMaster University Medical Centre.*

# Expanding Voice Translation Services

Clear communication and accessible health care are crucial for patients to understand and actively participate in their own care. The pandemic highlighted the urgent need for an easily accessible, reliable interpreter service to address language barriers and promote health equity. In 2022, HHS introduced an innovative service called Voyce. This service offers secure video and audio interpretation through a PHIPA-compliant app and has received overwhelmingly positive feedback from patients and care providers.



Instant access to live interpreters proficient in over **240** languages, including American Sign Language



Provided over **9,000** service calls and **147,000** service minutes since our collaboration began



Now operational across nine sites and **75** units



Initially piloted in select inpatient, emergency, and diagnostic imaging areas



Facilitated communication in over **85** different languages and dialects



Improved clinical outcomes and reduced risk of errors experienced by patients receiving language interpretation services

In 2023, we operationalized Voyce across nine sites and 75 units. The next area of focus is creating a plan to implement Voyce in our ambulatory settings.

# Quality Improvement Plan

A Quality Improvement Plan (QIP) is our organization's roadmap for enhancing quality over the next year. It addresses priority quality issues at both system-wide and organizational levels and serves as a catalyst for change. QIPs are publicly available and submitted to Ontario Health annually by April 1.

Embedding equity dimensions and EDI principles into the QIP is crucial to reflect our commitment to equity in organizational practices. We aim to create a culture of continuous improvement that meets the needs of individuals within our organization and the communities we serve.

For our 2024-25 QIP, we have prioritized the expansion of our CARE Data into our ambulatory clinics. This will provide a foundation for the necessary data to measure and evaluate future health equity improvements.

**PHOTO** *MIMOSA Pro is an imaging device being studied at HHS to better identify early signs of pressure injuries, with a focus on people with darker skin pigmentation.*





# Pat Mandy Inclusion Award

Since 2010, HHS has honoured the Pat Mandy Inclusion Award, named after Pat Mandy, a member of Mississaugas of the Credit First Nation and former HHS vice president known for her commitment to inclusive care. The award acknowledges members of the HHS team who embody equity, diversity, and inclusion principles and serve as role models of our organizational values.

Stephanie Tibelius, a registered dietitian at McMaster Children's Hospital, was the recipient of the 2023 Pat Mandy Inclusion Award in recognition of work in addressing food insecurity through activities such as tailored education and her advocacy for eliminating barriers to access of the MCH Food Pantry for all patients and families.



Stephanie was presented with a wolf sculpture carved in stone by Indigenous artist "Bud" Roger D. Henry of the Onondaga Nation/Wolf Clan/Six Nations of the Grand River.



*"HHS is a big organization with lots of people doing incredible things for our community. Being this year's recipient feels motivating."*

- Stephanie Tibelius

# Leaders of Tomorrow Scholarship and Bursary Awards

Each year, HHS awards scholarships to 20 children of HHS staff and physicians as part of our commitment to fostering the next generation of leaders. In 2023-24 we integrated EDI principles into the scholarship and expanded criteria to include bursaries to ensure access for all. The bursary provides financial support to those who stand to benefit the most.

- › The bursary is based on financial need, while the scholarship is awarded for academic merit
- › Annually, 10 scholarships of \$1000 and 10 bursaries of \$1000 are awarded
- › Application forms include questions on race, ethnicity, language, and gender to ensure equity and inclusivity

Learn more about HHS' [Leaders of Tomorrow Scholarship Awards and Bursary](#) program.

PHOTO *The 2024 Leaders of Tomorrow Scholarship and Bursary Awards recipients.*



# Health Professional Bursary Awards

The Health Professional Bursary Awards provide annual funding for HHS' health-care professionals pursuing degrees in their field. The bursary aims to provide resources to staff and physicians, fostering career development, retention, and a sense of belonging.

