



Equity, Diversity and Inclusion (EDI) Strategy and Implementation Plan

2025-2030

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Equity, Diversity and Inclusion (EDI) Strategy and Implementation Plan

At Hanover & District Hospital, we are deeply committed to fostering an environment where equity, diversity, and inclusion (EDI) are fundamental to everything we do. Our comprehensive EDI Strategy, developed through extensive consultations with staff and physicians between October 2024 and January 2025, reflects our unwavering dedication to embedding these principles across all aspects of our operations. Under the leadership of our President & CEO and Vice Presidents, and guided by our Health Equity Committee, we strive to create a healthcare environment that celebrates diversity, promotes equity, and ensures inclusion for all our patients, staff, and community members. This strategy represents not just a plan, but our collective promise to drive meaningful change through measurable actions, clear accountability, and continuous evaluation. As we move forward, every member of our hospital community plays a vital role in bringing this vision to life, ensuring that EDI becomes intrinsic to our organizational culture and healthcare delivery.

A More Equitable, Diverse and Inclusive Hospital

Equity, Diversity and Inclusion (EDI) are critical concepts that hospitals must consider when delivering health care services.

Equity means that all people can participate or engage equally based on a fair distribution of opportunities and resources regardless of who they are and where they come from.

Diversity refers to the fact that people come from different backgrounds and experiences, including, but not limited to age ability, gender, identity, language, ethnicity, religion, socioeconomic status, experiences related to use and more.

Inclusion refers to the extent to which people feel included, welcomed, valued and respected. An inclusive culture is one that embraces diversity in all of its forms.

The goal of this EDI Strategy is to enhance delivery of equitable and culturally safe health care services, regardless of the dimensions of diversity of the people served by the hospital. It will allow us to live up to our mission of providing exceptional care and address inequities that disproportionately affect equity-seeking populations.¹

The EDI Strategy and Implementation Plan for HDH will serve as the foundation for many hospital initiatives aimed at creating an environment where all people feel welcomed, safe and respected. The EDI Strategy complements initiatives including those relating to Indigenous Health², fostering respectful environments³, and building capacity.

¹ Groups of individuals or communities that have been historically marginalized, underrepresented or discriminated against in health care settings.

² 2024 Indigenous Cultural Safety Plan

³ 2024 Code of Conduct

Strategy Pillars and Action Zones

The Strategy aims to help HDH meet our goals of providing equitable health service delivery for all community members and actively address systemic barriers and biases. Implementation of the Strategy will help HDH create inclusive diverse health care environments that foster trust, respect and understanding. To move towards achieving these goals, the Strategy is designed around four pillars and associated action zones. These four Strategy pillars and related Action Zones are outlined below.

	Inclusive HDH 1.1 Implement anti-discrimination practices 1.2 Incorporate inclusive design in our environments 1.3 Promote diversity and inclusion
	Enhancing EDI Learning Culture 2.1 Mandate EDI education 2.2 Support meaningful engagement with diverse communities 2.3 Establish tools to foster culturally sensitive communication
	Equitable Care 3.1 Advance targeted actions for equity-seeking populations 3.2 Optimize use of Language Service Programs 3.3 Improve access to care
	Incorporating EDI into Hospital Systems 4.1 Collect EDI data to inform decision-making 4.2 Ensure a diverse workforce 4.3 Promote open and honest communication around EDI

The Implementation Plan outlines prioritized initiatives to implement under each Action Zone, key steps to ensure that reflection and adaptation occur as lessons are learned, and circumstances change in our communities and environments.

The Strategy represents a significant step forward in our ongoing journey to create a more diverse, equitable and inclusive health care system. To be truly responsive to community needs, we recognize that the work is ongoing and that continued collaboration with our staff, physicians, patients and community partners is required to ensure that we meet the needs of those who serve and are served by Hanover & District Hospital.

