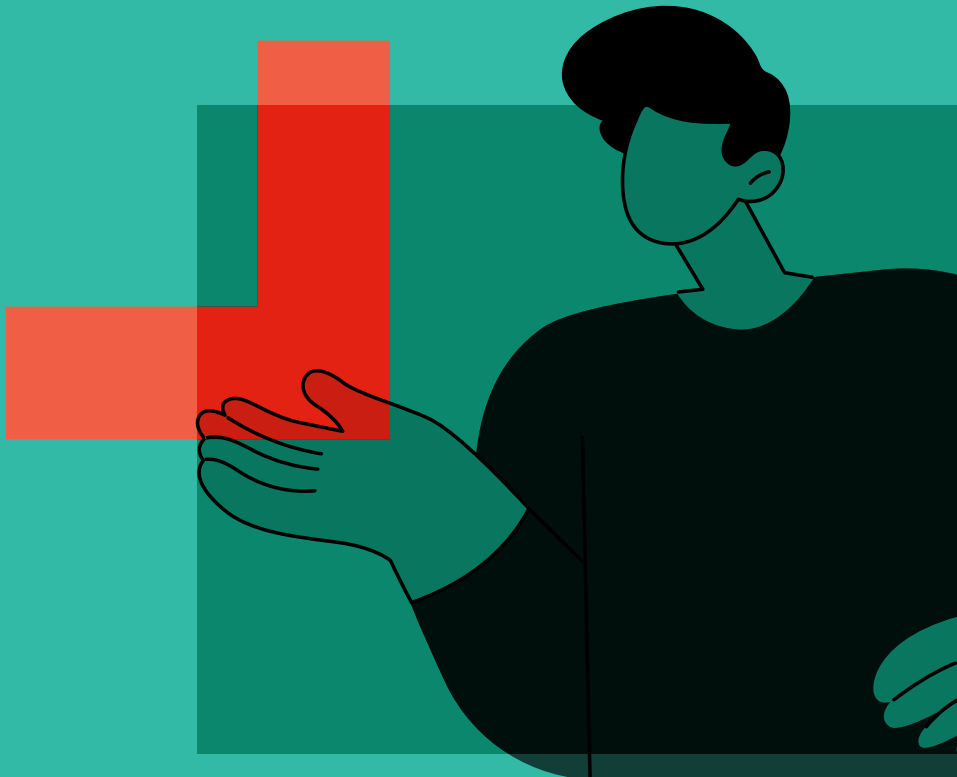


ADVANCING ANTI-BLACK AND ANTI-INDIGENOUS RACISM REPORTING IN THE WORKPLACE

**Incident Reporting
Toolkit to Support
Reports of Anti-Black
and Anti-Indigenous
Racism for the Health
Care Workforce**



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Executive Summary

This toolkit offers organizations a structured, principled approach to human rights–aligned investigations, preventive practices, and data governance, with a focus on equity, accountability, and culturally affirming wellness. Its resources are grounded in the [Ontario Human Rights Code](#) (the Code), which safeguards equal rights and prohibits discrimination across social, employment, and service areas. The toolkit is intended to support effective, fair, and transparent investigations while advancing data sovereignty and governance for Black and Indigenous communities.

Purpose and Vision

Systemic racism within health care workplaces continues to create substantial barriers for Black, First Nations, Inuit, and Métis Peoples across Ontario, adversely affecting their well-being, career advancement, and day-to-day experiences. This toolkit was developed to:

- Identify and eliminate racial inequities and discriminatory practices, primarily focusing on the experiences of Black and Indigenous workers and communities
- Inform leadership development and organizational policy, ensuring that approaches genuinely meet the needs of Black and Indigenous Peoples
- Cultivate culturally safe and supportive workplace environments attentive to the realities and impacts of racism
- Lay a strong foundation for targeted interventions and comprehensive systemic changes to foster lasting equity and inclusion in health care

Note on terminology: In this toolkit, the term “Indigenous” is used to refer to First Nations, Métis, and Inuit Peoples. Naming these distinct groups is essential for recognizing and accurately addressing the unique histories, needs, and challenges each faces within the health care system.

