

Diversity, Equity and Inclusion: Culture and Environment Working Group

Draft Terms of Reference

Purpose:

Through the collaborative efforts of the Vancouver Physician Staff Association (VPSA) and Vancouver Coastal Health (VCH) an Appreciative Inquiry (AI) process was initiated in 2019 which explored what successful integration of women in medical leadership roles at VCH would look like and how this might be achieved. Over the course of a number of sessions and meetings involving physicians and VCH leadership, a robust action plan to move forward on this critical issue has been developed.

A new Diversity, Equity and Inclusion Committee has been developed to oversee the work outlined in the action plan. The goal of this Committee is to advance gender equity and inclusivity within medical leadership roles across the organization. Four essential elements were identified in the AI report; these represent the primary drivers, each of which can be broken down into secondary drivers. Each essential element is being assigned to a working group that will, along with relevant stakeholders and responsible sponsors, carry out the action plan tasks and any additional ones deemed necessary.

All four working groups report to the Diversity, Equity and Inclusion Committee who will coordinate the overlapping work (See Figure 1 below). The working groups are as follows:

1. **Culture and Environment**
2. Leadership Skills Development
3. Talent Management and Succession Planning
4. Meaningful Metrics

Figure 1: Women in Medical Leadership Governance Structure



The purpose of the Culture and Environment Working Group is to support the Diversity, Equity and Inclusion Committee in delivering on the specific activities outlined in the action plan that pertain to this essential element. These include, but are not limited to:

- **Ownership and Commitment:**
 - recommending targets for gender diversity in medical leadership;
 - review of the VCH Medical Staff bylaws, rules and policies with a gender diversity and inclusion lens;
 - collaboratively developing language for a Diversity, Equity and Inclusion Policy and Harassment Policy and recommending.
- **Women's Experiences:**
 - recommend ways to create a supportive community of women physicians;
 - recommend how to publicize/socialize women physicians' accomplishments;
 - create and recommend mentorship and sponsorship programs to support women.
- **Unconscious Bias:**
 - identify best practice in unconscious bias training and make recommendations;
 - support institution and evaluation of unconscious bias training.
- **Enabling Structures:**
 - create inventory of formal and informal leadership positions;
 - develop a plan to address physician family related barriers;
 - determine what is needed to address protected time and remuneration in leadership roles;
 - identify opportunities to job craft/job share and make recommendations.

The scope of this work is limited to VCH physicians/medical staff and not intended to apply to VCH employees.

Role of the Working Group

The role of the Culture and Environment Working Group is to:

- Review the Culture and Environment action items within the broader women in leadership action plan; prioritize and develop implementation plans for each assigned item, includes: resource identification, assignment of accountability, timelines and milestones, identification of additional actions deemed necessary; completion of deliverables; etc.;
- Regularly report to and make recommendations, as appropriate, to the Diversity, Equity and Inclusion Committee for decision;
- Take action on requests, advice and decisions made by the Diversity, Equity and Inclusion Committee on the action plan and/or specific implementation activities related to this work;
- Identify and report on potential risks and mitigation strategies;
- Ensure achievement of assigned activities;
- Communicate and socialize the work among VCH medical staff and others.

Membership:

- Chair: Physician representative TBD
- Physician members: TBD
- Michael Ducie, Executive Director, Physician Engagement and Contract Strategies, VCH
- Neli Remo, Manager, Physician Engagement, Physician Relations and Compensation, VCH
- VCH People and Culture representative TBD
- VCH Transformation Office representative TBD
- Lina Abouzaid, Project Manager, Facility Engagement Initiative, VPSA
- Anyone else (e.g. UBC DoM Equity Committee representative)

Decision-making

The Culture and Environment Working Group will make decisions via consensus.

Meeting Frequency:

The Culture and Environment Working Group will meet approximately every 4 to 6 weeks; this will be determined as a group and based on the volume of work.

VCH and VPSA staff will jointly organize the meetings, agree on the agenda and meeting materials in advance of each meeting and provide a summary to members after each meeting. As much as possible, the meetings will be scheduled at VGH and teleconference will be offered as an option for the convenience of all members.