In collaboration with HHS' Interprofessional Development team, the HHS Foundation, and the HHS Volunteer Association, we revised the application process to support accessibility for equity-deserving staff. These changes included:

**Revising evaluation** criteria with an EDI focus, such as prioritizing meaningful contributions over formal positions and considering years of experience

**Increasing transparency** by releasing the scoring rubric

**Providing accessibility** support for applicants as needed

*"It is fundamental to make sure everyone has the proper resources and opportunities they need to succeed." - Nick Morrison*



**Implementing a “second look”** process to review and discuss equity considerations in scoring each applicant

PHOTO Brittany Jerry, Tony Levere, Tonia Petti, Spencer Sawyer, Anna Ifeonu and Angela Porch. Not pictured are Christine Penny and Kirsten Forster

# Board and Executive Leadership Training

Leaders have a significant influence on organizational and team cultures. In 2023-24, we conducted several training sessions with our Board of Directors and Executive Leadership Team. These sessions aim to equip leaders with the knowledge and resources to lead equitably and inclusively, fostering a culture where everyone feels valued and respected.

## **Achieved a 100% initial EDI training completion rate for the Board and Executive Leadership Team, including:**

- Completion of the Intercultural Development Inventory (IDI assessment, a widely recognized tool for building cultural competence)
- Participation in Culturally Adaptive Leader (CAL) one-to-one coaching, providing additional context and deeper discussion on how cultural competency impacts and informs how we work with one another and provide care
- Creation of personalized development plans to support ongoing learning and personal growth

## **Completion of Indigenous cultural awareness training by the Executive Leadership Team, leading to a deeper understanding of:**

- How history impacts Indigenous Peoples and current Indigenous issues impact Indigenous communities
- What Indigenous self-government and sovereignty truly means
- The constitutional, political and legal context of Indigenous issues, and learning how Indigenous and Western World views impact decision-making

# Learning Sessions

Advancing EDI at HHS requires everyone's participation. We offer organization-wide EDI learning opportunities and events for leaders, staff, and physicians to improve their understanding of EDI principles and their role in creating an inclusive workplace.

## Key achievements:

- › A Violence and Harassment eLearning module is available in HHS' Learning Management System, with annual renewal required by all staff and physicians
- › Creation of the EDI Plan Guide as a toolkit for everyone at HHS, serving as a practical resource to help the workforce integrate EDI into their daily work
- › A Gender Equity eLearning module was launched for physician leaders and HHS staff involved in managing claims of discrimination, including several reflective exercises and concrete tools to address biases and prevent inequities in the workplace

The EDI and Human Rights and Inclusion teams offer various forms of learning opportunities throughout the year. These include lunch and learns open to all staff, leader-focused opportunities, and engaging guest speakers on a variety of topics during Ethics and Diversity Grand Rounds. The team continues

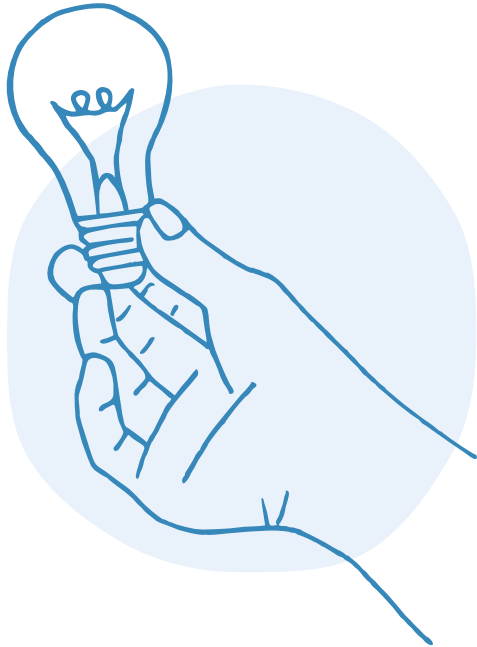
to facilitate courses through the Centre for People Development, such as Two-Spirit and LGBTQIA+ Positive Space Training and Unconscious Bias and Microaggressions training. Customized trainings as requested in 2023 were provided to the HHS Volunteer Association and the Department of Medicine leaders.

We continue to develop an internal EDI curriculum for all staff, physicians and leaders, including an implementation plan.