How to Use This Toolkit

Designed to accompany your organization's ongoing anti-Black and anti-Indigenous racism efforts, the toolkit is intended as a flexible resource rather than a sequential manual. Organizations at different stages should approach the toolkit according to their immediate needs and priorities:

- **Select relevant guidance:** Engage with the specific tools, templates, and recommendations that align with your organization's current stage or focus—whether beginning new data initiatives or refining existing strategies.
- **Use iteratively and non-linearly:** Anti-racism work is ongoing. The toolkit supports revisiting and adapting sections as organizational contexts evolve. There is no single prescribed pathway; health sector organizations are encouraged to tailor guidance to their reality and readiness.
- **Support all organizational levels:** The toolkit offers actionable resources targeted for the health care workforce, empowering change across all organizational layers.
- **Promote engagement and trust:** Leaders should prioritize inclusion of Black and Indigenous workers and wider community partners when adopting and implementing toolkit elements. Engagement, feedback, and co-design are encouraged to ensure sustainable change and trust.

Guiding Principles and Leadership

The toolkit centres guiding principles such as psychological safety, validation, trauma-informed response, transparency, destigmatization, simplicity, consistency, inclusivity, flexibility, timeliness, and cultural affirmation. These values support trust, fairness, and accountability in every aspect of anti-racism action.

Leadership and governance engagement are critical. Anti-racism requires visible commitment from senior leaders to promote a respectful, inclusive workplace culture and model responsive, trauma-informed processes.

Core Components

Each resource in the toolkit is adaptable to organizational context, ensuring continuous improvement and community-responsive change.

- **Criteria for Launching an Investigation: Direction Map**: Outlines when and how to begin an investigation into an incident(s) or patterns of racism to support timely, consistent, and rights-based action. Provides a step-by-step visual reference to guide organizational response from initial report to resolution.
- **Practice Guide**: Offers practical instructions to ensure trauma-informed, fair, and culturally responsive investigations.
- **Intake/Needs Assessment Template**: Structures initiating early engagement, gathering initial details, assessing needs, and ensuring appropriate support.
- **Investigation Protocol Template**: Standardizes procedures for documenting each step, maintaining procedural fairness, and communicating clearly.
- **Closure Letter Template**: Supports transparent communication of outcomes to all parties at the end of an investigation process.
- **Ethno-Racial (Cultural) Affirming Wellness Resources**: Connects workers with culturally safe care services and support pathways throughout the reporting journey.
- **External Consultant Assessment Template**: Provides standardized criteria for equitable, trauma-informed selection of a consultant.
- **Data Management Policy Sample**: Offers a model for responsible and ethical data collection, protection, and reporting practices.
- **Data Sovereignty and Governance Resources for Black and Indigenous Communities**: Includes established resources that provide education and guidance on community-led data governance.
- **Sample Anti-Racism and Reporting Policies and Guidelines**: Provides sample frameworks for anti-racism policies and operational guidance to strengthen reporting culture and accountability.

Advancing Reporting, Monitoring, and Accountability

Operationalizing the reporting approach ensures safe, confidential, and accessible mechanisms for workers to raise concerns.

Robust monitoring, evaluation, and accountability processes, including performance indicators and feedback loops, help sustain policy adherence and continuous improvement.

Sustaining Organizational Commitments

Embed sustainability across organizations to strengthen accountability by designing reporting systems that use high-quality, actionable data and community-driven principles; routine consolidation and analysis of reports drive continuous improvement and accountability.

Engage leadership in reviewing data and communicating results; use findings for timely policy adaptation and targeted support to ensure anti-racism becomes a lasting organizational norm.

Recommendations and Success Factors

Key recommendations include proactive leadership involvement, robust training, transparent data practices, and engagement with external consultants for complex or sensitive matters.

Factors for success include fostering psychological safety, clarity of roles and accountabilities, and continuous engagement with diverse communities.

This toolkit's resources are adaptable to new legislative requirements and organizational needs. They provide an integrated, actionable pathway for equitable and compliant human resources practices for the health care workforce.

SECTION 1:

INTRODUCTION AND STRATEGIC RATIONALE



1.0 Background and Purpose

The Toronto Academic Health Science Network (TAHSN) is committed to confronting and dismantling systemic anti-Black and anti-Indigenous racism within the health care system. Throughout this toolkit, the term “Indigenous” refers specifically to First Nations, Métis, and Inuit Peoples. Recognizing and naming these distinct groups are essential for accurately addressing the unique challenges they face in health care.

