

Promising Practices to Fostering Equity, Diversity and Inclusion Leadership in Long-Term Care

Ingraining Equity, Diversity and Inclusion in Long-Term Care

If you are looking for promising practices used in long-term care to foster healthy work environments to deliver safer, higher quality person-centred care, then this resource will be of interest to you.





About Healthcare Excellence Canada

Healthcare Excellence Canada (HEC) works with partners to spread innovation, build capability and catalyze policy change so that everyone in Canada has safe and high-quality healthcare. Through collaborations with patients, essential care partners and people working in healthcare, we turn proven innovations into lasting improvements in all dimensions of healthcare excellence.

HEC focuses on improving care of older adults, bringing care closer to home and supporting pandemic recovery and resilience – with quality and safety embedded across all our efforts. We are committed to fostering inclusive, culturally safe and equitable care through engagement with different groups, including patients and essential care partners, First Nations, Métis and Inuit, healthcare workers and more.

Launched in 2021, HEC brings together the Canadian Patient Safety Institute and Canadian Foundation for Healthcare Improvement. We are an independent, not-for-profit organization funded primarily by Health Canada. The views expressed herein do not necessarily represent the views of Health Canada.

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Fostering Equity, Diversity and Inclusion Leadership in Long-Term Care

Kensington Health proudly operates one of the most sought-after long-term care (LTC) homes in Ontario. The Gardens is a not-for-profit, LTC home located in the heart of Kensington Market, a distinctive multicultural neighbourhood in downtown Toronto. The facility offers 24-hour care, programs and services for the 350 residents and their families. Registered Nurses (RNs) and Registered Practical Nurses (RPNs) are on duty at all times to assist residents with their personal and healthcare needs. Personal Care Attendants (PCAs) provide gentle and respectful personal care, to ensure each resident's comfort and safety with the activities of daily life. They work with the entire healthcare team to ensure the best physical, social and emotional well-being of each resident.

This promising practice summary provides an overview of efforts to build internal capacity to promote equity, diversity and inclusion (EDI) initiatives to help foster a more inclusive workplace and home. It was informed by an interview with two members of Kensington Health's leadership team.

Objective and purpose of the initiative

How the initiative aims to foster EDI leadership while bolstering internal capacity to help deliver programs that help create an inclusive workforce and LTC home

This promising practice aims to support culturally appropriate care in long-term care while helping to foster an inclusive workplace.

- It creates opportunities for staff and residents to collaborate on EDI initiatives and events.
- It provides strategies to educate employees – particularly point-of-care staff – on the value of using EDI principles.
- The initiative provides leadership development opportunities to employees by encouraging them to conceptualize, plan and execute EDI initiatives.
- The initiative helps create a safe and inclusive home environment that better serves residents who belong to structurally vulnerable groups (e.g. LGBTQ+ individuals, previously unhoused persons, etc.).



Approach

Main features of the initiative

- Kensington Health implemented its first major EDI initiative in 2017, with the creation of the We Respect All People (WRAP) Committee.
- The WRAP Committee is composed of both management and point-of-care staff. The Committee organizes and hosts several EDI-related celebration and educational events throughout the year (including Pride and Black History Month events, among others).
- An annual calendar of EDI-related events and commemorations guides the WRAP Committee. Lead(s) are chosen for each initiative and supported by leadership to ensure strategic alignment and provide mentorship. They conceptualize, plan and implement the initiative. For many Committee members, it is often the first time they have the opportunity to implement an organization-wide plan.
- In 2022, Kensington Health, significantly expanded its EDI offerings through the creation of an EDI program that aims to transform the organization’s approach to equity through the development and

“We are flipping traditional EDI implementation on its head because to think that you need only a small group of people in an organization to manage equity, [...] what magic do they have to transform EDI within a large, complex organization? What we actually need is everybody on the same page and we need to start from the bottom up [...]. What you actually need to do is start with your frontline.”

– Interview Participant

implementation of Kensington's inaugural EDI strategy. The EDI program leads provide strategic support, advice and mentorship to the members of the WRAP Committee.

“When you create an environment in which staff feel included and valued for the diverse perspectives they bring, you are creating a powerful amplification opportunity to bring about meaningful change toward equity and inclusion in the long-term care home.”

—Interview Participant

Resident, family and essential care partner involvement

- Kensington Health's WRAP Committee was originally created by human resources staff. Before the pandemic, residents played a significant role on the Committee, co-leading the planning of activities. We look forward to inviting residents back to the WRAP Committee in late-2024.

Who was involved?

- The WRAP Committee is led by staff and can be chaired by any Kensington Health staff member.
- The Committee is overseen by the corporate EDI leadership team, which provides strategic guidance and advice.

Implementation

Timeline

- Kensington Health first implemented its WRAP Committee in 2017. Since then, EDI initiatives have been significantly expanded, as evidenced by the creation of a formal EDI program.

Required skills, expertise and resources

- Previous Board or committee experience is not required to participate in or chair the WRAP Committee. However, the Committee requires financial resources to carry out EDI events and initiatives. (It was noted that the Committee consistently had access to funds to support its work.)
- Digital technology (e.g. online training modules) has also been leveraged to provide EDI training opportunities for staff.

Barriers or challenges that may have hindered the implementation of this initiative

- While Managers give members of the WRAP Committee time in their week to work on EDI initiatives, competing priorities and the demands of providing care can create bandwidth challenges for Committee members.

Key enablers to implementing the initiative

- Staff who are eager to learn how they can support equity, diversity and inclusion efforts at Kensington Health.
- Staff who are interested in planning and participating in extracurricular activities.
- Analyzing residents through an equity lens has allowed staff to have a much better understanding of the individuals they serve as well as their unique needs.

Impact of the initiative

Indicators of success

- The WRAP Committee has provided residents with the opportunity to express their identity and participate in activities that provide them additional meaning and purpose in their lives.
- The Committee has served as a leadership incubator for point-of-care staff interested in developing strategic planning skills.

How success was measured

- Kensington Health has not yet conducted a formal evaluation of its various EDI initiatives. However, the organization consistently records a compliance level of nearly 100 percent for staff education, including EDI training.

Sustainability and scalability

Sustainability

- Kensington Health intends to continue to grow the WRAP Committee. With EDI being woven throughout the organization's inaugural [unified strategic plan](#), the Committee will play a critical role in helping us achieve our strategic priorities.

Scalability

- Kensington Health's EDI programming has been implemented across a number of service areas, including LTC, hospice and community care clinics.

Additional resources

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