# Leadership Competency Framework

As part of our Year 1 deliverables, we aimed to co-design and develop an EDI leadership competency framework. Defining EDI leadership competencies is crucial in shaping leadership education, development, and evaluation. In 2023-24 we took a strategic pause to review our organizational leadership competencies more broadly, ensuring that all HHS leaders possess the necessary skills to navigate our complex health-care system. Our work on EDI competencies will align with this broader project and will extend beyond 2023-24.



# Policy Review

A policy review and prioritization with the assistance of consulting firm Hicks Morley was completed with a mandate to eliminate biases and barriers and align our policies with the principles of EDI. Our efforts included:

**Reviewing 223 HHS policies** for EDI alignment and compliance with human rights laws

**Developing a policy checklist** to help policyholders implement changes based on our findings

**Implementation of a framework** for prioritizing changes and consultations

## Anti-Racism Policy

In June 2023, we introduced HHS' first Anti-Racism Policy, along with the revised Workplace Violence and Workplace Harassment and Discrimination protocols to foster inclusivity.

Throughout 2023, we:

- › In conjunction with the Workplace Investigations team, conducted 17 leader training sessions to introduce the Anti-Racism Policy and revised protocols
- › Achieved a completion rate of 100% of physician leaders and 94% of operational leaders training

We have developed a follow-up anti-racism education micro-session for leaders to provide context to the new policy and ensure they understand their responsibilities and receive implementation support, which will be available in summer 2024.

## Value-based Procurement Policies

Hamilton Health Sciences' procurement process has been updated to include language related to EDI and sustainability principles in the Request for Proposal (RFP) scoring. Additionally, we continue to strengthen our Indigenous relations through the efforts listed below.

- › In 2023, HHS became a member of Canadian Council for Aboriginal Business (CCAB), fostering connections between Indigenous and non-Indigenous peoples, businesses and communities
- › Through this partnership, we gain access to diverse programming, tools, training, networking opportunities, awards and events that connect us to Indigenous businesses and corporate Canada
- › This collaboration helps us to share procurement opportunities and conduct tailored searches for specific requirements

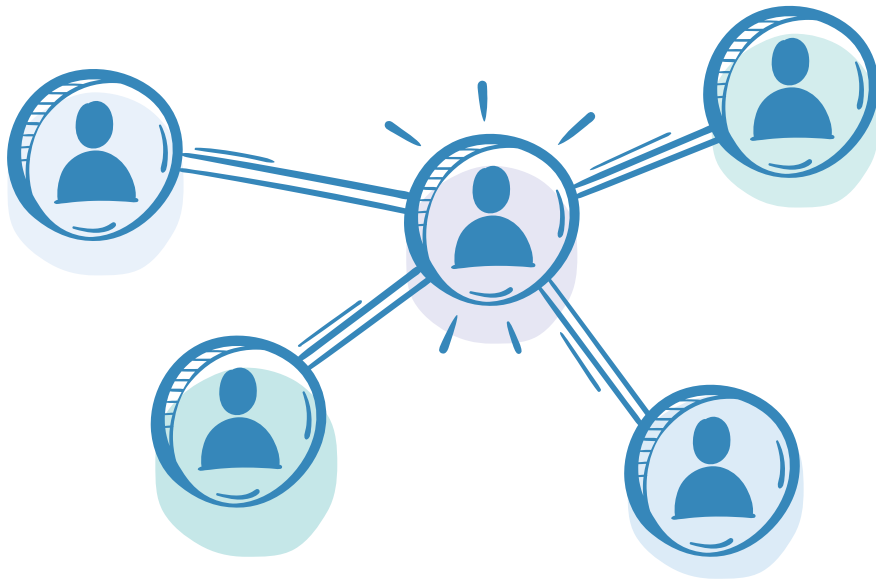
Currently, procurement policy revisions are in progress to include communication strategies that are aligned with the broader EDI Plan.

# EDI Governance

In December 2023, an EDI Governance structure was established as part of the EDI Plan, created to bring together all of our EDI efforts organization-wide. The structure provides a framework and rules for decision-making, accountability, and determining workflow processes and responsibilities. It also ensures alignment with relevant corporate projects, transformation initiatives and other existing work in the organization.