Advancing Anti-Black and Anti-Indigenous Racism Reporting in the Workplace was developed in partnership with Ontario Health Toronto and informed by the expertise and lived experiences of equity, diversity, inclusion, anti-racism, and Indigenous leaders across TAHSN. This primer offers a harmonized and practical approach to building a safer, more equitable workplace.

The toolkit is designed to be relevant and adaptable for a wide range of users, including senior leaders, human resources (HR) professionals, equity and diversity officers, managers, supervisors, department heads, union representatives, staff involved in policy development and implementation, and others contributing to a culture of accountability and safety. The guidance extends to any individual or team tasked with anti-racism practices, complaint management, or oversight, ensuring all hospital roles can apply these recommendations to their unique settings.

TAHSN’s ongoing collaboration with Ontario Health highlights the value of standardized approaches, which foster consistency and clarity across teams and organizational structures. When issues of racism or discrimination are identified, health care leaders can use this toolkit to address a broad spectrum of concerns extending beyond those explicitly listed.

The guidance applies to incidents between any parties:

- Worker to worker
- Leader to worker
- Worker to leader

The term “worker” is inclusive, referring to contractors, external vendors, and those who work in the health care organization. Resources for learners facing racism from patients, families, or visitors are outlined in [Responding to Learner Mistreatment from Faculty, Staff, and Other Learners: Toolkit](#).

This toolkit’s application is intentionally broad; it provides flexible, responsive guidance applicable across the variety of roles and reporting pathways present in modern health care environments.

1.1 Imperative for Action

The urgency in addressing anti-Black and anti-Indigenous racism within the health care workforce arises from persistent inequities that affect workers across all roles, including clinical, administrative, and support. Black and Indigenous professionals in Canada continue to face high rates of discrimination, exclusion, and unfair treatment, impacting not just job satisfaction and mental health but also retention and engagement. ¹⁻³

Prioritizing robust, transparent, and accessible reporting structures for anti-Black and anti-Indigenous racism is essential for organizational accountability and public health. Collaboration, morale, and a sense of belonging are strengthened when all members of the health care workforce, including those who deliver direct care and those in support roles, feel psychologically safe and valued. In turn, a supported and psychologically safe workforce can better serve patients and families by fostering inclusive environments and advancing communication, trust, and positive outcomes for Black and Indigenous communities. ²

Establishing standardized, culturally responsive reporting mechanisms removes structural barriers that have silenced Black and Indigenous voices. Creating work environments where all workers can raise concerns without fear fosters a healthier, more equitable health system that benefits every patient, family, and member of the care team, with a particular impact for those most harmed by systemic racism. ¹

1.2 Guiding Principles

This toolkit is firmly anchored in a set of core values that centre the well-being, dignity, and empowerment of those who have experienced or witnessed racism, particularly Black and Indigenous folks. These guiding principles inform every aspect of the reporting process.

Psychological safety: The approach creates work environments where Black and Indigenous folks feel secure sharing experiences without fear of retaliation or invalidation. Psychological safety increases trust, inclusion, and engagement in the reporting process.

Validation: The process affirms and validates the realities and experiences of Black and Indigenous employees. By actively recognizing the impacts of racism, the system demonstrates genuine respect and understanding.

Trauma-informed: Centring safety, trustworthiness, choice, collaboration, and empowerment ensures the process responds to the realities of trauma.

Transparency: Early awareness about how, where, and to whom individuals can safely report incidents of racism builds confidence in the system.

Destigmatization: Naming, recognizing, and addressing racism and racial trauma lift stigma and support those affected.

Simplicity: Clear and accessible processes ensure that everyone can participate fully.

Consistency: Reliable procedures, anchored in restorative and healing principles, ensure fairness.

Inclusive: The reporting process accommodates complaints from people who are directly affected and witnesses.

Flexibility: Workers have options for how to share information or concerns, supporting varying needs and circumstances.

Timeliness: Prompt action and clear evaluation pathways underscore the organization's commitment to accountability.

Culturally affirming: Processes affirm individual and cultural identities, respecting the diversity of those impacted.

Grounding the reporting framework in these principles supports healing and positive systemic change. All organizational structures that handle anti-Black and anti-Indigenous racism are encouraged to incorporate these key values into their work.

