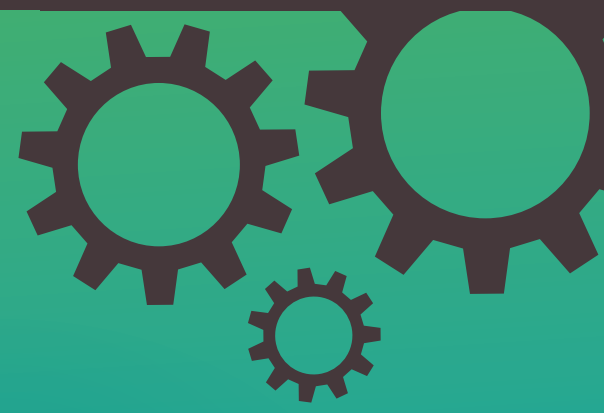


2SLGBTQ+ Health Equity Plan *Equity*
Leadership
Anti-racism
 Meaningful
 Inclusion
Bias and Privilege
 Cultural Humility
Advocacy
 Policy
 Gender Equity
Racial Equity
 Health Equity
 BOARD CAPACITY
 Collaborate
Partnership

Governing for Health Equity

Training for Boards of
 Community-Centred Health and
 Social Services Organizations

Tool Book



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About Governing for Health Equity Training

Welcome to the Governing for Health Equity learning modules. These modules were developed to support community-centred health care and community services organization boards to be leaders for health equity and for a just, equitable and integrated health system for everyone in Ontario. Health equity requires transformation at individual, cultural, societal and systemic levels that is grounded in the core concepts of Diversity, Anti-racism & Anti-oppression, Equity and Meaningful Inclusion. Most of the literature speaks about Diversity, Equity and Inclusion (DEI) and leaves out racism and oppression. Ontario Health released a Health Equity framework in 2021 that speaks to Diversity, Equity, Inclusion and Anti-Racism.

The Governing for Health Equity learning series speaks to all those concepts and goes further to specifically include Anti-Oppression. It can be a mouthful to list all the concepts each time, so we are sometimes using a new acronym “DEI & AR/AO”. Putting all these core concepts into action, through “DEI & AR/AO” governance practices, is the common thread throughout all the Governing for Health Equity learning modules.

The five modules in this series have been developed by the Alliance for Healthier Communities, four of which were adapted from the original Inclusive Leadership in Governance training, with additional resources coming from the Indigenous Primary Health Care Council (IPHCC) and the Alliance’s Black Health Committee (BHC). More resources will be added over time. We are grateful for contributions from member boards as well as the IPHCC, BHC, 2SLGBTQ+ Communities Advisory Committee and Francophone Advisory Committee and Alliance board members.

Much has changed since 2017, when the Inclusive Leadership in Governance modules were first created. The #MeToo movement made international headlines, prompting women from around the world

to publicly share their experiences of sexual assault and sexual harassment. In Canada, National Inquiry Report into Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA people was released including 231 calls to justice aimed at ending genocide, tackling root causes of violence, and improving the quality of life for Indigenous women, girls, and 2SLGBTQ+ people. Over 100 primary health care organizations including community health centres, community family health teams and nurse-practitioner-led clinics that make up the Alliance for Healthier Communities membership endorsed a resolution to advance Indigenous Health in Indigenous Hands and made a commitment to reconciliation and building ally relationships in 2018.

In the past year, we also saw the resurgence of the Black Lives Matter movement following the killings of George Floyd and Breonna Taylor in the United States and the death of Regis Korchinski-Paquet in Ontario and numerous other Black lives lost on both sides of the border. These tragic events highlighted the urgent need to address the harms to Black and Indigenous communities caused by policing, recognize anti-Black racism as a public health crisis and end white supremacy embedded in all systems and institutions. The growing Black Lives Matter momentum also brought to the forefront conversations about envisioning and building Black futures without systemic racism and inequities, including in health and wellbeing outcomes.

In 2020, the Alliance membership — over 100 primary health care organizations — declared anti-Black racism a public health crisis and adopted a refreshed [Health Equity Charter](#). The Charter takes a strong stance on white supremacy, Canada’s legacy of colonization and slavery, anti-Black and anti-Indigenous racism and includes five new guiding commitments to work with Indigenous members, partners and communities. The Charter is available for use by any health care and community service organization board that chooses to adopt it or adapt

it. It includes evidence-based guiding practices to advance health equity at organizational, wider community and system levels. These practices are explored in part two of the Growing a Learning Culture of Equity Leadership Module.