Core Commitments

HDH has in place five (5) overarching core commitments that describe what we should live up to, and what those served by us can expect to experience. The commitments are reflected in HDH's policies, procedures and other actions, including this Strategy, to address discrimination and inequity. These commitments are:

1. Respect for Indigenous Peoples

At HDH, we will specifically focus on the rights of all Indigenous peoples – First Nations, Métis and Inuit – to ensure cultural safety and practice cultural humility. See HDH's Indigenous Cultural Safety Plan which includes Indigenous Cultural Safety Principles and guides three areas for implementation to transform the culture of care delivery and improve health outcomes for Indigenous people. These three areas include; 1) Inclusion of Indigenous knowledge and expertise in health care, 2) Welcoming and land acknowledgment of traditional territory, and 3) Right to traditional medicines.

2. Equal Respect, Anti-Discrimination, and Health Equity for All

At HDH, we are dedicated to treating everyone with equal respect, fostering a discrimination-free environment, and advancing health equity for all. We stand against all forms of bias and are committed to providing compassionate, inclusive care to every patient, ensuring that everyone has access to the highest quality healthcare, regardless of their background.

3. Understanding, Compassion and Collaboration

At HDH, we seek understanding of diverse perspectives, show compassion by valuing each individual's unique experiences, and foster collaboration to build an inclusive, equitable environment. We will establish a shared approach to seek to understand the complex questions we face together.

4. Health and Well-Being for All

At HDH we will protect and support the mental, physical, spiritual, and emotional health and well-being of those we serve and those providing services within, or on behalf of the hospital.

5. Accountability, Growth and Excellence

At HDH, we will take responsibility for living up to these commitments. We will continuously improve the environment within the organization.



STRATEGY PILLAR ONE: Inclusive Hanover & District Hospital

**CREATING EQUITABLE AND INCLUSIVE SURROUNDINGS WHERE EVERYONE
FEELS RESPECTED, HEARD AND VALUED.**

Hanover & District Hospital is dedicated to implementing anti-discrimination actions into our practices, incorporating inclusive designs in our collective environments, and promoting diversity. These steps will help ensure that all individuals, including those that serve at or are served by HDH, regardless of their diverse backgrounds, experiences and abilities, have access to safe and inclusive environments, services and programs at HDH.

ACTION ZONES:

1.1 Implement anti-discrimination practices

Implementing anti-discrimination practices including building on existing workplace policies and an anti-discrimination policy, is crucial in promoting inclusivity and respect for all individuals. An anti-discrimination policy communicates a strong message to staff, physicians and patients that any form of discrimination is unacceptable. It ensures that everyone will be treated with dignity and respect. It outlines expectations for all members of the hospital, establishes procedures to address discrimination incidents and defines consequences for policy violations.

1.2 Incorporate inclusive design in our environments

Hanover & District Hospital is committed to incorporating inclusive and equitable design into their environment. This is applied to both new and existing spaces, as well as virtual environments, ensuring accessibility and fostering an inclusive culture throughout the hospital. HDH recognizes the importance of considering the linguistic, accessibility and cultural requirements of the diverse communities we serve.

1.3 Promote diversity and inclusion

Hanover & District Hospital recognizes the importance of promoting and respecting diversity and committing to cultivating welcoming and inclusive environments. We will incorporate meaningful ways to acknowledge and recognize diverse communities, fostering a sense of belonging and creating inclusive environments for both staff and individuals served by the hospital. This includes meaningfully acknowledging and recognizing diverse communities and creating spaces for individuals to participate in what is important to them.



STRATEGY PILLAR TWO: Enhancing EDI Learning Culture

**CREATING A SUPPORTIVE LEARNING CULTURE THAT ENABLES VALUE-BASED
DECISION-MAKING AND WELCOMES DIFFERENCES.**

Hanover & District Hospital is dedicated to building capacity to support our strong commitment to equity, diversity and inclusion. We will continue to invest in learning opportunities for staff, through professional and resources development, ensuring that each employee possesses the necessary knowledge, skills and qualities to serve diverse communities with integrity and compassion. We also recognize the importance of community engagement and will develop resources to enhance our abilities in this area, valuing the voices of the communities we serve.

