



Lakeridge  
Health  
2024

# I Belong, Too

## A Year in Review:

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

# Our Message.

As we reflect on the first year of our Inclusion, Diversity, Equity, Accessibility, and Anti-Racism (IDEAA) Multi-Year Action Plan, we are filled with a profound sense of pride and purpose. This journey, while still in its early stages, has already begun to transform Lakeridge Health - a system that offers one of the most comprehensive ranges of acute, ambulatory, and long-term care services in Ontario - into a more inclusive, empathetic, and equitable environment for all.

Our commitment to IDEAA is not just about meeting targets or checking boxes; it is about fundamentally changing the way we operate, interact, and care for each other and our patients. Over the past year, we have laid a strong foundation, building the infrastructure necessary to support and sustain this vital work. This includes dedicating resources and delivering comprehensive training programs that have reached leaders and staff across our organisation.

We have seen firsthand the positive impact of these efforts. Stories of inclusion, improved accessibility, and enhanced understanding of diverse perspectives have emerged, reflecting the real change that is taking place within our walls. Our team members (including staff, physicians, and volunteers), patients, residents, clients, and community members are beginning to feel the benefits of a more inclusive and supportive environment, one that respects and celebrates differences.

However, this journey is not without its challenges. We have encountered resistance, resource limitations, and the ongoing need to balance immediate needs with long-term goals. Yet, these challenges have only strengthened our resolve and underscored the importance of IDEAA.

Looking ahead, we are committed to building on this momentum, and we invite each of you to join us in making Lakeridge Health a place to belong.



**Cynthia Davis**

President and  
Chief Executive Officer



**Dr. Randy Wax**

Chief of Staff



**Cordelia Clarke Julien**

Chair, Board of Trustees

COVER PHOTO:

**Marking the 2023 National Day for Truth and Reconciliation/Orange Shirt Day.**

# Our Promise.

To ensure alignment with the broader organisational objectives, “Our Promise In Practice” outlines how our IDEAA Multi-Year Action Plan is 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. This includes intentional recruitment, retention, and development practices that reflect the diversity of the community served.
- Promote supportive workplaces that hold individuals accountable for behaviors that undermine inclusivity and equity.



## Improve Population Health

- Advocate for structural and social drivers of health inequities by partnering with communities in Durham Region to address and mitigate factors contributing to health disparities.
- Eliminate structural inequities by implementing strategies to remove systemic barriers and improve health-care outcomes.