SECTION 2:

LEADERSHIP AND GOVERNANCE



2.0 Building Trust and Organizational Change

An effective anti-Black and anti-Indigenous racism reporting system requires the explicit, sustained commitment of boards and senior leadership. Board members play a critical role in setting organizational priorities, defining anti-racism as an explicit value, and ensuring accountability at every stage of reporting and response. The organization's stated values must align with formal and visible board and senior leadership actions to build internal and external credibility, reputation, and trust.

Key responsibilities of boards and senior leadership include:

- **Aligning stated values and demonstrated actions:** Boards must confirm that anti-racism commitments are reflected in institutional policies, strategies, and reporting practices. This includes integrating anti-Black and anti-Indigenous racism priorities into the organization's strategic plan and ensuring public communication of these commitments.
- **Formalizing accountability:** Board and senior leaders are responsible for embedding anti-racism goals into governance documents and tying progress to explicit accountability mechanisms. This means ensuring commitments are clearly documented and progress is tracked and reported.
- **Fostering trust:** Boards and senior leadership must foster an environment where Black and Indigenous folks and all team members feel confident bringing concerns forward and are supported by prompt, respectful, and transparent actions.
- **Monitoring reporting trends:** Oversight by the board ensures that key performance indicators (KPIs) are in place to track the adoption of standardized reporting processes, the presence of a board-endorsed strategic plan on anti-racism, and completion rates for foundational anti-racism education among leaders and the larger health care workforce. Leaders should review the reporting trend data and use it to drive improvement and assure accountability.
- **Allocating resources:** Leadership at both the board and executive levels must ensure adequate resources for maintaining and evolving reporting structures, training and education for the health care workforce, supports for workers, and systems for data collection and analysis. This supports the consistent application and sustainability of anti-racism efforts.

- **Driving capability and organizational competence:** Boards and senior leaders have a unique opportunity to drive the organization's capability in addressing racism by investing in ongoing education, regular review of practices, and leadership development tied to equity objectives. Effective performance is supported when board oversight ensures that required training is completed, roles are clear, and organizational competence is continuously improved.
- **Demonstrating commitment:** Publicly visible advocacy and transparent communication from the board and senior leaders demonstrate to all workers and stakeholders that anti-Black and anti-Indigenous racism reporting and response are non-negotiable priorities.

Multi-level leadership engagement drives meaningful progress, ensures anti-racism is a key performance measure, and reinforces psychological safety as a guiding principle. Black and Indigenous workers are more likely to contribute fully and confidently to the organization when they feel safe, valued, and validated. An environment that fosters psychological safety for the workforce directly supports improved communication, learning, and collaboration among workers, creating the conditions necessary for delivering high-quality care to all patients and families. By embedding psychological safety into reporting and accountability systems, organizations empower workers and ultimately enhance patient trust, safety, and health outcomes across the entire health care system. ⁴⁻⁵

2.1 Leadership Supports

Addressing anti-Black and anti-Indigenous racism in the health care workforce requires sustained commitment and coordinated support from senior executives and boards. Effective leadership structures must include both hospital boards and executive teams, ensuring that every level of governance is actively engaged in building safe, accountable reporting practices. These leadership supports describe key actions that boards and executives should take to embed anti-Black and anti-Indigenous racism accountability into governance, oversight, education, and continuous improvement processes:

- **Board and leadership support:** Boards set expectations and formally endorse anti-racism as a core organizational priority, ensuring anti-Black and anti-Indigenous racism strategies are integrated into strategic plans and standing policies. They oversee the alignment between institutional values and actions, requiring visible and documented commitments at all levels. Boards also review data from anti-racism reporting systems and hold executives accountable for monitored progress.
- **Coaching:** Individual and group coaching support executives and board members, helping them examine their own vulnerabilities and cultural realities. These coaching opportunities provide an affirming, confidential space for leaders to reflect, validate their role, and build the capacity needed to lead anti-racism work with authenticity. Coaching enables board and executive leaders to deepen their understanding of and support for psychological safety among Black and Indigenous folks, model inclusive leadership, and foster a culture where critical conversations are normalized and barriers are deconstructed.
- **Support for leaders:** Targeted education and resources help leaders and board members recognize historical inequities and current realities. Board-endorsed learning plans build confidence and competence for responding to incidents of racism while ensuring that leaders at all levels understand trauma-informed, distinction-based approaches.