And finally, perhaps the biggest change is the on-going COVID-19 pandemic, and the continued work for an equitable response and building back better. This time in history, with the pandemic disproportionately impacting historically and currently marginalized people and communities, has exposed and amplified many systemic inequities and highlighted the need for change. Continued acts of systemic racism and violence have caused many sectors of society to face and address our racist past and present. Recent uncovering of unmarked graves of Indigenous children at the sites of former residential schools in Canada — graves that now number in the thousands with many more children still waiting to be brought home — have led to renewed calls to action on Truth and Reconciliation rooted in the rights-based approach. From public, not-for-profits and corporate organizations we see significant and hopeful changes are underway to

champion diversity, anti-racism and anti-oppression and build inclusive and integrated organizations and institutions. With all of these significant changes in the context, it is important now, more than ever, that board members — like you, participate in a training like this.

In 2021, the Alliance for Healthier Communities completely updated the resources and content of these modules to support boards of community-centred health and social service organizations to be health equity leaders at individual, organizational and system levels. The accompanying tool book is designed to help boards to develop, implement, monitor, adapt and evaluate their diversity, anti-racism & anti-oppression, equity and meaningful inclusion practices.

Congratulations on your commitment to building a more inclusive organization that is better equipped to advance health equity at every level of your organization, in your communities and at a broader system level. Increasing your Board's capacity and knowledge is an important step and it is the goal of this training to support you in this journey.

About the Governing For Health Equity Tool Kit

The Governing for Health Equity tool book accompanies the five Governing for Health Equity learning modules. The tool book content is organized by modules and in some cases the key resources are

referenced in more than one module. Module 1, Part one and two, are to be taken first. Modules 2, 3 and 4 can be completed in any order that makes the most sense for your Board's current priorities.



The Governing for Health Equity tool book is a living document and the Alliance for Healthier Communities would like to monitor and continue to adapt it. If you have suggestions or requests, please write to communications@allianceon.org

THE TOOL BOOK INCLUDES FIVE SYMBOLS TO SUPPORT BOARDS WITH NAVIGATING AND USING THE CONTENT.



Learning objectives

Boards can use the learning objectives to evaluate their knowledge after completing each module. They can use the results of their learning assessments to identify areas of strength on the Board as well as areas for further discussion or improvement. The learning objectives outlined by module will support boards as they review the module content. Another purpose of including the learning objectives in the tool book is to support planning for additional Board education.



Board Reflection Exercises

Boards can use the reflection exercises to deepen their learning and advance DEI & AR/AO policies and practices. Exercises can be used in combination with each module or separately whenever the exercise aligns with strategic priorities of the Board. For instance, rapid assessment exercises can be used on an annual basis. The assessments support evidence-based planning, monitoring and evaluation of the Board's progress in Governing for Health Equity.



Resources

A comprehensive set of resources is provided to support the Governing for Health Equity modules. The resources are organized by module. They include examples of policies, organizational statements and tools. There are also additional resources included to provide more in-depth support to Boards and help advance their learning. Some resources are available in French.



Core Concepts

Each module includes core concepts that are essential to Governing for Health Equity. The tool book resources are organized by core concepts including: Diversity, Equity and Inclusion; Anti-racism and Anti-oppression, Health Equity, Building the Case for Diversity and Governance, Power and Privilege, etc.



Governing for Health Equity Framework

The [Governing for Health Equity framework](#) was originally developed as part of the Inclusive Leadership in Governance project. The framework has since been adapted to Governing for Health Equity. It is useful for adaptive learning and supports planning, monitoring and evaluation of on-going Board actions to advance Diversity, Equity, Inclusion, and Anti-racism and Anti-oppression. The framework also presents the practices that Boards of community-centred health and social services organizations need to adopt to advance health equity in their organizations and broader community.

Module 1 Part I: Growing a Culture of Equity Leadership



Module One Part One: Learning Objectives

1. Describe five key actions included in Governing for Health Equity.
2. Describe three principles of Cultural Humility and how they can support your board to grow a culture of equity leadership.
3. Explore common challenges and opportunities related to growing and maintaining a culture of equity leadership.
4. Describe the concept of intersectionality, forms of privilege and white entitlement, and practices for building ally relationships with populations who experience bias, discrimination and racism.
5. Use practical reflection tools to consider how structural forces influence life experiences, including your experiences of being included and excluded.