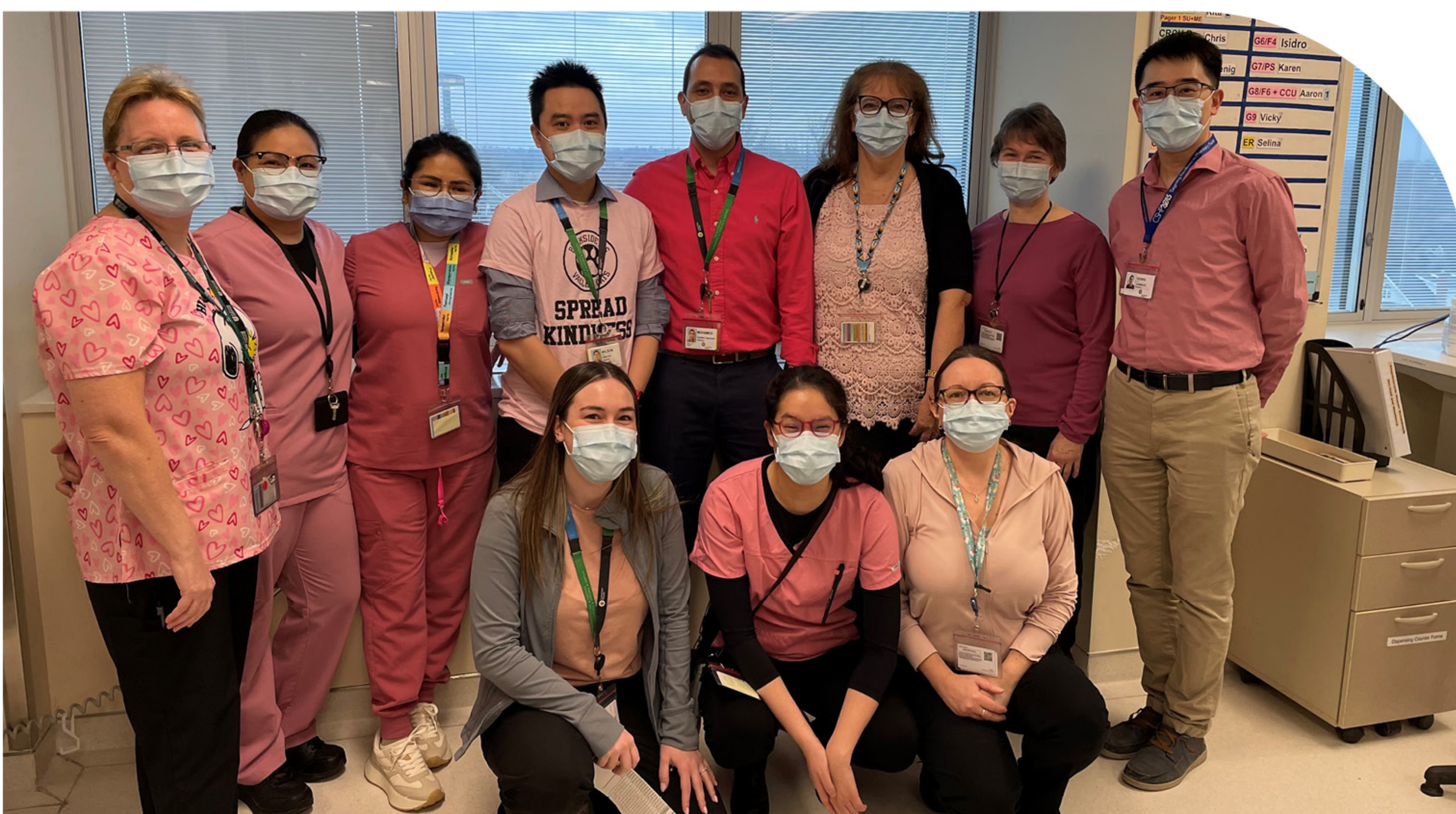
## Commitment to Individual Health Care

- Ensure health-care services, treatments, and technologies are accessible to every individual, promoting fairness and justice in healthcare delivery.
- Develop programs, such as the Queen's-Lakeridge Health MD Family Medicine Program, to train a diverse pool of health-care providers who can meet the needs of underserved populations.



## Create an Integrated System of Care

- Build relationships and foster collaborations with internal departments and external community organisations to integrate IDEAA principles into care delivery.
- Sustain continuous improvement by regularly evaluating and refining the IDEAA initiatives to ensure they evolve with the organisation's needs and the broader health-care landscape.



*Members of the Pharmacy team marking Pink Shirt Day.*

# Celebrating Collaboration.

**A**t the core of our IDEAA Multi-Year Action Plan is a deep commitment to drive equity through personal, interpersonal, and structural transformation.

Within Lakeridge Health, we're empowering our team to weave IDEAA principles into every aspect of our work, fostering true collaboration across all programs, units, and departments. Beyond our walls, we're amplifying our impact by forging powerful partnerships with esteemed organisations, expanding our reach to create lasting change in the broader community.

**What does  
"belonging"  
mean and why  
does it matter?**



**Belonging** 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 organisation.



**Connecting with talented Black physicians and health-care professionals at the inaugural Black Physicians' Association of Ontario Black Joy Gala.**



**Ring in the holiday season at the Black Queens of Durham 2023 Holiday Market**



**Celebrating the rich heritage of Indigenous Peoples in Canada during National Indigenous History Month.**

# Lakeridge Health's Path to Belonging Year-One.

 **Goals**

**Achievements**

**Challenges**

**1.**  
**Develop an infrastructure to advance IDEAA across the organisation**

- Hired dedicated experts, including clinical and operational directors, an IDEAA consultant, a program manager, and a Senior Human Rights Lead, to drive transformative change.
- Empowered leaders with personalized coaching, equipping them to seamlessly integrate IDEAA principles into their daily practices.

- Faced resistance from some leaders and team members who saw IDEAA initiatives as an extra burden and/or a threat.
- Managed resource limitations that slowed the pace of implementing the full scope of changes we aspire to achieve.

