THE ROLE OF GOVERNANCE IN GUIDING ORGANIZATIONAL EQUITY WORK

MAXIMIZING GOVERNANCE IN FOR-PUBLIC-BENEFIT ORGANIZATIONS

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Land Acknowledgement

The land we are standing on today is the traditional territory of many nations including but not limited to the Mississaugas of the Credit First Nation, the Anishinaabe, the Chippewa, the Huron Wendat, the Seneca, and the Haudenosaunee. It is now home to many diverse First Nations, Indigenous, Inuit and Métis people. It is part of Dish with One Spoon Territory, Treaty 13 territory, and the Williams Treaty.

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Workshop Agenda

1. Introductions/ *Icebreaker Activity*

2. Evidence around inequities

3. Equity Framework: Five domains

4. Taking action: Scope of governance in equity work

5. Tools and resources

Learning Objectives

1. Understand current evidence around why boards should be concerned with equity

2. Learn the five domains of an *Equity Framework* to guide equity practice within your organization

3. Explore the scope of governance in organizational equity work

4. Learn about tools and resources to support practice and measure progress

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Icebreaker – 15 minutes

1. Find someone else in the room who serves <u>one of the same priority populations</u> as your organization

    E.g. seniors, immigrants, women, racialized groups, LGBTQ+, etc.

2. Ask each other:

    - <u>Who</u> are your priority populations?
    - <u>Why</u> are they your priority populations?

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Why should Boards be concerned with equity?

- Who do we serve and why?
  - Mission, history, geography, capacity, etc.
  - Rooted in the Social Determinants of Health, Human Rights, Anti-Racism & Anti-Oppression frameworks

- What is the evidence of inequities affecting communities we work with?

Understanding the "Why"

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Why should Boards be concerned with equity?

- Why is data so important?
  - Identifying inequities in terms of access and quality of services, as well as outcomes
  - Who is experiencing them and how

- Limitations around availability of data, organizational capacity to use it

- Data accountability and governance

Resources:

OCAP Standards; Sinai Health System – Measuring Health Equity; CIHI – Measuring Health Inequalities

Understanding the "Why"