- **Case studies and examples:** Real scenarios and applied examples, reviewed at both executive and board meetings, help clarify how racism can surface and help guide the development of locally relevant policies. These cases demonstrate practical trauma-informed responses for board and hospital leaders.
 - Case study examples should illustrate the nuances of intersectionality as it pertains to Black and Indigenous Peoples and offer practical strategies to ensure a trauma-informed approach.
 - Case study examples must also illustrate the many ways racism manifests and help people to see meaningfully beyond what is immediately obvious.

- **Targeted education programs:** Comprehensive and board-supported anti-racism education should be delivered widely. Tailored strategies should be developed for:
 - Leadership
 - Designated leaders and champions of equity, diversity, inclusion, anti-racism, and reconciliation
 - Human resources (HR) workers
 - Workplace health and safety workers
 - Organizational development/learning workers
 - Spiritual care representatives (e.g., clergy members, Indigenous Elders, Indigenous spiritual care providers)
 - Union leadership
 - Peer support (e.g., employee resource groups, communities of inclusion or practice, corporate community networks)

- **Reporting process analysis:** The board regularly reviews the effectiveness of reporting systems and tracks progress against KPIs such as leadership's completion of basic training and the presence of clear strategic plans. Data from this ongoing review enables boards and executive teams to allocate resources where needed and adapt strategies for greater organizational competence.

Targeted investment in coaching, education, and well-governed reporting processes affirms the right of Black and Indigenous folks to a psychologically safe, responsive, and equitable workplace. Visible, informed engagement from both boards and hospital leaders drives sustained accountability and progress toward ending systemic racism in health care.

SECTION 3:

COMPONENTS FOR ADDRESSING ANTI-BLACK AND ANTI-INDIGENOUS RACISM



3.0 Criteria for Launching an Investigation: Direction Map and Practice Guide

Compassion, accountability, empathy, fairness, justice, transparency, and psychological safety are core values that guide safer reporting of racism. The [Direction Map](#) for launching an investigation serves as a foundational tool for organizations dedicated to addressing anti-Black and anti-Indigenous racism with integrity.

These values provide the basis for a consistent and trauma-informed investigation process that:

- Establishes the scope of the investigation
- Names all parties to the investigation
- Lists all activities and timelines
- Identifies roles and responsibilities for performing each task
- Outlines risks/liabilities associated with the investigation
- Offers possible routes to resolution and redress
- Provides a launching point for the investigator(s) to begin the investigation

By centring psychological safety and aligning each investigation with these core criteria, organizations ensure decision-making is transparent, systematic, and highly responsive to the distinct needs of Black and Indigenous communities. The Direction Map offers a framework that builds trust and accountability, helping to create an environment where workers feel supported to raise concerns and where healing, equity, and justice are consistently prioritized.

3.0.1 CRITERIA FOR LAUNCHING AN INVESTIGATION: PRACTICE GUIDE

The Practice Guide builds on the Direction Map by offering practical guidance for interpreting and applying each component. This companion resource translates the framework and criteria from the Direction Map and provides explanatory context and actionable tips for responding to reports of anti-Black and anti-Indigenous racism. The Practice Guide is designed to support ongoing education, day-to-day decision-making, and training. It equips all workers and leaders to confidently apply consistent procedures and uphold safe, fair, and culturally informed responses throughout every stage of the reporting and investigation process.

3.1 Assessing Capacity and Choosing an Effective Investigation Pathway

The decision to conduct an internal or external investigation into a report of racism should be based on careful consideration of organizational capacity, the nature of the incident, power dynamics, and the ability to sustain psychological safety and trust for all participants. Using a trauma-informed approach at each step helps reduce the risk of re-traumatization and supports the well-being of Black and Indigenous workers throughout the process.

The table below highlights strengths and key considerations for both options, including considerations for psychological safety and trauma-informed practice.