**2.**  
**Embed IDEAA into current decision-making and accountability processes**

- Began a process to revamp the complaints process to align with human rights laws with the intention to integrate a restorative justice approach to foster healing and accountability.
- Led an Accessibility Audit with the Abilities Centre, gathering insights from communities with lived experience to shape a five-year accessibility plan rooted in real needs.
- Conducted a comprehensive equity audit of the surgery program, benchmarking against over 700 North American hospitals through the National Surgical Quality Improvement Program (NSQIP).
- Integrated IDEAA metrics into leader performance evaluations, ensuring accountability and progress toward our diversity and equity goals.

- Encountered hesitancy in embedding IDEAA principles into decision-making due to unfamiliarity with the framework.
- Faced challenges with the availability of disaggregated data, limiting the ability to fully track and measure progress.

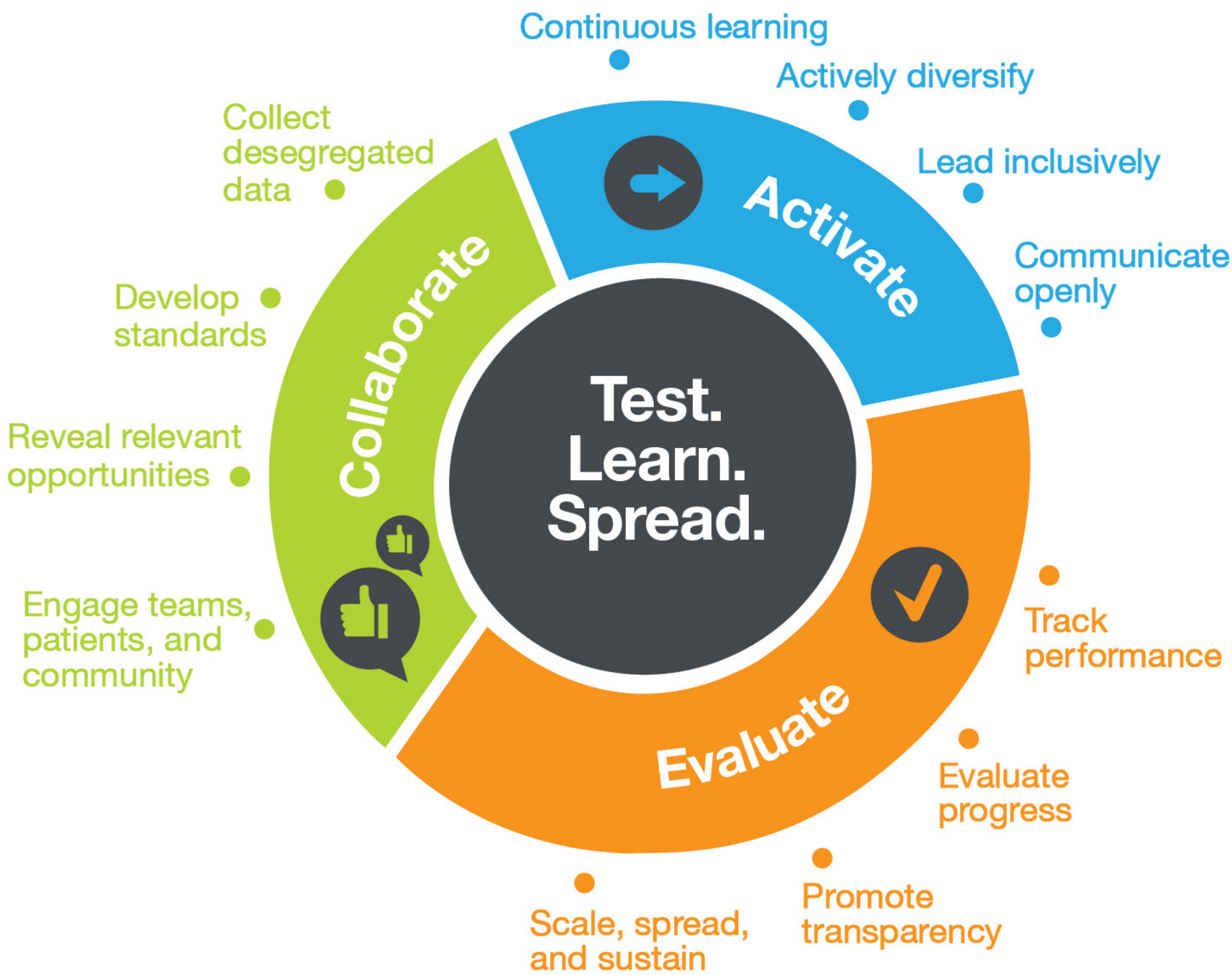
**3.**  
**Shift organisational norms through co-learning sessions and awareness events**