ACTION ZONES:

2.1 Mandate EDI education

Hanover & District Hospital recognizes the importance of developing EDI knowledge among staff. This knowledge provides the necessary skills to integrate EDI principles into daily work. HDH leadership are responsible for addressing learning needs and providing opportunities for staff to build knowledge. We are dedicated to the ongoing development of EDI learning opportunities and resources.

2.2 Support meaningful engagement with diverse communities

Hanover & District Hospital recognizes the importance of developing community engagement resources to effectively involve the diverse communities that we serve. Through continued and meaningful engagement, these resources will help in building and nurturing relationships of trust and respect with individuals, organizations and communities from various backgrounds. This approach will identify systemic barriers, address inequities, and improve the effectiveness and impact of service delivery.

2.3 Establish tools to foster culturally sensitive communication

Communication plays a crucial role in creating an environment where everyone feels safe, valued and respected. Culturally sensitive communication ensures that language is inclusive, uses plain language principles and is accessible for diverse individuals and communities through multiple mediums and languages. It includes messaging and materials that align with HDH's commitment to EDI and prevents unintended harm. Resources will be developed to raise awareness about the significance of safer and inclusive language and culturally relevant materials. Education will be offered to support the implementation of safer language, fostering a culture of respect and inclusivity.



STRATEGY PILLAR THREE: Equitable Care

**DELIVER EQUITABLE CARE THAT IS ACCESSIBLE, CULTURALLY SAFE AND
RESPONSIVE TO THE DIVERSE COMMUNITIES WE SERVE.**

Hanover & District Hospital is committed to providing equitable and accessible care that is culturally safe and responsive to the diverse communities we serve. We acknowledge the existence of health inequities and aim to address them through tailored actions supporting equity-seeking groups, and collaborating and co-creating solutions with community and client partners. We will use evidence-informed and innovated approaches, strive to overcome barriers to care and deliver programs and services that cater to the unique needs of diverse communities.

ACTION ZONES:

3.1 Advance targeted actions for equity-seeking populations

Hanover & District Hospital recognizes that there are continued challenges faced by communities that have been historically excluded due to systemic inequities. To address these inequities and provide more equitable health care, HDH implements targeted interventions for specific populations that consider broader determinants of health. These interventions include community outreach programs, health promotion campaigns and collaborations with community organizations. New and existing programs will identify the needs of equity-seeking groups and tailor their programs accordingly. Ongoing monitoring, evaluation and adjustments will be conducted to improve health outcomes over time. The goal is to ensure that everyone regardless of background or circumstances, can access quality health care services.

3.2 Optimize the use of Language Services Programs

Language barriers pose significant challenges for limited English proficient, Deaf, Deaf-blind and Hard of Hearing patients, leading to misunderstandings, miscommunication and negative health outcomes.

Language services programs aim to meet the communication needs of individuals regardless of their linguistic backgrounds, enabling full participation in their care. We will continue to grow this service by increasing ease of access and use of translation and interpretation services, and improving the experiences of people receiving these services. Staff and physicians will receive additional training on accessing and effectively utilizing translation and interpretation services.

3.3 Improve access to care

We are committed to improving access to care by using data-driven and evidence-based approaches to better support vulnerable populations in our community. Our efforts will be guided by patient and staff feedback, ensuring that services are responsive, equitable, and focused on delivering the best possible outcomes. By continuously reviewing and renewing protocols, we will enhance the quality and availability of care while addressing emerging needs.



STRATEGY PILLAR FOUR: Incorporating EDI into Hospital Systems

INCORPORATE EQUITY, DIVERSITY AND INCLUSION PRINCIPLES IN POLICIES, PROGRAMS AND SERVICE DELIVERY ACROSS ORGANIZATIONAL STRUCTURES AND SYSTEMS.

Hanover & District Hospital will integrate an EDI lens into our policies, programs and service delivery. By implementing data collection to monitor and evaluate our progress, taking steps towards ensuring workforce diversity, and strengthening communication practices around EDI, we are committed to being accountable to our pursuit of providing the highest quality healthcare services. We are also committed to addressing institutional, structural and systemic barriers through actions that further embed EDI into our hospital systems.