Evidence of inequities affecting communities we work with

Individuals in Core Housing Need by Visible Minority Status, Canada†, ages 15+ years, 2011
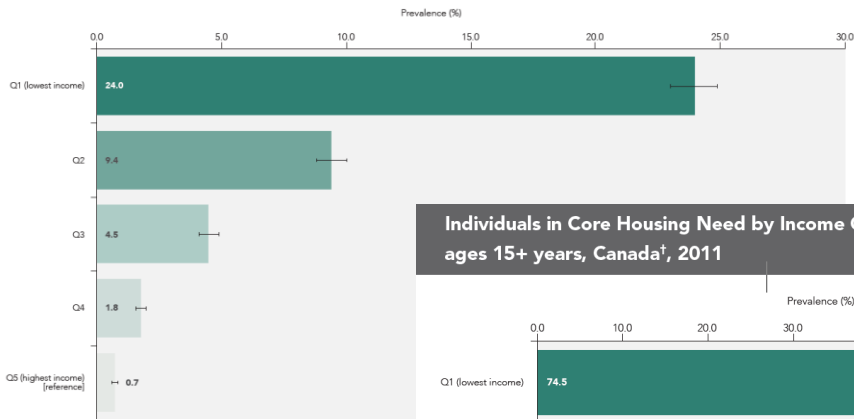
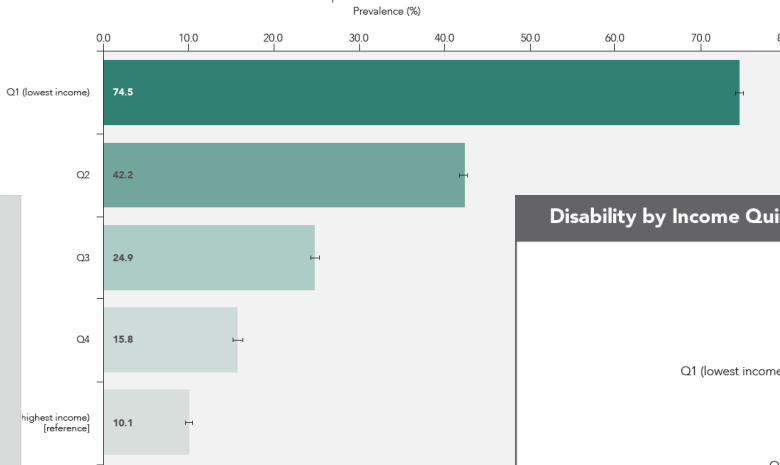Source: PHAC. (2018). Key health inequalities in Canada: A national portrait
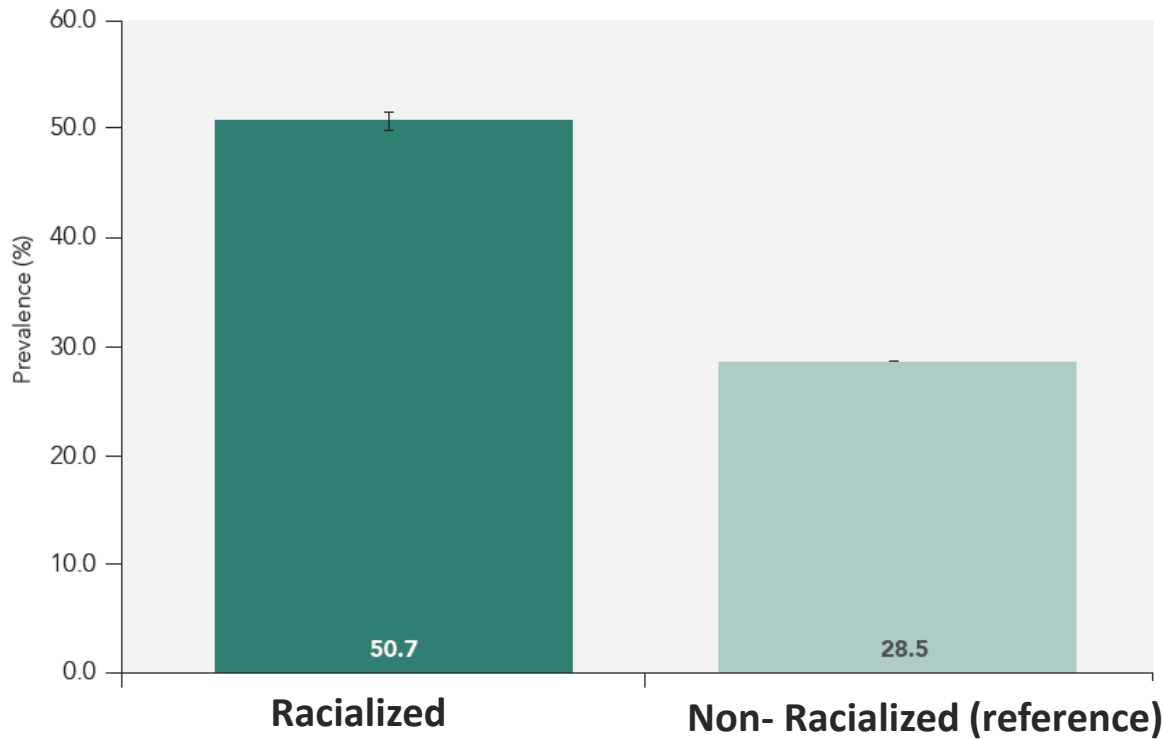
- Key inequities in Canada

