PQCHC Equity, Diversity & Inclusion Framework

Creating a Centre and community where everyone feels safe, valued, and a sense of belonging.

PQCHC's Equity, Diversity and Inclusion Framework

Pinecrest-Queensway Community Health Centre is strongly committed to the values of equity, diversity and inclusion and the pursuit of health equity. This commitment and these values are embedded in all levels of the organization and in all aspects of our work.

Vision: Together, we seek to build a safe, just and healthy community for all.

Mission: Pinecrest-Queensway Community Health Centre is an innovative community based, multi-service center. We strive to meet the needs of the diverse communities we serve. We work in partnership with individuals, families and communities to achieve their full potential, paying particular attention to those facing barriers to access, including those who are most vulnerable and at risk.

Approach: We value equity, diversity, caring and inclusion. We accept people without judgement and support them where they are at in their life.

Supporting Plans and Resources

EDI is embedded in all that we do. This Framework was designed to align with, and support, the Centre's work of advancing health equity, diversity and inclusion across the organization and community.

PQCHC's plans and reports that support the Equity, Diversity and Inclusion Framework include:

- 2022-2026 Strategic Plan
- Board Policies and Bylaws
- Client Services Policies
- Human Resources Strategy and Policies
- Learning and Development Framework
- Health Equity Committee Work Plan
- Quality Improvement Framework
- Employee Engagement Committee
- Guarding Minds at Work - Workplace Psychological Health and Safety
- Multi-Year Accessibility Plan

Our Understanding and Application of Key Terms

Culture

"To be a person is to be a cultural being" (Byron Good, 2008). Culture involves a set of values, traditions, communications, and practices that are shared by a group and evolve over time. Cultures might include ethnic, religious and linguistic groups but, more broadly, must be recognized in any collective, including professions (e.g. medical culture) and organizations (e.g. the culture of PQCHC).

Cultural Safety

Cultural safety is a necessary foundation for working with clients as it sets a tone of respect and seeks to redress power imbalances and inequities. Cultural safety builds on knowledge of historical experiences of oppression and marginalization. It gives explicit attention to structural and organizational issues to protect the voice/perspective of clients within their own cultural and community context.

Cultural Competence

Cultural Competence means to know and behave in a way that respects and honours the beliefs of others. It validates equity among all cultural perspectives. It begins with understanding our own world view, building positive attitudes when learning about other cultural world views, and developing skills to facilitate communication and interactions across cultures.

Cultural Humility

A lifelong commitment to self-evaluation to redress power imbalances. To develop and maintain respectful relationships based on mutual trust.

References:
Kassam, A. Mental Health Care with Northern Indigenous Peoples. Health and Health Care in Northern Canada. 2021. Ed. Rebecca Schiff and Helle Møller https://utorontopress.com/9781487521790/health-and-health-care-in-northern-canada/

De Haene, L., & Rousseau, C. (Eds.). (2020). Working with Refugee Families: Trauma and Exile in Family Relationships. Cambridge: Cambridge University Press. doi:10.1017/9781108602105

Keith, L. (n.d.). A journey we walk together: Strengthening Indigenous Cultural Competency In Health Organizations. First Nations Health Managers Association & Canadian Foundation for Healthcare Improvement" https://www.cfhi-fcass.ca/docs/default-source/itr/tools-and-resources/indigenous-cultural-competency-primer-e.pdf

Our Understanding and Application of Key Terms

Health Equity:
Health equity is a concept that arises from the substantial differences experienced in health, in access to health, and in health outcomes as a result of social and structural disadvantage and oppression.

PQCHC is committed to health equity. The Center acknowledges the inextricable link of health equity with social justice and fairness and is committed to advancing health equity and social justice within the community and as a core component of the organization.

Equity:
PQCHC aims to achieve an equity-based approach to its services by adopting and monitoring policies and procedures to ensure equal and equitable access to its services for all employees and community members.

In acknowledging that discrimination exists systemically, PQCHC, as an organization, takes an anti-discrimination approach to its governance, hiring, and service delivery policies and practices. This approach is reflected in PQCHC's commitment to ensure that its mission and operations embrace the entire community by eliminating barriers that prevent equitable participation of employees, volunteers, clients, and community members.

Diversity:
PQCHC defines diversity as the unique differences and similarities that our employees, clients, volunteers, students and communities bring to our environment. It is a variety of characteristics, visible or not, that include, but are not limited to age, culture, religious beliefs, health status, sexual orientation, gender, gender identity, gender expression, race, marital status, family status, and disability

PQCHC recognizes that diversity among our employees, residents of our catchment area, and participants of our programs and services brings cultural, social and economic enrichment to the organization, the community and to the City. It also recognizes that members of diverse groups often encounter barriers to their full participation in society.