ACTION ZONES:

4.1 Collect EDI data to inform decision-making

Hanover & District Hospital recognizes the importance of collecting data to inform decisions and resource allocations. By capturing disaggregated EDI specific data in a safe and respectful and purposeful manner, the data can inform the development of new and existing evidence-based programs, policies and service deliver, and facilitate ongoing monitoring and evaluation to measure our progress. Developing protocols and educating those serving at HDH on the appropriate and meaningful collection of EDI related data is a vital step in capturing EDI data.

4.2 Ensure a diverse workforce

Hanover & District Hospital recognizes the benefits of workforce diversity. We will ensure a diverse workforce by collecting workforce diversity data to identify potential barriers and guide the development of targeted initiatives to address any gaps. We will conduct a review of current hiring practices to identify barriers to equity and inclusivity in the hiring process.

4.3 Promote open and honest communication around EDI

Hanover & District Hospital recognizes the importance of clear and effective communication in fostering an inclusive culture. We will create safe spaces for discussion to hear about the work and experiences of those working at HDH, and expand on opportunities for communication with leadership. By prioritizing open and honest communication among those working at HDH, we will build trust, promote collaboration and establish a strong reputation as a hospital that values and meets the needs of the communities we serve.

Our Implementation Approach

The implementation plan (Appendix A) illustrates the priorities to enable implementation each Action Zone of the EDI Strategy. To ensure the Strategy remains adaptive while adhering to established directions for the future, implementation will be gradual and intentional. This will encourage an environment of continual learning, adaptations and improvement. Simultaneously, this approach provides the necessary flexibility for implementation to reflect changing priorities and conditions within the hospital and unexpected challenges and opportunities outside of it.

Implementation will include four distinct steps: **ACT, REPORT, ASSESS and ADJUST**.

1. ACT

Through key initiatives listed in the implementation plan and developing opportunities. Hanover & District Hospital will build on existing momentum, learn from implementation and adjust as needed.

2. REPORT

Deliver annual progress report to ensure transparency and accountability. These reports will provide updates on progress on each of the Strategy Pillars and Action Zones.

3. ASSESS

For each of the Strategy Pillars and Action Zones, assessments will occur on an annual basis. This includes reviewing shared efforts and identifying difficult challenges that remain unresolved as well as available and emerging resources. It will also address outcomes from previous year's assessments. This will ensure challenges can be mitigated, opportunities may be enacted upon and progress may continue.

4. ADJUST

Hanover & District Hospital has a diverse portfolio of responsibilities which are subject to many outside influences. As part of a successful EDI strategy, the ability to remain open to new challenges and emerging opportunities is important.

We're on a Path of Continuous Learning, Improvement and Impact

This Strategy and Implementation Plan represents an important milestone, but we know there is always more that can be done to address systemic issues, ensuring that every patient receives the care they deserve, and create an environment where employees feel like they belong, are heard and respected. As we begin to implement this EDI Strategy and Implementation Plan for Hanover & District Hospital, it is important to remember that the work is never truly done. It is up to all of us at HDH to continuously learn and improve, bringing a spirit of humility to our work. Think of the patients and families whose lives will be positively impacted by the changes we can implement together. Creating a hospital that truly works for everyone.

What Success Looks Like

The objectives and deliverables outlined in our 2025-2030 EDI Plan are things we believe must be addressed first in order to position HDH for future progress. We will know we have been successful when:

- Care at HDH is more patient-centered, culturally informed, equitable and accessible for all patients and families.
- Our workforce and leadership reflect the diverse communities we serve.
- Sustainable EDI infrastructure exists across HDH, and we have even stronger, more authentic partnerships with our community
- Equity-deserving patients have better health outcomes and health inequities are reduced.