Core Concepts Glossary

[Core concepts glossary](#)



Module One Anti-Racism and Anti-Oppression Resources

- [Anti-Racism in the Workplace](#)
- [BUILDING THE WE: Healing-Informed Governing for Racial Equity](#)
- [Dismantling Anti-Black Bias in Democratic Workplace: A Toolkit](#)
- [Let's Talk Racism and Health Equity](#)
- [Let's Talk Whiteness and Health Equity](#)
- [Race Equality Guide](#)
- [Diversity Inclusion Now: Creating Inclusive Workplaces in Canada \(Conference Summary\)](#)
- [White Privilege: Unpacking the Invisible Knapsack](#)
- [2SLGBTQI Terms and Concepts](#)
- [Workforce race inequalities and inclusion in NHS providers](#)



City for All Women Initiative. Intersectionality Wheel Exercise

[Alliance Board Recruitment Resource – Reflection Tool – Diversity Wheel](#)



Core Concepts Rapid Assessment

[Core Concepts Rapid Assessment](#)



Examining Bias and Privilege

- [Dismantling Anti-Black Bias in Democratic Workplace: A Toolkit](#)
- [Understanding power and privilege](#)
- [Heterosexual privilege checklist](#)
- [White Privilege: Unpacking the Invisible Knapsack](#)
- [Unpacking the knapsack of able privilege](#)
- [Settler Privilege](#)
- [Specifying your pronouns](#)



Health Equity Indicators Project Learning Resources

[Health Equity Indicators Project Resources](#)



Indigenous Primary Health Care Council

[Ne-iikaanigaana Toolkit - Creating Safer Environments for Indigenous Peoples](#)

[Indigenous Cultural Safety Training](#)

[Land Acknowledgement Quick Checklist](#)

Module 1 Part II: Growing a Culture of Equity Leadership



Module One Part Two: Learning Objectives

1. Use the Governing for Health Equity Framework and understand its alignment with Board governance roles.
2. Explore key questions that can be used to assess, design and monitor Board actions to advance Diversity, Equity, Meaningful Inclusion, Anti-Racism and Anti-Oppression.
3. Assess your Board's use of socio-demographic and race-based data in equity-focused decision-making.
4. Assess your Board's strengths in community-centred governance practices.
5. Review the principles of cultural humility and how to intentionally embed them in your Board's Governing for Health Equity practices.



Governing for Health Equity Framework

[Governing for Health Equity Framework](#)



Governing for Health Equity Framework Rapid Assessment

[Governing for Health Equity Framework Rapid Assessment Tool](#)



Governing for Health Equity Framework Board Exercises



- [Governing for Health Equity Framework Board Exercises Gear One: Make Diversity, Equity, Inclusion and Anti-racism and Anti-oppression A Strategic Priority \(DEI & AR/AO\)](#)
- [Governing for Health Equity Framework Board Exercises Gear Two: Advance Progressive Policies and Strategies](#)
- [Governing for Health Equity Framework Board Exercises Gear Three: Improve Board Skills and Practices](#)
- [Governing for Health Equity Framework Board Exercises Gear Four: Lead Transformative Change in the Broader Community](#)



Health Equity Plan

[Alliance Board's Anti-Oppression and Health Equity Plan](#)



Board Composition Matrix

[Sample: Alliance Board of Directors Matrix Summary 2020-2021](#)



Creating Safer Environments for Indigenous Peoples

- [Ne-iikaanigaana Toolkit – Creating Safer Environments for Indigenous Peoples](#)
- [Indigenous Cultural Safety Training](#)



Useful Policies and Tools

[Checklist of Useful Policies and Tools](#)



Health Equity Charter commitments to advance health equity within the broader community

[Board Reflection Exercise: Health Equity Charter commitments to advance health equity within the broader community](#)



Board Health Equity Education Work Plan

[Sample: Alliance Board's Anti-Oppression and Health Equity Plan 2020-21](#) (page 4)



Sample Advocacy Policies

- [South Riverdale CHC Board Advocacy Policy](#)
- [Sandy Hill CHC Advocacy Policy](#)



Health Equity Indicators Project Learning Resources

[Health Equity Indicators Project Resources](#)



Race-Based Data Resources

- [EGAP \(Engagement, Governance, Access, and Protection\): A Data Governance Framework for Health Data Collected from Black Communities](#)
- [The First Nations Principles of OCAP® \(ownership, control, access and possession\)](#)



Adopting a data for health equity approach

[Reflection questions for adopting a data for health equity approach](#)