- Inequity vs. Inequality
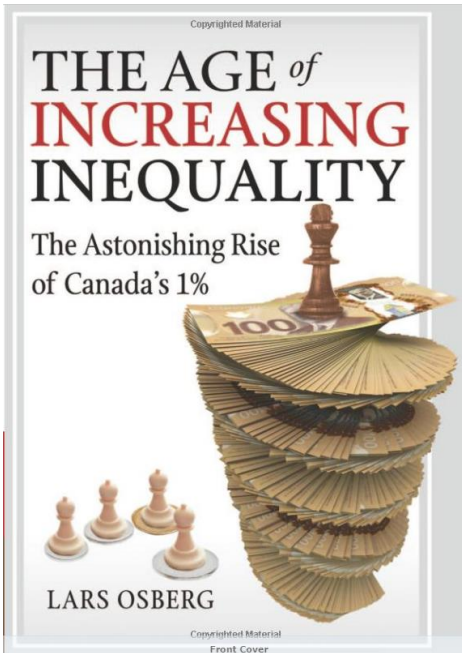
Understanding the "Why"

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Household Food Insecurity by Income Quintile, Canada, ages 18+ years, 2009–2012

Income Quintile	Prevalence (%)
Q1 (lowest income)	24.0
Q2	9.4
Q3	4.5
Q4	1.8
Q5 (highest income) [reference]	0.7

Individuals in Core Housing Need by Income Quintile, ages 15+ years, Canada[†], 2011

Income Quintile	Prevalence (%)
Q1 (lowest income)	74.5
Q2	42.2
Q3	24.9
Q4	15.8
(highest income) [reference]	10.1

Disability by Income Quintile, Canada, ages 15+ years, 2012

Income Quintile	Prevalence (%)
Q1 (lowest income)	19.8
Q2	15.7
Q3	13.1
Q4	12.8
Q5 (highest income) [reference]	10.7

THE AGE of INCREASING INEQUALITY

The Astonishing Rise of Canada's 1%

LARS OSBERG

Rising inequality in Canada…in Ontario…
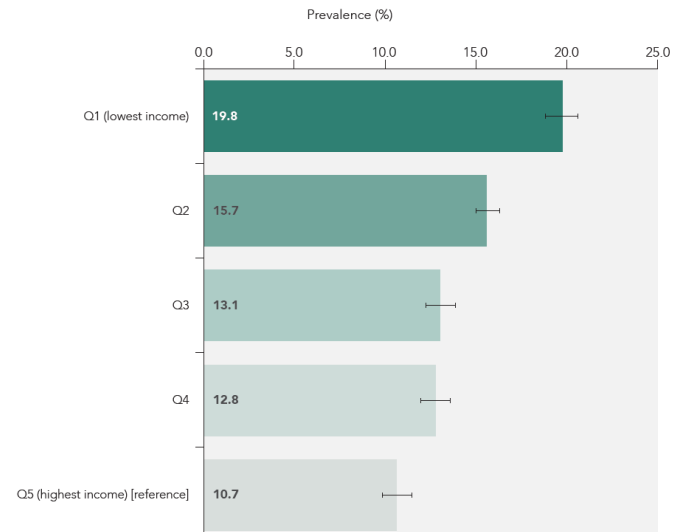
Source: PHAC. (2018). Key health inequalities in Canada: A national portrait

Understanding the "Why"

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Persistent Inequality
Ontario's Colour-coded Labour Market

Sheila Block and Grace-Edward Galabuzi

Feminization of poverty/ low-wage labour market

CANADIAN WOMEN'S FOUNDATION

FACT SHEET — WOMEN AND POVERTY IN CANADA

Racialization of labour market

NONPROFITS
EMPLOYMENT
WOMEN WORKING IN NONPROFITS
GENDER

Even in the non-profit sector…

ONTARIO NONPROFIT NETWORK
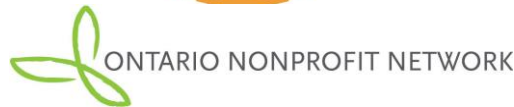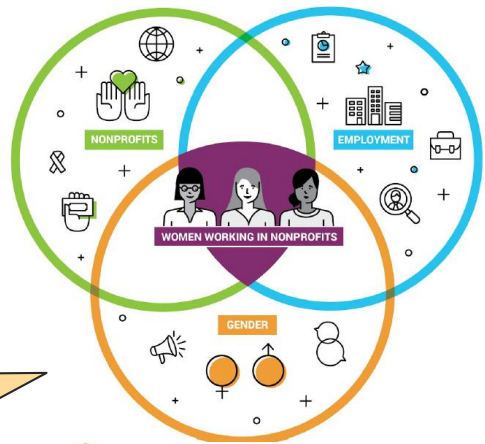
Resource:

