



Creating a safe, healthy and inclusive environment through

Diversity & Inclusion

2020-2023 Work Plan

Setting the foundation for Covenant Health to be a recognized leader of diversity and inclusion

Catholic healthcare has a long tradition in providing quality, compassionate care to all individuals. Respect for the intrinsic dignity of every human being is a foundational belief of Catholic healthcare, and it informs our vision of how we view and interact with other people, including those we serve and with whom we work.

Celebration and respect for diversity is not optional – it is at the core of our Catholic identity. Our Diversity and Inclusion Framework builds upon Covenant Health's commitment to serving people of all faiths, cultures and circumstances, according to our values.

Given the increasingly diverse populations we serve, increased sensitivity to the unique needs and perspectives of persons is essential if Covenant Health is to be recognized as a provider of compassionate, holistic care.

This commitment to diversity and to inclusive practices extends to our staff, physicians and volunteers, who equally represent a rich mosaic of individuals with unique perspectives, experiences and backgrounds. An inclusive workplace culture, in which workplace diversity is promoted and all members are valued and recognized, will further enable the organization to achieve its goals and objectives.



Patrick Dumelie
CEO



Our commitment

We will honour the different cultures, traditions, faiths and beliefs of those we serve, and promote inclusive practices.

This commitment to diversity and inclusion extends to our staff, physicians and volunteers, who equally represent a rich mosaic of cultures and backgrounds.

The following work plan describes key strategy outcomes and deliverables to continually deepen this commitment to diversity and inclusion. It identifies objectives and initiatives under four headings:

1. Support those we serve	3
2. Support our teams	5
3. Strengthen and expand community partnerships	9
4. Commit to Indigenous health and awareness	11

The intrinsic dignity and incalculable worth of every human being is a foundational belief of Catholic healthcare. It informs our vision of how we view and interact with other people, regardless of their circumstances. This belief reminds us that every human encounter is a moral encounter, challenging the assumptions and judgments we may have unconsciously adopted that preclude us seeing the person before us in the entirety of their being. Where differences exist, the risk of misunderstanding is even more likely and can negatively impact health outcomes. As a Catholic healthcare organization, we are compelled to identify and address any systemic discriminatory practices that may conflict with our fundamental values.

Diversity and inclusion are at the heart of Catholic healthcare. In fact, Catholic healthcare has a long tradition in providing quality, compassionate care to all individuals. This is reflected in Covenant Health's commitment to serving people of all faiths, cultures and circumstances, according to our values. This commitment to respecting diversity and ensuring inclusive practices also extends to our staff, physicians and volunteers, who equally represent a rich mosaic of cultures and backgrounds.

Support those we serve

Goals, objectives & actions

Goals

- Grow and preserve environments that are safe, inclusive, comforting and welcoming
- Provide respectful, sensitive care and healing that meets the needs of our patients, residents and families

Objectives

Expand patient/resident-centred and directed routines and services already implemented at Covenant Health

Actions

- Identify gaps, such as culturally specific foods, and expand offerings from Covenant Cuisine to address patient/resident dietary needs and preferences
- Identify and translate documents to expand the cadre of health materials available for use by patients/residents and their families
- Identify and implement patient/resident routines – such as wake up and bedtimes, which could benefit from flexibility based on patient/resident preference and comfort

Create a diversity and inclusion consult service that incorporates shared humanity philosophy

- Build a consult service that supplements current ethics and Human Resources (HR) support services
- Identify processes to access the consults and build tools to support teams
- Identify trends and gaps tracked from consults and build education tools and other ancillaries to address needs

Improve facility access and integrate inclusivity

- Inspect and repair wheelchair ramps
- Identify and implement supports needed for sight- and hearing-impaired patient access
- Develop a Covenant Health best practice guide for inclusive washrooms and implement appropriate fittings
- Identify wayfinding needs and incorporate appropriate tools

Conduct surveys that address various elements from patient, resident and visitor experiences

- Conduct an assessment and document the inventory of existing Covenant-wide surveys that address various elements of patient, resident and visitor experiences, and find ways to integrate and streamline where appropriate

Expand awareness, increase usage and develop interpretive services program

- Develop interpretive services presentations and offer as continuing education for access by staff
- Develop and incorporate mock scenarios and other exercises as adjuncts to continuing education presentations
- Write short articles and “did you know” notices for seeding within existing Covenant Health communication tools
- Create user survey to establish needs, identify improvement opportunities and/or need for further supports