Community-centred governance practices

[Rapid Assessment: Community-centred governance practices](#)

Module 2: Focus on Equity Governance Roles



Module Two: Learning Objectives

1. Understand how policies can contribute to inequity and describe policy governance steps that advance diversity, anti-racism and anti-oppression, equity and inclusion practices.
2. Describe the Governing for Health Equity framework and how it can be used to support thinking about policy development, planning for and monitoring progress on Health Equity priorities.
3. Understand system leadership and how to advance Governing for Health Equity in the broader community.
4. Describe opportunities to incorporate equity into the relationship between the Board and the ED or CEO.
5. Describe common obstacles to Governing for Health Equity and how to address them.



Samples: DEI & AR/AO Policies and Statements

- [Access Alliance Anti-Oppression Policy](#)
- [Somerset West CHC Anti-Racism and Anti-Oppression Policy](#)
- [Guelph CHC Anti-Oppression and Diversity Policy](#)
- [Sample Diversity and Inclusion Policy](#)
- [Parkdale CHC – Access and Equity Policy](#)
- [Access Alliance Statement on Anti-Black Racism and Anti-Oppression \(June 2020\)](#)
- [Dismantling Racism: Anti-Racist Organizational Development](#)



Health Equity Impact Assessment Tools

- [Health Equity Impact Assessment \(HEIA\) Workbook](#)
- [Health Equity Impact Assessment \(HEIA\): LGBT2SQ Populations Supplement](#)
- [Health Equity Impact Assessment \(HEIA\): Immigrant Populations Supplement](#)



Sample: Advocacy Policies.

- [South Riverdale CHC Board Advocacy Policy](#)
- [Sandy Hill CHC Advocacy Policy](#)



Advocacy Letter

Sample: Access to Clean Drinking Water Letter: [English/French](#)



Systems Leadership Resource

[The Water of Systems Change](#)

Module 3: Focus on Community-centred Governance



Module Three: Learning Objectives

1. Understand why community engagement is essential to Governing for Health Equity and how it can support Boards to better fulfill their roles
2. Describe what Boards need to know about their communities to do their governance work and how they can gather information and listen to perspectives that reflect the diversity of their communities.
3. Describe the engagement and community participation continuum and examples from informing community to consulting, collaborating and empowerment practices.
4. Explore board responsibilities to represent and link with the ownership, including members and the broader community through annual general meetings and strategic planning.
5. Recognize obstacles to community engagement and how to address them.



Community Oriented Board. The Turn Quiz

[Are you Mostly Turned Inward or Outward?](#)



Community Engagement Resources

- [Arnstein's Ladder of Citizen Participation](#)
- [The Context Experts](#)
- [Creating the Culture for Community Engagement](#)
- [East Toronto Health Partners Community Engagement Event Checklist](#)



Board Roles for Improving Health Equity

- [Health Equity Guideline \(2018\) – Ontario Public Health Standards](#)
- [Governing for Health Equity Framework](#)



Using Data for Health Equity Case Example

[Advancing Equity Data Collection at Vaughan CHC](#)



Strategic Planning and Community-Centred Engagement and Linkages

[Board Reflection Exercise: Strategic Planning and Community-Centred Engagement and Linkages](#)

Module 4: Focus on Board Membership and Authentic Engagement



Module Four: Learning Objectives

1. Describe the importance of having a Board that is reflective of the people and communities served and authentically engages and meaningfully includes its Board members.
2. Describe considerations for Board discussions on recruitment of new Board members, keeping in mind different forms of privilege and exclusion, and practices for reducing bias in board recruitment.
3. Recognize and reflect on opportunities to shift Board practices beyond representation and toward making a difference part of the Board culture.
4. Describe common obstacles to meaningful inclusion and how to address them.



Building the Case for Diversity Resources

- [Delivering through Diversity](#)
- [Moving the needle on strategic diversity](#)
- [Diversity Inclusion Now : Creating Inclusive Workplaces in Canada \(Conference Summary\)](#)
- [The Diversity and Inclusion Handbook](#)
- [Youth Participation in Governance](#)



DEI Assessment tools

- [Levels of Inclusion Assessment Tool](#)
- [Racial Justice Organizational Assessment Tool](#)
- [Governance Leadership Assessment Tool for Creating a Culture of Accessibility](#)
- [Diversity Leads – Diverse Representation in Leadership: A Review of Eight Canadian Cities \(2020\) – Diversity, Inclusion and Equity Assessment Tool \(p.98-102\)](#)