Bridging the Gap (ONN, 2019)

Understanding the "Why"

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How do we understand the issue?
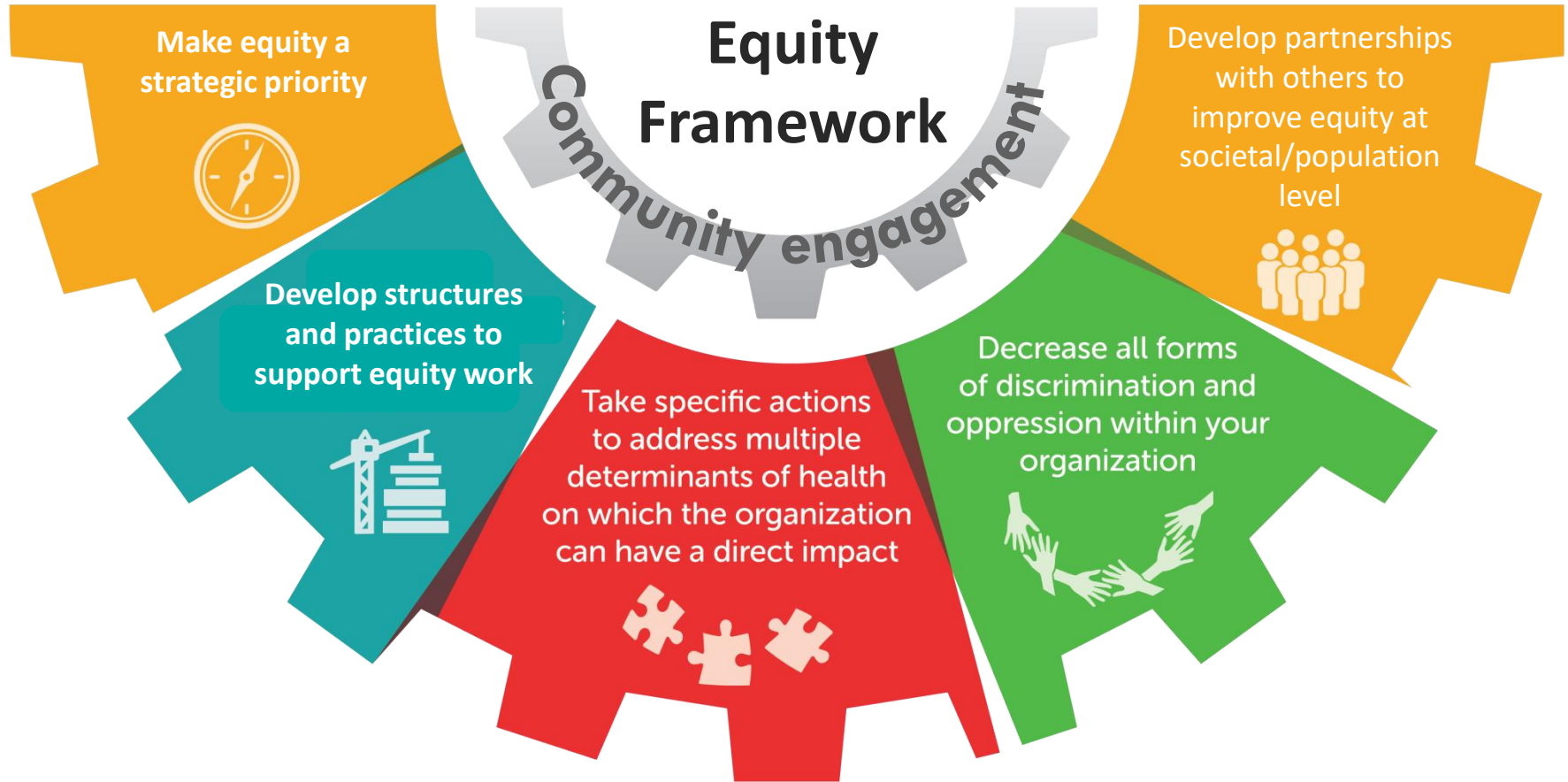
Ever expanding and multifaceted…

- Systemic inequities & oppression
- Role of power
    - Imbalances of power resulting in unearned privileges
    - Power used actively to marginalize/disempower
- Intersectionality

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Lightning Round: Check in

- What is one way your organization been grappling with these issues?

