



CIHI's Equity, Diversity and Inclusion Strategy

2021 to 2023



Canadian Institute
for Health Information

Institut canadien
d'information sur la santé

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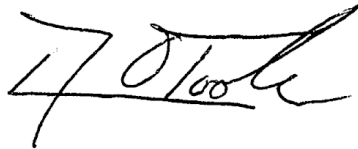
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Message from the President and CEO

Over the past year, we developed a multipronged approach to lay the foundation for a more inclusive, and ultimately more diverse, organization. This foundational work involved 4 pillars: establishing a governance structure, benchmarking ourselves against best practice, creating a culture of learning, and beginning to apply a diversity and inclusion (D & I) lens to our policies and day-to-day practices. Our strategy builds on that foundational work, providing a roadmap to help us create a more inclusive and welcoming organization. This roadmap provides a shared direction and commitment to help us learn and grow together.

We recognize that we are all starting this journey from a different place, and I encourage you to get involved, wherever you are starting from.

A handwritten signature in black ink, appearing to read "D O'Toole". The signature is fluid and cursive, with a large initial "D" and "O".

David O'Toole
President and CEO

Defining equity, diversity and inclusion

As we embark on this journey together, let's start from a shared understanding of the definitions of equity, diversity and inclusion (EDI).

Equity

Equity is about treating people according to their diverse needs in a way that enables everyone to participate, perform and engage to the same extent. Equity is a critical element of inclusion.

Diversity

Diversity is about difference and variety, both visible (e.g., skin colour) and invisible (e.g., religion).

Inclusion

Inclusion is a sense of belonging created over time.

Our vision

A visioning exercise was held with Canadian Institute for Health Information (CIHI) staff in the summer of 2021. We heard that our employees want an organization that is welcoming and safe, where our **commitment** to equity, diversity and inclusion is

- Lived through our **day-to-day** values and practices;
- **Integrated** throughout our organization; and
- **Evident** through a **safer workplace** where we can talk openly, learning together.

Our roadmap to achieve this vision

This strategy presents a 2-year plan that focuses on how we **learn, govern and practise**. Recognizing that our ultimate goal is a shift in culture, the plan will evolve based on our journey. The plan outlines key responsibilities and ways to measure our progress. The following 3 goals and associated priorities for action reflect best practices as well as input from our staff visioning exercise:



Goal 1: Build capacity through learning — Enable our leaders and employees to be inclusive and empathetic in their interactions with colleagues, partners and stakeholders through ongoing learning, discussions and reflection.



Goal 2: Share accountability — Anchor equity, diversity and inclusion in CIHI's strategic plan and ensure that these concepts are reflected in our work through appropriate governance and shared accountability.



Goal 3: Support workforce diversity through inclusive policies and practices — Make meaningful changes to policies, procedures and practices, encouraging diverse representation at all levels of the organization, including CIHI's senior team.

Ensuring linkages

We will maintain a community of practice (CoP) with other pan-Canadian health organizations and external colleagues to stay up to date on evolving trends. Internally, we will collaborate with the Indigenous Health team in support of our EDI goals and our organizational commitment to cultural safety, humility and reconciliation, and to find commonalities in our approaches. Similar collaborations with the Patient Engagement office will be undertaken to ensure diverse perspectives and approaches.

Reporting on progress

Embedding EDI into the culture of an organization takes time and is a continuous effort. Recognizing this, we will take an “evergreen” approach by re-evaluating the appropriateness of our initial actions in a year and annually thereafter. This review will enable us to consider additional action or data needed to sustain these efforts. We will report regularly, and transparently, on our strategy, actions and progress.

Communicating along the way

To ensure transparency, we will work with the Communications team to develop a plan so that employees, Board members, partners and stakeholders are well informed of what's been put in place, as well as what is planned and how they can be involved or have their questions answered.

Guiding principles

In carrying out these actions, we will follow these **guiding principles**:

- We will **own what we do** at the individual, team, branch and division levels.
- We will **commit to continuous learning and improvement** through self-reflection and openness to change.
- We will **lead by example**, encouraging champions of EDI at every level of our organization.



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