Investigation type	Strengths	Considerations
Internal	<ul style="list-style-type: none"> • Builds internal capability and knowledge • Maintains direct control over timelines and communication • Allows adaptation of investigation to organization’s unique context • Supports ongoing learning and process improvement 	<ul style="list-style-type: none"> • Requires sufficient expertise and unbiased processes • May raise concerns about impartiality in complex or high-stakes cases • Has potential for real or perceived conflicts of interest • Power dynamics may influence perceptions of fairness
External	<ul style="list-style-type: none"> • Provides independent, unbiased perspective • Increases credibility and trust, especially with complex power dynamics • Supports transparency and accountability for all parties • Demonstrates organizational commitment to fair, anti-racist process 	<ul style="list-style-type: none"> • May require additional resources and coordination • Investigators may need time to learn organizational context • Organization has less direct control over timelines • May be beneficial when trust in internal process is low

A trauma-informed decision process supports respect, fairness, and the emotional well-being of all parties involved. Thoughtful assessment of either internal or external capacity can help organizations achieve both accountability and healing. Psychological safety should be prioritized and protected throughout the process, whichever approach is chosen. ⁶

3.1.1 ENSURING TRAUMA-INFORMED, CULTURALLY AFFIRMING, AND EQUITABLE CONSULTANT SELECTION

A thoughtful and trauma-informed consultant selection process is vital for building trust, psychological safety, and equity within organizations addressing anti-Black and anti-Indigenous racism. Each phase, from committee assembly to final evaluation, should model the same principles of safety, transparency, and collaboration that guide effective investigations.

To ensure equitable and effective consultant selection:

- Draw on a wide range of expertise and lived experiences to convene a diverse, representative committee to review candidates. A broad committee fosters richer perspectives and greater psychological safety for all parties involved.
- Use clear internal strategies, such as maintaining a pool of pre-vetted investigators, to streamline decision-making and guarantee that the process is responsive and fair.
- Require candidates to provide references, and evaluate candidates for technical qualifications, trauma-informed training, ability to address anti-Black and anti-Indigenous racism, and proven sensitivity with navigating complex power dynamics. Place equal value on technical expertise and lived experience, and give particular attention to human rights principles, equity, and intersectionality.
- Ensure accessibility and accommodations are available, facilitating barrier-free participation for all candidates to foster inclusion.

Use tools like the [External Consultant Assessment Template](#) to anchor evaluations in equity-focused, unbiased, and reflective criteria. This ensures a transparent, standardized process that supports trauma-informed and culturally responsive investigations.

By embedding these practices, organizations strengthen learning, protect the well-being of Black and Indigenous individuals, and advance meaningful trust, accountability, and healing in every investigation. This approach supports a culture where consultants embody the core values of safety, equity, and respect that are essential for lasting organizational change.

3.1.2 ONBOARDING CONSULTANTS

An effective onboarding process for external consultants sets clear expectations and supports a thorough, equitable investigation. To align with trauma-informed and psychologically safe practices, organizations should offer consultants resources and access to information and data that provide context and transparency, including:

- Relevant policies and anti-racism commitments
- Safe, neutral spaces for interviews
- The report(s) of racism and relevant supporting documentation
- Human resources data, such as work schedules, benefit utilization, turnover in the health care workforce, and worker demographics for the department or units involved
- Workforce engagement survey results
- Information on training and equity-focused organizational initiatives
- The history of grievances and complaints, including data related to ethno-racial complaints in the department, so the investigator can determine appropriate parameters for a fully informed investigation
- Opportunities to request additional information that may support understanding and context

Providing transparent access to these resources and data reinforces organizational commitment to accountability, fairness, and psychological safety throughout the investigation process. This approach enables consultants to conduct comprehensive, culturally responsive inquiries that are informed by the relevant history and lived realities of Black and Indigenous workers.⁶

3.2 Trauma-Informed Investigation Tools

Intake, investigation, and closure tools are fundamental in establishing trauma-informed, equitable, and effective responses to reports of anti-Black and anti-Indigenous racism. These tools support each phase of the investigation process, from intake to guiding the investigation to closure. Each step is designed to create pathways for healing, reinforce accountability, and build trust within organizations.

3.2.1 INTAKE/NEEDS ASSESSMENT TEMPLATE

The Intake/Needs Assessment Template should be used at the initial stage, immediately after a worker reports an incident of racial harm. This document allows organizations to collect comprehensive information about the situation and the complainant's needs, ensuring reporting is accessible, culturally sensitive, and responsive. This tool enables early identification of supports, such as mental wellness resources, cultural accommodations, and workplace adjustments. It also promotes a trauma-informed approach by giving the complainant agency and prioritizing psychological safety. Each intake is adapted to the cultural context and systemic barriers faced by Black and Indigenous individuals.