  - Different approaches, e.g. diversity, inclusion, anti-racism/anti-oppression, cultural humility, allyship

- What are the benefits and drawbacks of this approach?

Photo by Mélody P on Unsplash

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2. Conceptual Equity Framework: Five domains to guide practice

Equity Framework

Community engagement

Make equity a strategic priority

Develop partnerships with others to improve equity at societal/population level

Develop structures and practices to support equity work

Take specific actions to address multiple determinants of health on which the organization can have a direct impact

Decrease all forms of discrimination and oppression within your organization

Note: The Equity Framework was adapted from *Wyatt et al. (2016). Achieving Health Equity: A Guide for Health Care Organizations. IHI White Paper.*

Equity Framework

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Community Engagement

IAP2 Spectrum of Public Participation

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide balanced and objective information in a timely manner.	To obtain feedback on analysis, issues, alternatives and decisions.	To work with the public to make sure that concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision-making.	To place final decision-making in the hands of the public.
PROMISE	"We will keep you informed"	"We will listen to and acknowledge your concerns."	"We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made."	"We will look to you for advice and innovation and incorporate this in decisions as much as possible."	"We will implement what you decide."

Equity Framework

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1. Organizational position statement on equity, comprised of a definition as well as an expressed commitment or pledge

equity vision

planned parenthood toronto

Planned Parenthood Toronto is committed to being an agency that values and reflects the diverse communities of Toronto. We recognize that:

- Equity is different from equality.
- Equity is access to inclusive, high quality programming and services that respect your choices.
- Equity is ensuring that community input informs what we do and guides us to take action for social change that benefits you.

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2. Demonstrated long-term leadership commitment to making equity a strategic priority

Access Alliance strategic priority "**Drive Health Equity**"

We demonstrate leadership in the community health sector and partnerships in order to address health disparities and achieve health equity for immigrants and refugees by undertaking research, social action and public policy work.

Over the course of this plan we will ***drive health equity*** by:

- Strengthening engagement and collaboration with the communities we serve;
- Influencing health equity policies for our priority populations, and
- Leading the development of health equity targets."

Tools/Resources: **TAIBU Black Governance and Leadership Training (multiple dates); Inclusive Leadership in Governance Training; NCCDH Governance and decision-making for health equity (webinar)**

Taking Action

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1. **Have formal and informal mechanisms to involve clients and community members in the planning, development of programs, services and community initiatives**

Tools/Resources: Access Alliance Community Reference Group Terms of Reference; Access Alliance Client Experience Survey

Taking Action

2. Establish a Governance Committee to oversee and manage equity work across the organization

SOMERSET WEST
COMMUNITY
H E A L T H
C E N T R E

CENTRE DE
SANTÉ
COMMUNAUTAIRE
SOMERSET OUEST

Trained over **80 staff** on Indigenous Awareness and the historical reality of colonization – **organized by our Health Equity Committee**.

Taking Action

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1. Tailored quality improvement efforts to meet the needs of marginalized populations.

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| Mental health screening by Settlement Providers | Seniors' program food distribution |

Tools/Resources: Seniors Program – sample PDSA

2. Procure supplies and services from women- and minority-owned businesses.

Canadian Centre for Diversity and Inclusion
Centre canadien pour la diversité et l'inclusion

Tools/Resources: Canadian Centre for Diversity and Inclusion – Supplier Diversity in Canada

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DECREASE ALL FORMS OF ORGANIZATIONAL DISCRIMINATION & OPPRESSION

1. **Organizational policies, structures, norms that reduce implicit bias around race, etc.**

ANTI-OPPRESSION & DIVERSITY POLICY

SISTTERING

Sistering Policies & Framework for Anti-Oppression & Diversity Policy [1]