Expand awareness and incorporate inclusive practices within spiritual care

- Establish guidelines for staff and chaplains to facilitate access to spiritual/religious rites, including rituals and access to reflection rooms
- Identify, source and facilitate access to cultural, religious and spiritual experiences for patients/residents, in collaboration with community groups
- Identify topic areas and develop workshops to integrate spiritual care competencies into practice
- Engage and invite further participation by traditional healers in spiritual care services and events, where appropriate

Support our teams

Goals, objectives & actions

Goals

- Achieve and maintain a workforce, leadership team and Board of Directors that reflects the diversity of the communities that we serve
- Hold leaders and teams accountable to act in accordance with *Our Commitment to Ethical Integrity* document
- Increase awareness to cultivate a feeling of inclusion for all of our workforce
- Strive towards a psychologically safe workplace for everyone

Objectives	Actions
Adopt diversity and inclusion principles within Board of Directors milieu	<ul style="list-style-type: none">• Review Board of Director policies regarding Board composition and skills matrix to ensure diverse community representation• Identify strategies to diversify future appointments to the Board
Measure success of diversity and inclusion programs	<ul style="list-style-type: none">• Design and implement a regularly scheduled diversity and inclusion survey tool• Compare outcomes to similar coded questions within the 2016 baseline survey• Analyze results and develop report to utilize as part of diversity and inclusion annual reporting• Identify areas for improvement and celebrate successes
Refine reporting and investigation processes	<ul style="list-style-type: none">• Provide ongoing education and support for leaders to ensure confidential, fair, timely and respectful follow-up to concerns brought forward with respect to discrimination, bullying etc.• Provide ongoing education and support for team members to report concerns or complaints – without fear of retribution – regarding discrimination, bullying and harassment

Implement comprehensive Indigenous education	<ul style="list-style-type: none"> • Encourage staff to complete the Indigenous Peoples in Alberta: Introduction module through various Covenant Health communication tools • Require all areas to include the Indigenous Peoples in Alberta: Introduction module as part of new employee orientation by July 2020 • Authorize, where practical, time for staff to complete any of the additional Indigenous Awareness and Sensitivity modules
Improve currently offered diversity and inclusion education	<ul style="list-style-type: none"> • Redevelop the online diversity and inclusion module and include as part of essential education using realistic scenarios with a focus on empathy, awareness and supports
Expand educational support services to include in-person offerings	<ul style="list-style-type: none"> • Offer in-person multicultural retreats for teams or staff members to participate in as groups
Ensure individuals are equipped with necessary skills to access resources	<ul style="list-style-type: none"> • Promote the Computer Basics classes offered by Learning and Development for staff who may be unfamiliar or uncomfortable with basic computer use
Improve facility access and integrate inclusive fittings	<ul style="list-style-type: none"> • Inspect and repair wheelchair ramps • Identify and implement supports needed for sight- and hearing-impaired staff access • Develop a Covenant Health best practice guide for inclusive washrooms and implement appropriate fitting • Identify wayfinding needs and incorporate appropriate tools
Develop a commons, including resources and tools for individuals and teams	<ul style="list-style-type: none"> • Identify and/or develop consistent branding for all documents and communications • Build a diversity and inclusion website/webpage for staff access • Source education and other resources including toolkits • Identify gaps and build tools as needed

Expand current psychologically safety initiatives

- Create cultural competency workshops and source other similar resources for leaders and teams
- Review current processes for leaders to address reports of harassment, racism or discrimination and identify gaps
- Target communication and develop tools with a focus on promoting awareness of issues and their impact, identify empathy as a model behaviour and clarify behaviours that will not be tolerated
- Promote the *Our Commitment to Ethical Integrity* document as an ongoing engagement and learning tool for leaders, and create case studies to augment its use
- Revise corporate orientation to include diversity and inclusion principles to set the tone for new employees
- Promote awareness of Covenant Health's Just Workplace Framework
- Promote the OHSW Incident and Reporting Line 1.855.342.8070
- Promote the Workplace Abuse and Harassment Workshop (one hour) for teams currently available through site safety advisors

Enhance diversity and inclusion knowledge within Critical Incident Stress Management (CISM) teams

- Identify diversity and inclusion education as well as other resources for CISM team members
- Promote awareness of CISM to teams