Inclusion:
PQCHC defines inclusion as ensuring our programs and services are structured and delivered in ways to ensure that we are respectful of the diversity of our employees and the clients and communities we work with, and that we optimize their participation. This includes paying attention to the timing and physical locations of our services and their level of accessibility and that communications for clients and participants is understandable, respectful and inclusive. We also ensure that our policies, procedures and organizational culture fosters and inclusive environment for employees, students and volunteers.

References:
HR-102: Equity, Diversity and Inclusion, CS-101: Health Equity

Pluralism

Diversity in society is a universal fact; how societies respond to diversity is a choice. Pluralism is a positive response to diversity. Pluralism involves taking decisions and actions, as individuals, [organizations], and societies, which are grounded in respect for diversity (Global Centre for Plualism: https://youtu.be/Aizge5qq5D4?list=TLGG1_WmrJMVEyUwNDExMjAyMg)

Pluralism embraces differences as a source of growth and opportunity. It holds space for competing values and balance such that the community attains a sense of belonging. Pluralism serves as a foundation for inclusion, to actively counter oppressive, racist, and colonial structures in order to reach health equity. Pluralism is EDI in action and the approach PQCHC has embraced for this work.

EDI Commitments and Areas of Focus

Enhance Organizational & Leadership Capacity

- Board composition, training, & accountability
- Human Resources Strategy
- Organizational policies and procedures
- Leadership training and support
- Organizational Cultural Competence Assessment

Foster Inclusive, Welcoming, Competent Teams

- Employee Health Equity Committee
- Employee Self-Identification Survey
- Workplace Psychological Health and Safety
- Training, information and resource sharing
- Celebration of diversity

Embed EDI into all Programs & Services

- Collection of sociodemographic data
- Evidence-informed programs and services
- Universal and population-specific programming and services
- Community partnerships and support
- Welcoming, safe, accessible and respectful spaces

Enhance Organizational & Leadership Capacity

Areas of Focus	Key Activities	Leads	Outputs/Outcomes
Board composition, training, & accountability	• Board Matrix to ensure governance reflects diversity of community and skills • Alliance for Healthier Communities Advocacy Group • Board training on Health Equity and Cultural Safety • Executive Limitations report including update on Health Equity	Board CEO Directors	Annual update and review of Matrix # Advocacy campaigns / support # Trainings Annual EL report
Human Resources Strategy	• EDI at Centre of HR Strategy • Creative, intentional outreach and recruitment • Implicit Bias Training	Human Resources	% of candidates rating selection process as inclusive and sensitive to EDI ↑ applicants and successful job candidates from diverse sources Employees and volunteers, at all levels, are representative of communities we serve
Organizational policies and procedures	• Human Resources policies • Client Services policies • Policy review with Health Equity Lens	Human Resources	# of policies reviewed and updated
Leadership training and support	• Leadership training and coaching • Leadership package/orientation	Human Resources Directors	# of trainings Updated leadership handbook
Organizational Cultural Competence Assessment	• Develop measures and tools to assess employee's knowledge, skills and attitudes and changes as a result of trainings/resources/workshops etc. • Develop standardized client assessment/feedback measure on equity, diversity and inclusion	Health Equity Committee	Baseline assessment of cultural competence Change over time in key measures

Foster Inclusive, Welcoming, Competent Teams

Areas of Focus	Key Activities	Leads	Outputs/Outcomes
Employee Health Equity Committee	• Develop annual training plan with 4 trainings/year (in support of PQ's Learning and Development Framework) • Support team activities to recognize and celebrate important dates/holidays (Orange Shirt Day, Pride, Eid, etc.)	Health Equity Committee	Work plan #of trainings per year Summary of activities and highlights
Employee Self-Identification Survey	• Review of best practices and tools to collect information (e.g. City of Ottawa's *Count Me In* survey) • Develop PQ survey and baseline measures and set future targets	Health Equity Committee Human Resources	Baseline employee information Improvements in key measures
Guarding Minds at Work & Workplace Psychological Health and Safety	• Annual assessment of employee engagement and psychological health and safety – key questions on discrimination, inclusion • Support Employee Engagement Committee and teams to develop plans to enhance psychological health and safety	Employee Engagement Committee Human Resources	Improvement across key measures (priority factors and measures re: discrimination, respect, belonging)
Information and resource sharing, and celebration of diversity	• Monthly newsletter articles • All PQ emails and information sharing • Workshops	Health Equity Committee All	# of articles # of workshops Tied to measure on cultural competence

Embed EDI into all Programs & Services

Areas of Focus	Key Activities	Leads	Outputs/Outcomes
Collection of sociodemographic data	• Strengthen collection of client sociodemographic data / completion and updating of this information (key focus for both the QIP and cQIP) • Training and support for those collecting and using this information	Departmental Leads	Standardized questions Data completion rates
Evidence-informed program and services (data, research, feedback)	• Ongoing assessment, evaluation and revision of programs to align with research, best practices, feedback and community needs • Measure client outcomes and program impact on addressing inequities	Management Program Leads	# of new / improved programs and services Changes and improvements summaries
Universal and population-specific programming and services	• Delivery of both universal and population-specific programming to address needs and inequities (e.g. Somali Youth Support Project, Together We Can Mentorship Program)	Management Program Leads	Program reports and evaluations
Community partnerships and support	• Work with community partners around advocacy and system level issues (United For All, It Starts with Home, Alliance for Healthier Communities)	Board Directors Management	# of partnerships Tracking of partnership activities
Welcoming, safe, accessible and respectful spaces (physical and virtual)	• Assess and adapt physical and virtual spaces to ensure they are welcoming, safe and respectful for all (posters/images, "ground rules", accessibility – hours, location, communications)	All	Changes and improvement summaries