Tools/Resources: Sistering – Anti-Oppression and Diversity Policy; Access Alliance – Anti-Oppression Policy

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2. Human Resources practices:
- Ongoing trainings for Board and All staff
- Employment Equity

Tools/Resources:
San'yas Indigenous Cultural Safety Training; THTC Anti Racism/Anti Oppression Training; CAWI and OCASI handbooks; UBC Employment Equity Survey; Access Alliance – Employment Equity Surveys (Basic & Advanced)

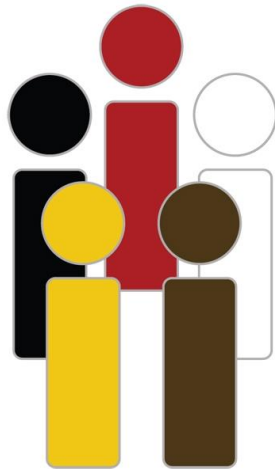|	Yes	No	To some Extent	Need to do/ find out
Does your organization reflect the diversity of your community with respect to:				
• Board membership?				
• Staff?				
• Committee/ working group member?				
• Volunteers?				
Aside from conventional methods, do you advertise positions in community newspapers and through cultural agencies for:				
• Staff positions?				
• Volunteer positions?				
• Practicum students?				
Do you recruit from diverse groups in your community for:				
• New board positions?				
• Committee/ working group positions?				
Is proficiency in language other than the two official languages recognized as a valued skill when selecting:				
• Board members?				
• New staff?				
• Committee/ working group positions?				
• Volunteers?				
• Practicum students?				
Is knowledge of cultures and traditions recognized as a valued skill when selecting:				

Taking Action

1. **Community partnerships, collaborations or linkages with a broad range of community services, groups or entities relevant to its objectives.**

2. Regional or cross-sectoral mechanisms, models, or networks to formally support professional planning and implementation of cross-sectoral action for equity.

COP-COC

OHIP FOR ALL
Healthier Together

ONTARIO CAMPAIGN 2000
END CHILD & FAMILY POVERTY

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Policies & Practices

- Access Alliance (2017): Anti-oppression policy **(PDF on OCASI website)**
- Access Alliance (2018): Community Reference Group Terms of Reference **(PDF on OCASI website)**
- Ontario Non Profit Network (2019): Bridging the Gap
- Sistering: Anti-Oppression and Diversity Policy

Training

- DiverseCity onBoard & Alliance for Healthier Communities (2018): Inclusive Leadership in Governance, Module One (cost $75 to register organization)
- NCCDH (2019): Governance and decision-making for health equity (webinar)
- San'yas Indigenous Cultural Safety Training
- TAIBU Black Governance and Leadership training - Toronto East schedule; Toronto West schedule
- Toronto Hostels Training Centre – Anti-racism/Anti-oppression training

Networks

- Colour of Poverty – Colour of Change network: https://www.facebook.com/groups/colourofpoverty.colourofchange/

Tools

- Access Alliance: Employment Equity Survey (Basic) **(PDF on OCASI website)**
- Access Alliance: Employment Equity Survey (Advanced) **(PDF on OCASI website)**
- Access Alliance & Alliance for Healthier Communities (2018): Health equity resources
- Access Alliance (2019): Client Experience Survey **(PDF on OCASI website)**
- CAWI (2015): Equity and Inclusion Lens Handbook – A Resource for Community Agencies
- CCDI (2016): Supplier Diversity in Canada
- CIHI (2019): Measuring health inequalities: A toolkit
- Government of Canada (2017): Pan-Canadian Health Inequalities Data Tool
- OCASI (2018): Foundations of Settlement Work in Ontario
- Sinai Health System (2018): Measuring Health Equity
- UBC: Employment Equity Survey

Tools & Resources

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- Toronto For All - http://www.torontoforall.ca/indigenous-peoples-of-tkaronto/

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MAKE YOURSELF AT HOME!

Woolner Ave

Jane St

Everyone has an accent!

Any final questions/ comments?

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