- Made eight self-directed modules available to staff and physicians to build capacity and capability in addressing systemic barriers.
- Launched Inclusive Leader workshops to equip leaders with the skills and understanding to ensure team members feel valued, respected, and empowered to contribute their best.
- Integrated IDEAA principles into existing educational programs to create a learning environment that represents different identities and perspectives.

- Maintaining consistent engagement and participation from all staff members.
- Balancing immediate training needs with other competing priorities in the organisation.
- Overcoming reluctance and resistance to fully embrace and engage with IDEAA training programs.

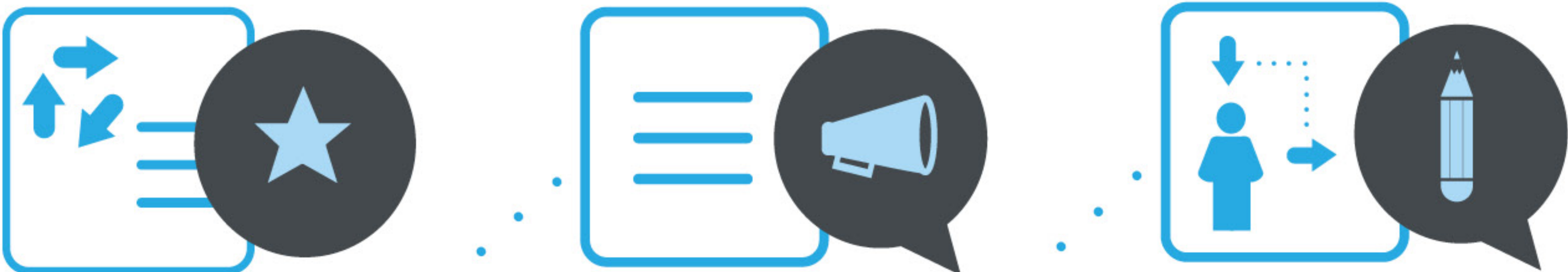
# Test. Learn. Spread.

At Lakeridge Health, we embrace a continuous learning cycle that tests new ideas, learns from outcomes, and scales successful practices across the organisation. This dynamic approach ensures that our IDEAA initiatives remain aligned and impactful with our mission, vision, and values, resulting in improved patient care and experience.



# Moving Forward.

As we move into year two of our transformative IDEAA Multi-Year Action Plan, here are our key goals and priorities.



## Goals | Year Two

1.

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

2.

Establish and formalize a structure for an IDEAA champions council.

3.

Map the people lifecycle (from when a staff member joins Lakeridge Health through to when they leave the organisation) to integrate an IDEAA lens.

# Expressions of Gratitude.

## Indigenous Acknowledgement

With gratitude, Lakeridge Health respects the sovereignty, lands, histories, languages, knowledge systems, and cultures of First Nations, Métis, and Inuit nations. We honour the traditional territory of First Nations Peoples upon which we live, learn, work, and care for our patients.

As a non-Indigenous health-care organisation, we recognize the work towards reconciliation with Indigenous Peoples as a long-term journey, specific to each individual, and is constantly evolving for our team and the communities we serve.

## Recognition of Labour

We respectfully acknowledge our debt to the enslaved people, primarily of African descent, whose labour and suffering built and grew the economy and infrastructure of nations that refused to recognize their humanity.

We recognize the contributions of immigrant and Canadian-born workers of African, Asian, and Central and South American descent whose labour remains hidden in the shadows.

## Equity and Anti-Oppression

Lakeridge Health is committed to actively working towards a more equitable, diverse, compassionate, and inclusive workspace 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 spoken language.



*Showing support for 2SLGBTQ+ communities everywhere at the 2024 Pride Durham Parade.*

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