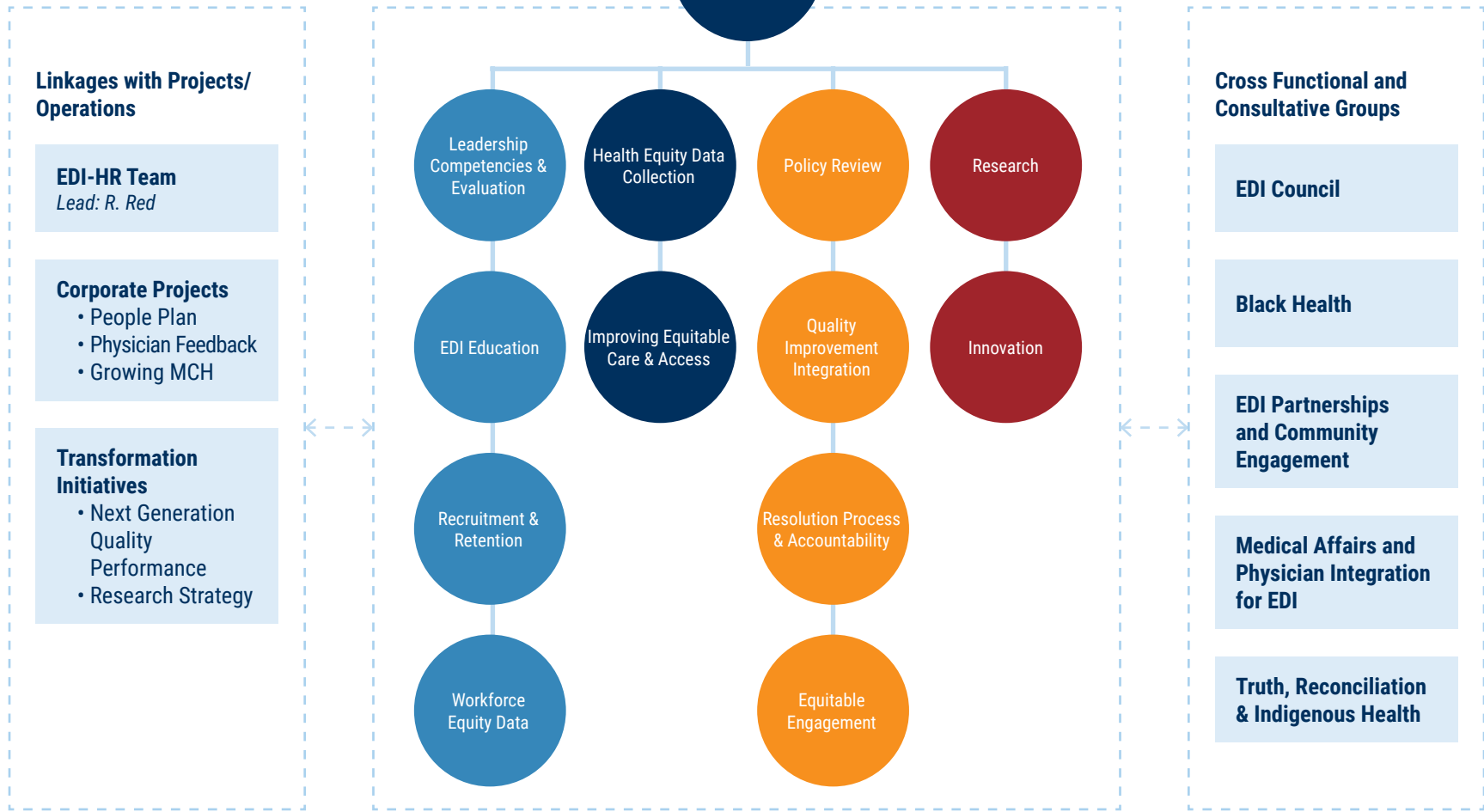
The governance structure:

- › Informs, evaluates, tracks, and monitors progress and accountability on EDI objectives
- › Ensures working group leads update the EDI Steering Committee on initiative/project progress
- › Directs the working groups of the structure to execute project plans
- › Forms consultative groups to support the integration of staff, physicians, residents, volunteers and community engagement within the working group deliverables





Working groups supporting EDI Plan deliverables and objectives aligned with HHS' strategic pillars. Each working group will be co-led by EDI-Human Rights team member and MRP.



