



Lakeridge  
Health  
2023-2026

# I Belong

Lakeridge Health's  
Inclusion, Diversity,  
Equity, Accessibility,  
and Anti-Racism (IDEAA)

**Multi-Year  
Action Plan**

## Expressions of Gratitude

### LAND ACKNOWLEDGEMENT

We respectfully acknowledge that the Central East Region is located on Treaty 20 Michi Saagiig Territory, collectively known as the Williams Treaties First Nations; which includes Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations. Our work on these lands acknowledges their resilience and their longstanding contributions to the Central East area.

We offer our gratitude to the Indigenous peoples for their care and teachings about our relationship to Mother Earth and all living things; that we may foster these healthy teachings and relationships in the Journey of Indigenous and non-Indigenous patients.

We also acknowledge and support the Truth and Reconciliation Commission's 94 Calls to Action to advance Canada through the process of reconciliation with First Nation, Inuit, Métis, and urban Indigenous Peoples. The "Health" section of the Call to Action envisions improving health outcomes for Indigenous Peoples in Canada. May the partnerships with First Nation, Inuit, Métis, and urban Indigenous communities help us work together to provide the best health system for all.

### RECOGNITION OF LABOUR

We respectfully acknowledge our debt to the enslaved people, primarily of African descent, whose labour contributes to the health and well-being of our collective community.

We recognize the immigrant and Canadian-born workers of African, Asian, and Central and South American descent whose labour contributes to the health and well-being of our collective community.

### EQUITY AND ANTI-OPPRESSION

Lakeridge Health is committed to actively working towards a more equitable, diverse, compassionate, and inclusive workplace by recognizing diversity is all-encompassing, and not limited to race, gender, identity, religion, culture, ethnicity, skills, experience, income, sexual orientation, ability, age, nationality, or people living with different abilities.

### OUR COMMUNITY

Lakeridge Health sincerely thanks all staff, physicians, volunteers, patients, partners, and community members who dedicated time and effort to developing this plan. By embarking on this journey to integrate IDEAA in the DNA of the organization, we are fostering a culture where we can all feel a sense of belonging and value.

# Our Message

The COVID-19 pandemic, police violence, anti-Asian hate, the “Me Too” movement, and Indigenous activism, left many in 2020 thinking more deeply about how racism and all forms of discrimination intersect with health and well-being. More importantly, how do we in health care respond?

At Lakeridge Health, we made a commitment to accelerate our inclusion, diversity, equity, accessibility, and anti-racism (IDEAA) efforts in order to promote an equitable environment for all.

Since then, we’ve made great strides in this work – putting initiatives in place to address system inequities identified by our teams and surveying our communities to help inform our Board of Trustees.

But we’re still only at the beginning of this journey.

As an organization that serves the diverse communities of Durham Region with more than 8,700 staff, physicians, and volunteers, we have a social responsibility to foster a culture where everyone feels they can work and receive care safely, openly, and honestly. This IDEAA Multi-Year Action Plan builds on our comprehensive engagement and formalizes our commitment to IDEAA across the organization.

Over the next three years, we will set the foundation to embed an IDEAA lens in everything we do. From the moment we begin caring for a patient, resident, or client, or the first day someone joins our team, we want each person to be able to say, “I belong at Lakeridge Health.”

We realize that we will not always get it right and that our path will not always be an easy or straightforward one. But through listening and learning alongside all of you, we believe we can put tangible changes in place and develop measurable solutions that will make a real difference to those who look to us for care, as well as those who provide it.



**Cordelia Clarke Julien**  
Chair, Board of Trustees



**Cynthia Davis**  
President and  
Chief Executive Officer



**Dr. Randy Wax**  
Chief of Staff

# Introduction

Serving individuals, families, and communities across Durham Region, Lakeridge Health recognizes our responsibility to provide compassionate care and believes our people and community are our greatest assets and teachers.

As a result, a three-year IDEAA action plan was developed with a commitment to prioritize the voices of those most impacted by structural inequities. Taking into consideration the historical wrongs that have contributed to poor health outcomes for structurally disadvantaged communities, Lakeridge Health aims to be proactive about preventing future harms.