Promote awareness of the Mental Health First Aid programs

- Review frequency and utilization of the Mental Health First Aid and Aware course to assess for optimal access and attendance
 - Develop communications to encourage leaders to support staff members in attending Mental Health First Aid courses
-

Normalize cultural diversity through education and celebration

- Review traditionally recognized holidays within all Covenant Health virtual spaces and amend to include diverse holidays and events
- Identify feasibility of an online version of a multi-faith calendar and/or advertise availability of currently accessible calendar
- Schedule a regular review of stock photography available internally to ensure it reflects organizational diversity

Encompass consistent diversity and inclusion language and branding

- Add a diversity and inclusion and equal opportunity statement to the recruitment page to encourage diverse applicants
- Develop key messaging to utilize within all documents and communications
- Utilize social media to convey diversity and inclusion messaging, and monitor media and articles to indicate how Covenant Health is referenced in relation to diversity and inclusion
- Identify visual branding to support easy recognition of diversity and inclusion key messaging

Adopt diversity and inclusion best practices to support recruitment

- Review best practice to identify effective ways to attract and recruit diverse staff
- Review recruitment processes to identify gaps in accessibility for all potential applicants
- Work with HR and Communications to attract diverse applicants

Utilize data analytics to support strategy

- Identify potential tools to collect data on staff diversity and inclusion attributes
 - Analyze data, including staff turnover rates, to identify potential improvements to programs and practice
 - Utilize data analytics to identify gaps and demonstrate progress on diversity and inclusion related initiatives
 - Promote utilization and gather data from exit interview tools
-

Strengthen & expand community partnerships

Goals, objectives & actions

Goals

- Foster recognition in the community as an organization that is dedicated to a diverse and inclusive environment
- Grow and sustain partnerships and engage with community partners and advocacy groups and families
- Maintain representation of the community on the Covenant Health Diversity and Inclusion Council

Objectives

Enlist partners and community groups in addressing issues and to promote diverse and inclusive environments

Actions

- Consult with community groups to identify concerns and enlist support in advocating for broad change
- Demonstrate diverse participation by community partners in the Covenant Health Diversity and Inclusion Council
- Maintain ongoing partnerships and engagement with community partners and advocacy groups through regular communications and feedback
- Work with community groups, including LGBTQ groups, to develop awareness and sensitivity training modules

Communicate key messages and successes within the community

- Submit evidence annually to Canada's Best Diversity Employers
 - Review external website to ensure prominence of diversity and inclusion principles
 - Enlist participation from community partners to help with dissemination of opportunities and key messages
 - Identify opportunities and develop messaging to promote Covenant Health's role in advocating for diverse and inclusive environments
-

Commit to Indigenous health and awareness

Goals, objectives & actions

Goals

- Establish positive connections to Indigenous communities
- Recognize and embrace traditional Indigenous healing practices
- Develop cultural awareness and intelligence of our teams relating to Indigenous peoples

Objectives

Increase understanding of Indigenous practices such as healing within spiritual care

Actions

- Establish criteria and/or guidance for staff and chaplains to facilitate access to spiritual/religious rites including rituals and access to reflection rooms
- Identify, source and facilitate access to cultural, religious and spiritually meaningful experiences for patients/residents in collaboration with community groups
- Identify topic areas and develop workshops to support integration of spiritual care competencies into practice
- Engage and invite further participation by traditional healers in spiritual care services and events, where appropriate
- Include consultation with local Indigenous communities for all chapel builds and renovations
- Explore opportunities to connect with Indigenous groups
- Engage and request access to developed resources from community affiliates

Implement comprehensive Indigenous education

- Encourage staff and facilitate access to complete the Indigenous Peoples in Alberta: Introduction module
- Require all areas to include the Indigenous Peoples in Alberta: Introduction module as part of new employee orientation by July 2020
- Authorize, where practical, time for staff to complete any of the additional Indigenous Awareness and Sensitivity modules

Engage with Indigenous communities

- Develop a plan, in consultation with interested constituents, to develop relationships with Indigenous elders and communities
-



Accountability & evaluation

The work plan will provide an added level of accountability, in alignment with the overall priorities of the organization and honouring the patient and resident experience. It will also strengthen our accountability to the Board and sponsor in relation to our strategic directions.

The overall success of the Diversity and Inclusion Work Plan will be evaluated against the mission, vision, values, ethical traditions and strategic directions of the organization.



Covenant
Health