Accountability

Compliance	Responsibility	Tool / Report/Procedure
Health Equity Policy: annual report to the Board through the Chief Executive Officer's Executive Limitations Report. This includes a review and summary of compliance with the policy.	CEO	Executive Limitations Report
Regular review (minimum of every 4 years, but as needed) of policies and procedures to ensure consistency with Health Equity Policy.	Board of Directors, CEO, Program Directors and Managers	Accreditation
Board recruitment process alignment with the policy.	Board of Directors	Board Skills Matrix
Inclusion of health equity principles in human resources practices.	Program Directors and Managers	HR Strategy
Programs regularly review their service delivery models to ensure they are: • Accessible • Culturally appropriate • Sensitive to race, cultural, age, disability and gender differences • Free from prejudice, bias and discrimination • Proactively involving members of the community in the process of social change through education • Building on strong reciprocal links with other community groups providing culturally and/or racially specific services and/or working on the issues of racism, homophobia, transphobia or other issues of diversity and inclusion • Advocating with culturally and racially diverse people to remove barriers preventing their full participation in Canadian society.	Leadership Team	Operational Plans Management Reporting Template
Monitoring of feedback received from clients through client experience surveys, and taking action at program, policy, and advocacy levels as needed.	Program Directors and Program Managers	Complaint/Feedback Tracking Tool Executive Limitations Report
Monitoring and responding to changing community and client demographics as a component of strategic planning.	Board of Directors	Strategic Plan Needs / SWOT Assessments
Regular meetings of the Health Equity Committee to support the implementation of the Health Equity Policy, and to monitor and identify barriers to health equity and recommend solutions.	Chair of the Health Equity Committee	Committee Work Plan Meeting Minutes

Appendix A: 2021-2022 Trainings

Trainings/Workshops/ Presentations - 2021	Date	Reach
Black History Month with Jamaal the Poet - Anti racism slam poetry	Feb 3	100
Health Equity with Karima	May 1	106
PQ Panel on COVID & Vaccines	May 20	85
Indigenous Perspectives: Inuit Culture and Experience from a Health Equity Lens - workshop with Stranger	Jun 3	90
Implicit Bias Training – HR Recruitment	Jun 21	40
Q&A with Chris Church - The Grizzlies Movie	Sept 29	70
Orange Shirt Day & National Day for Truth and Reconciliation	Sept 30	95
Anti-Bullying Presentation	Oct 14	90
Health Equity Across the Lifespan Panel	Oct 28	75
Trainings/Workshops/ Presentations - 2022	**Date**	**Reach**
Anti-Black Racism, Black Wellness and the ACMP with Sarah George	Feb 17	100
Relational Tensions: Fragility & Allyship with Dr. Joseph Smith	Feb 23	75
Refugee Mental Health with Dr. Azaad Kassam	May 11	37
Introduction to 2SLGBTQ+ Training with Fae Johnstone and Wisdom2Action	Jun 9	97

Appendix B: 2021-2022 Newsletter Articles

Month	Article
Jan	COVID-19 Community Outreach
Feb	Pink Shirt Day & Keys to Wellness & Recovery
Mar	International Transgender Day of Visibility (TDoV)
Apr	Diversity Month – HR
May	Mental Health Month – Moments Matter
Jun	PRIDE –Tips for Providing Affirming Care in a Welcoming Environment
Jul	Health Equity – Let's Talk about Accessibility
Aug	Developing and Expanding our HR Equity, Diversity and Inclusion (EDI) Strategy
Sept	What Got Us Here – A Personal Reflection for Orange Shirt Day & Orange Shirt Across the Centre
Oct	Bullying Awareness and Prevention
Nov	Remembrance Day from a Health Equity Perspective
Jan	Celebrating our Diverse Cultures and Traditions - Eastern Orthodox Christmas
Feb	Celebrating Black History Month & Pink Shirt Day Recap
Mar	Beyond International Women's Day: Let's #Breakthebias at Pinecrest-Queensway Every Day!
Apr	Celebrating Ramadan and Eid & World Autism Awareness Month
May	Refugee Mental Health Lunch and Learn Recap
Jun	Celebrating Pride in June and Beyond & National Indigenous History Month
July	First Words Special Project in Partnership with Tungasuvvingat Inuit Ottawa & CHCs at the Capital Pride Parade