This plan seeks to acknowledge and validate the experiences of staff, physicians, volunteers, patients, residents, and families by embedding the IDEAA lens into the fabric of our organization.

This living document serves as our working blueprint; a joint effort among our dedicated staff, physicians, volunteers, partners, and the greater community.

There are ample opportunities to share and create awareness across all levels of the organization, as

we shape our culture to live by the IDEAA lens. Creating this new environment will empower us to address system gaps and continue our journey to become a learning organization.

The following visuals highlight our IDEAA trajectory and goals. In the spirit of transparency, we look forward to venturing on this road with intention, purpose, and commitment. Please reach out to us at [inclusion@lh.ca](mailto:inclusion@lh.ca) if you wish to learn more.

**At Lakeridge Health, leadership and accountability for advancing IDEAA resides at all levels throughout our organization. We aim to create a culture of shared responsibility that ensures equity is in the design and resourcing of our programs, services, systems, and processes.**



An inclusive culture lends itself to a state of emotional and physical safety and health. That is why we explicitly pledge to create a workplace and deliver services that enable people to feel comfortable and empowered when they walk through our doors. Belonging is more than feeling welcomed. It requires building strong relationships through action and changes in policy throughout the organization. We encourage a supportive culture that embraces people as they are while meeting them where they are.

# Lakeridge Health's Path To Belonging

This three-year plan is a living document. Lakeridge Health is excited to walk this path alongside our dedicated staff, physicians, volunteers, patients/residents/clients, families, and members of our Durham Region communities.

“A sense of belonging can help to alleviate vulnerability and build trust in health care.”

*Dr. Megha Suri  
Surgeon and President,  
Medical Staff Association*

## Year 1 Strategy and Structure



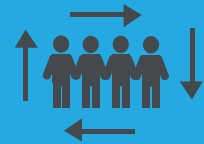
Goals ▶

Develop an infrastructure to advance IDEAA across the organization.

Embed IDEAA into current decision-making and accountability processes.

Shift organizational norms through co-learning sessions and awareness events.

## Year 2 People, Policy, and Process



Goals ▶

Develop and implement a process to include an IDEAA lens in all policies and practices.

Establish and formalize a structure for an IDEAA champions council.

Map people lifecycle to integrate an IDEAA lens.

## Year 3 Reflect and Evaluate



Goals ▶

Evaluate and assess impact to inform the next three years.

Share lessons learned with internal and external stakeholders.

Develop a Lakeridge Health health equity plan.

# Our Promise

Our efforts will only materialize if they have meaning and are driven by leadership at all levels. Our promises to you are aligned with the Strategic Directions that are part of our [Strategic Plan](#).



## Be a Workplace of Choice

Build a representative workforce equipped to proactively promote equity for patients, communities, and team members.



## Improve Population Health

Advocate for structural and social drivers of health equity alongside the communities of Durham Region.



## Commitment to Individual Health Care

Eliminate structural inequities and ultimately improve care for all.