# EDI Steering Committee

The EDI Steering Committee oversees the integration of EDI efforts across our organization. It will inform the creation of appropriate working groups while providing strategic direction and accountability for implementing the EDI Plan. The committee will:

- › Take an organization-wide approach guided by the four strategic pillars
- › Act as an accountability forum for EDI Plan deliverables and determine workflow processes and responsibilities
- › Report to and advise the President's team (senior executive)
- › Consult with working group leads to inform projects and initiatives
- › Ensure alignment with other existing work in the organization



# EDI Champions

EDI Champions are members of the HHS workforce interested in cultivating an environment that embraces EDI principles at HHS. This initiative was launched at McMaster Children's Hospital in 2023. The Champions are vital in various committees, ensuring EDI and health equity are integrated into program development and the Growing MCH transformation project. Led by a Health Equity Specialist, a Community of Practice was formed to support the champions in strengthening their knowledge of EDI and provide a sense of community.

In early 2024, the EDI program was expanded to our corporate EDI governance structure and two EDI Champions were invited to join the EDI Steering Committee. We will use the EDI Champion program to support integration of staff into our EDI working groups.

Roles of EDI Champions include:

- › Providing insights and recommendations for project decision-making
- › Regularly engaging in committee meetings and working groups offer an EDI perspective

- › Collaborating with other EDI champions and project partners to ensure consistency in EDI initiatives
- › Advocating for the needs of equity deserving patients, families, and staff
- › Participating in continuous learning to improve EDI competencies



*“By championing EDI, I have had the chance to effect positive change in small ways, knowing that consistent effort will ultimately yield significant results.” - Ella Orillos*



*“Applying the lens of inclusion allows me to approach my daily work with staff and families from an unbiased perspective, ready to listen and work alongside individuals and families to help address their needs.” - Judi Feaver*

# Embedding EDI in Research, Innovation & Learning

Although there are no specific EDI deliverables for 2023-24, we have made great strides to support advancing EDI within our Research, Innovation and Learning initiatives:

- › Embedding EDI considerations into the new Research Strategic Plan
- › Recruiting researchers using an inclusive, equitable approach
- › Incorporating guidance from diverse communities in research priority setting
- › Aiming for increased diversity and representation of the community within the HHS Research Enterprise
- › In Fall 2023, introduced a role specializing in EDI on the Research and Scientific Committee, Dr. Gita Wahi



We're also working to improve the framework for research projects that benefit equity-deserving groups:

- › Ensuring all internal HHS research funding awards include EDI considerations in the peer review process as of spring 2023
- › Providing additional training and education, including completion of the training of OCAP First Nations Data Governance Principles for Hamilton Integrated Research Ethics Board staff and chairs

**PHOTO** *Dr. Patricia Liaw is a scientist at the Thrombosis & Atherosclerosis Research Institute of HHS and McMaster University.*

# Advancing EDI: Year 2 Deliverables 2024-25

- › Update HHS' performance evaluation template for Executive Leadership Team to include EDI accountabilities
- › 100% of Executive Leadership Team, Directors, Chiefs, and Managers have at least one EDI deliverable in their annual objectives
- › Review HHS' strategic plan, mission, vision and values to ensure the organization's commitment to EDI and its EDI Plan is well represented
- › Establish EDI research and innovation governance structure terms of reference and membership
- › Collect data on innovation initiatives that have an EDI dimension
- › Achieve 75% initial EDI training completion rate for staff/physician leaders
- › Create dashboards for leaders to evaluate and improve health equity data collection efforts
- › Collect data on workforce diversity to address challenges and inequities
- › Initiate annual recruitment campaign to expand representation of equity-deserving groups on patient and family advisory committees
- › Establish an equitable peer review criteria for research grants, stipends and awards
- › Co-design an issue resolution process

If you have questions or comments about our EDI Plan, would like to share your lived experience, or require a printed copy of this report, please email [inclusion@hsc.ca](mailto:inclusion@hsc.ca).

For ongoing updates about EDI at HHS, [visit our website](#).