This is the future we are working towards – one that brings to life our Mission of *Providing Exceptional Care*, and Vision of *Partnering for Excellence in Rural Health Care*

Appendix A: EDI Implementation Plan



STRATEGY PILLAR ONE:		
Inclusive Hanover & District Hospital		
1.1 Implement anti-discrimination practices		
INITIATIVES:	Progress	Stop Light
1.1.1 Implement anti-discrimination policy with clear set of commitments and a culturally safe process for resolving discrimination complaints in a timely manner.	Year 1	
1.1.2 Explore inclusive benefit options (Substituting another day for a Statutory Holiday).	Year 1	
1.1.3 Evaluate the current EDI plan (2025-2030) and prepare a new EDI plan	Year 5	
1.1.4 Include an EDI lens into procurement processes and ensure vendors are aligned with Hanover & District values and commitments to EDI and Reconciliation.	Year 3/4	
1.1.5 Update performance evaluation template to include EDI accountabilities for Leadership and frontline staff.	Year 3/4	
1.1.6 Develop and implement decision making matrix for innovation projects that prioritize EDI.	Year 4/5	
1.2 Incorporate inclusive design in our environments		
INITIATIVES:	Progress	Stop Light
1.2.1 Establish a regular review of the Accessibility Plan as per AODA requirements.	Year 1-5	
1.2.2 Annually assess built environments and virtual spaces and develop plans to improve spaces for patients and staff.	Year 1-5	
1.2.3 Incorporating Inclusive signage in our waiting rooms and common areas to create a more welcoming environment	Year 1	
1.2.4 Incorporate our Land Acknowledgement in our front lobby	Year 1	
1.3 Promote diversity and inclusion		
INITIATIVES:	Progress	Stop Light
1.3.1 Promote the diversity of Hanover and District Hospital's region by sharing statistics showing the region's diversity.	Year 5	
1.3.2 Create an EDI awards program to recognize individuals, programs, and services that have gone above and beyond advancing EDI and Reconciliation.	Year 5	
1.3.3 Adopt a diversity calendar to raise awareness of days of significance for diverse communities and create safe spaces for interested groups to celebrate them.	Year 1-5	
1.3.4 Review HDH's strategic plan, mission, vision and values to ensure the organization's commitment to EDI and its EDI Plan is well represented.	Year 1	

1.3.5 Create a method for patients, families and staff can provide feedback on our EDI plan, or their lived experience	Year 1-2	
1.3.6 Ensure the annual Quality Improvement Plan (QIP) includes equity dimensions and improvements to reduce harm for equity deserving communities.	Year 1-5	
STRATEGY PILLAR TWO: Enhancing EDI Learning Culture		
2.1 Mandate EDI education		
INITIATIVES:	Progress	Stop Light
2.1.1 Provide ongoing EDI capacity building opportunities using various modalities and learning options.	Year 1-5	
2.1.2 Develop a broad regional EDI curriculum and implement plan for all staff and physicians, Board of Directors, volunteers and PFAC including Culturally Safe Indigenous training.	Year 1	
2.1.3 Encourage participation on the Health Equity Committee at discuss EDI initiatives at huddles.	Year 1-5	
2.1.4 Achieve 75% initial EDI training completion rate for staff and board	Year 1-5	
2.1.5 Achieve 100% initial EDI training for Executive Leadership Team	Year 1-5	
2.2.5 Present learnings back to Health Equity Committee from community leaders (e.g. Mennonite, Indigenous).	Year 1-5	
2.2 Support meaningful engagement with diverse communities		
INITIATIVES:	Progress	Stop Light
2.2.1 Build strategic partnerships with community partners, and build capacity to engage with the diverse communities we serve.	Year 1-5	
2.2.2 Support meaningful engagements with equity-seeking populations by including representatives of diverse groups within patients and family advisory committees.	Year 1-5	
2.2.3 Engage community leaders, healthcare organizations and academic institutions in meaningful conversations on EDI issues including research opportunities.	Year 1-5	
2.2.4 Incorporate EDI in HDH Engagement and Communications Plan and Social Media Calendar.	Year 1	
2.2.5 Create opportunities for Indigenous Elders to teach and share knowledge at HDH.	Year 1-5	
2.3 Establish tools to foster culturally sensitive communication		
INITIATIVES:	Progress	Stop Light
2.3.1 Develop and adopt a communications guide, including an inclusive and culturally responsive language guide plain language tools and translated patient education materials.	Year 3	
2.3.2 Audit and revise corporate policies to align with culturally sensitive language and minimize unintended harms.	Year 3-5	
2.3.3 Include regular EDI updates in hospital communication tools.	Year 1	