## Create an Integrated System of Care

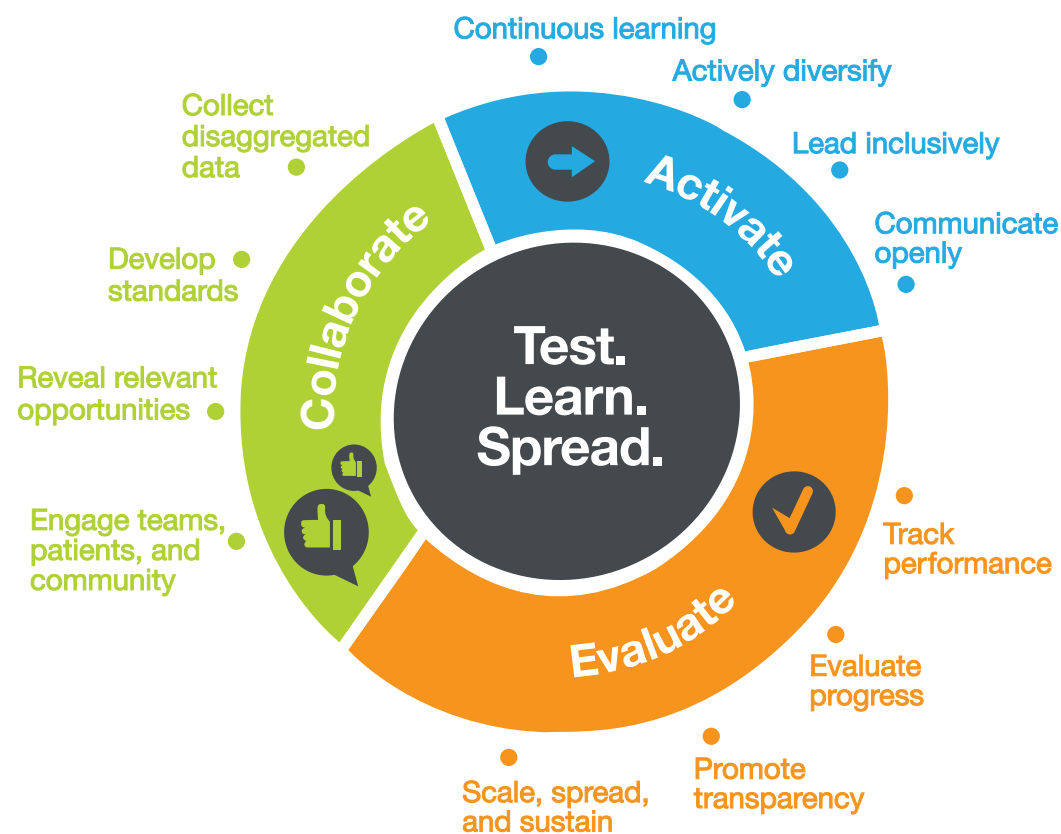
Ensure that health-care services, treatments, and technologies are equitable and accessible to every individual throughout Lakeridge Health and Durham Region.



# Test. Learn. Spread.

At Lakeridge Health, we are creating solutions to help shift mindsets, behaviours, and practices toward a more equitable and inclusive work culture for individuals and teams.

Test. Learn. Spread. ensures IDEAA is aligned with our mission, vision, and values, resulting in improved patient care and experience.



# IDEAA Glossary

**Accessibility:** Using the [Disability Justice](#) lens - this is an ongoing practice that recognizes the inherent worth of every person and sees us as whole beings with differing strengths and needs. Disability Justice challenges the ways we think about, and label, bodies, minds, and senses. Disability Justice works to move away from segregation, isolation, and ableism and move towards accessibility, equity connection, and interdependence.

**Anti-racism:** A systematic method of analysis and a proactive course of action. The approach recognizes the existence of racism, including systemic racism, and actively seeks to identify, reduce, and remove the racially inequitable outcomes and power imbalances between groups and the structures that sustain these inequities.

**Diversity:** The range of visible and invisible qualities, experiences, and identities that shape who we are, how we think, as well as how we engage with and are perceived by the world. These can be along the dimensions of race, ethnicity, gender, gender identity, sexual orientation, socioeconomic status, age, physical or mental abilities, religious or spiritual beliefs, or political ideologies. They can also include differences such as personality, style, capabilities, and thought or perspectives.

**Equity:** Unlike the notion of equality, equity is not about sameness of treatment. It denotes fairness and justice in process and in results. Equitable outcomes often require differential treatment and resource redistribution to achieve a level playing field among all individuals and communities. This requires recognizing and addressing barriers to opportunities for all to thrive in our society.

**Health Disparities:** Differences in health access, experience, or outcomes in a way that is systematic, patterned, and preventable.

**Inclusion:** Recognizes, welcomes, and makes space for diversity. An inclusive organization capitalizes on the diversity of thought, experiences, skills, and talents of all of our staff, physicians, and volunteers.

**Intersectionality:** The ways in which our identities (such as race, gender, class, ability, etc.) intersect to create overlapping and interdependent systems of discrimination or disadvantage. The term was coined by Black feminist legal scholar Dr. Kimberlé Crenshaw and emerged from critical race theory to understand the limitations of “single-issue analysis” in regards to how the law considers both sexism and racism. Intersectionality today is used more broadly to understand the impact of multiple identities to create even greater disadvantage.

(Definitions extracted from [Ontario Health's Equity, Inclusion, Diversity, and Anti-Racism Framework](#))



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