Examining Bias and Privilege Reflection tools

- [Dismantling Anti-Black Bias in Democratic Workplace: A Toolkit](#)
- [Alliance Board Recruitment Resources: Reducing Bias and Discrimination through Self-Reflection and Inclusive Practices](#)
- [Understanding power and privilege](#)
- [Heterosexual privilege checklist](#)
- [White Privilege: Unpacking the Invisible Knapsack](#)
- [Unpacking the knapsack of able privilege](#)
- [Settler Privilege Checklist](#)



Sample: Board composition/recruitment matrix

[Sample: Alliance Board of Directors Matrix Summary 2020-21](#)



Sample: Board self-evaluation survey template

- [Board Self-Evaluation Questionnaire A Tool for Improving the Governance Practices](#)



Bias-free Recruiting and Inclusive and Affirming Language

- [Alliance Board Recruitment Resources: Reducing Bias and Discrimination through Self-Reflection and Inclusive Practices](#)
- [Reflection Tool – I am practicing allyship when](#)
- [Are you Biased? I Am](#)
- [Diversity: Not so black and white](#)
- [Managing Unconscious Bias: Strategies to Manage Bias and Build More Diverse, Inclusive Organizations](#)
- [Inclusive and Affirming Language Tips](#)



Key Resources to support Governing for Health Equity

Health Equity Charter

- [Full version of the Health Equity Charter](#)
- [Short version of the Charter](#)
- [Health Equity Charter 101 webinar](#)

Governing for Health Equity Framework

- [English](#)
- [French](#)

Core Concepts Glossary

Common Acronyms used by the Alliance for Healthier Communities

Indigenous Primary Health Care Council Resources

- [Ne-iikaanigaana Toolkit – Creating Safer Environments for Indigenous Peoples](#)
- [Indigenous Cultural Safety Training](#)
- [Advancing Indigenous Health in Indigenous Hands and building organizational capacity to serve Indigenous clients in a safer way \(presentation from the Board Liaisons and Chairs meeting\)](#)
- [Ne'iikaanigaana: Creating safer environments for Indigenous Peoples webinar from RISE and IPHCC](#)

Black Health Resources

- [Black Health Strategy](#)
- [Increasing Marginalized Voices in Governance and Leadership \(presentation from the 2020 Board Liaisons and Chairs meeting\)](#)
- [A Data Governance Framework for Health Data Collected from Black Communities in Ontario](#)
- [Black Experiences in Health Care – Symposium 2020 \(Report\)](#)
- [Black Governance and Leadership project](#)
- [Ontario Health's Equity, Inclusion, Diversity and Anti-Racism Framework](#)

Additional Resources to Support Governing for Health Equity

- [Diversity of the Black population in Canada: An overview \(Stats Can\)](#)
- [Governance for Health Equity \(WHO Europe\)](#)
- [Governance Leadership for Health Equity \(2019 Alliance Conference Presentation\)](#)
- [Becoming allies to LGBTQ2I+ communities](#)
- [Building a Culture of Equity in Canadian Public Health – Environmental Scan](#)
- [Collaborative Governance for Ontario Health Teams \(CHO Webinar 5\)](#)
- [Collaborative Leadership: A Framework for Ontario Health Teams \(CHO Webinar 4\)](#)
- [Racial Equity Resource Guide](#)
- [What we don't know about the history of slavery in Canada and why we don't talk about it \(Article 2021\)](#)
- [Workforce race inequalities and inclusion in NHS providers](#)

Governing for Health Equity Acknowledgements

Four modules were adapted from the original Inclusive Leadership in Governance training that was co-developed with Health Nexus and OnBoard Canada (formerly Diversity OnBoard) in 2017. The original Inclusive Leadership modules were written by Anu Radha Verma, with inputs from Monika Goodluck and Heidi Schaeffer. The Alliance would like to thank Heidi Schaeffer from Advancing Change Together (ACT) Consulting for her work on updating the contents of the Governing for Health Equity training and for developing the accompanying tool book.

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- Arman Hamidian, Board member of Access Alliance Multicultural Health and Community Services
- Meghan Perrin, Alliance for Healthier Communities staff



If you have any questions, concerns or suggestions regarding the Governing for Health Equity training, please contact us at communications@allianceon.org

Transformation Black LEARNING Health

Francophones Anti-
Health oppression
Equity Framework

COMMUNITY-CENTREDNESS

Diversity
Collaborate




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Healthier Communities**

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