STRATEGY PILLAR THREE:		
Equitable Care		
3.1 Advance targeted actions for equity-seeking populations		
INITIATIVES:	Progress	Stop Light
3.1.1 Embed EDI and Indigenous Cultural Safety in the policies and decisions support tools process and assess for quality improvement on an ongoing basis.	Year 2-5	
3.1.2 Implement a health equity checklist considering the social determinants of health when planning or developing new or existing programs/services.	Year 3-5	
3.1.3 Explore the enhancement of diverse food services offerings in alignment with patient centered care considering patient length of stay and logistics.	Year 3-4	
3.1.4 Add EDI question to the patient satisfaction surveys to determine any trends of dissatisfaction of cultural needs being met	Year 1	
3.1.5 Collect patient EDI data utilizing the patient registration kiosk and posters.	Year 3-5	
3.2 Optimize use of Language Service Programs		
INITIATIVES:	Progress	Stop Light
3.2.1 Optimize offerings of Language Services for all clinical settings by leveraging technology and innovations.	Year 3	
3.2.2 Enhance access to language and interpretation services for limited English proficient, Deaf, Hard of Hearing and Deaf-Blind patients and families.	Year 3	
3.2.3 Track how often language service are being accessed to determine if proper resources are available.	Year 2	
3.2.4 Explore website translation and accessibility options.	Year 3	
3.2.5 Translation of patient consent forms and other required information for patients.	Year 4	
3.3 Improve access to care for inequitable groups visiting the hospital		
INITIATIVES:	Progress	Stop Light
3.3.1 Age Friendly Recognition from the town of Hanover	Year 2	
3.3.2 Wayfinding project	Year 3	
STRATEGY PILLAR FOUR:		
Incorporating EDI into Hospital Systems		
4.1 Collect EDI data to inform decision-making		
INITIATIVES:	Progress	Stop Light
4.1.1 Create a patient-centered and culturally safe process to collect disaggregated EDI data to improve patient and family experience and health outcomes.	Year 2	
4.1.1 (a) Provide training to registration staff to ensure they are comfortable to collect EDI data from patients.	Year 1-2	
4.1.2 Transparently show data, progress and impact related to EDI efforts and invite community feedback and collaboration.	Year 4	

4.1.3 Collect data on workforce diversity to improve representation of equity-seeking staff and physicians at all levels of the hospital.	Year 1	
4.1.4 Create dashboards for leaders to evaluate and improve health equity indicators.	Year 5	
4.2 Ensure a diverse workforce		
INITIATIVES:	Progress	Stop Light
4.2.1 Conduct a review of current hiring practices (e.g. recruitment, on-boarding, compensation, promotion, retention) to identify barriers to equity and inclusivity in hiring.	Year 2	
4.2.2 Expand representation of equity-deserving groups on patient and family advisory committees, volunteers and Board of Directors.	Year 3	
4.2.3 Partner with Project Search to provide training and potential employment opportunities for individuals with physical and intellectual disabilities	Year 1	
4.3 Promote open and honest communication around EDI		
INITIATIVES:	Progress	Stop Light
4.3.1 Support inclusive employee affinity groups that are open to anyone to join.	Year 1-5	
4.3.2 Establish an EDI Committee with accountability to senior executive team.	Year 1	

References:

1. Fraser Health Equity, Diversity and Inclusion Strategy and Action Plan 2023-2028
2. Our Journey from Complacency to Change, 5-Year Equity Diversity and Inclusion Plan, Hamilton Health Science