3.2.2 INVESTIGATION PROTOCOL TEMPLATE

The Investigation Protocol Template is used during the formal investigation phase. This tool provides a standardized structure that emphasizes empathy, confidentiality, and clarity, which are critical for protecting the complainant from further harm and upholding organizational integrity. Investigators should use this protocol to transparently communicate roles, protections, and next steps to foster trust and accountability. The protocol is adapted to reflect trauma-informed and anti-racism practices, thus ensuring interviews and engagement centre the lived experiences of Black and Indigenous folks and communities.

3.2.3 CLOSURE LETTER TEMPLATE

The Closure Letter Template is used at the end of an investigation to formally document findings and actions. This tool strengthens transparency and accountability, and provides the complainant with clear, empathetic communication about outcomes and available supports. It validates the impact of racism, outlines steps taken for redress, and reinforces the organization's dedication to equity and systemic change. Tailoring the closure letter to align with trauma-informed principles and cultural needs builds trust, affirms that the report was taken seriously, and fosters confidence in the process moving forward.

3.2.4 ENHANCING ORGANIZATIONAL PRACTICES

By integrating these tools, organizations enable consistent and trauma-sensitive investigation practices. The Intake/Needs Assessment supports early intervention and resource connection. The Investigation Protocol ensures fairness and protection throughout the investigation process. The Closure Letter documents accountability and signals the value placed on complainants' experiences, emphasizing ongoing care and prevention of future incidents. Each step promotes organizational practices that centre safety, responsiveness, healing, and dignity for Black and Indigenous folks and communities, setting a foundation for lasting change. ⁷

3.3 Embedding Culturally Responsive Wellness and Support Pathways

It is important to address and acknowledge how racism in the workplace affects the psychological, physical, and spiritual well-being of the health care workforce. Folks in the health care workforce who are responsible for providing support mechanisms and resources require tailored education to ensure culturally affirming and responsive care is available to workers. To assist their efforts to develop culturally affirming and responsive supports:

- Organizations need to work with professionals who are trained in **culturally safe care** to develop support resources. Organizations must also continually consult with Black and Indigenous folks so the supports are tailored to their needs.
- Organizations need to work with Black and Indigenous folks to consider opportunities to develop a council of representatives from affected communities to **directly advise on and co-create support resources**.

New recruits and existing workers should be aware of the **culturally affirming supports** that are accessible to support their mental health and wellness. Reporting processes should be designed to include intersectionality and disability, such as their experiences of anxiety, depression, or stress. Organizations should be able to offer confidential support, which may include:

- Employee and family assistance programs
- Psychological support programs for workers
- Spiritual care (e.g., clergy members, Indigenous Elders, Indigenous spiritual care providers)
- Protected time to access meditation, multi-faith spaces, or therapeutic rooms
- Protected time to join and participate in an employee resource group
- Peer support programs

3.3.1 EXTERNAL WELLNESS RESOURCES FOR BLACK AND INDIGENOUS PEOPLES

Organizations are encouraged to offer a comprehensive list of external mental health providers who deliver culturally affirming, safe, and accessible services. These multi-purpose, multi-faceted resources support awareness building, are suitable for inclusion in education and training initiatives, and can be integrated into intake and investigation processes to connect individuals with culturally responsive care when needed.

[Ethno-Racial \(Cultural\) Affirming Wellness Resources](#) is a curated repository of mental health supports grounded in culturally responsive and trauma-informed principles. These services can be used flexibly to meet the unique needs of Black and Indigenous individuals, ensuring both immediate and longer-term support options are available.

Sharing information about trusted community-based organizations that offer mental health and wellness support specifically for Black and Indigenous groups reinforces the organization's commitment to psychological safety, equity, and healing. These resources are essential tools, not only for individuals seeking support, but also for leaders and investigators aiming to provide tailored, culturally meaningful referrals throughout the reporting and resolution process.⁸

ADAPTABLE RESOURCES

[External Consultant Assessment Template](#)

Criteria for Launching an Investigation: [Direction Map](#) and [Practice Guide](#)

[Intake/Needs Assessment Template](#)

[Investigation Protocol Template](#)

[Closure Letter Template](#)

[Ethno-Racial \(Cultural\) Affirming Wellness Resources](#)

SECTION 4:

OPERATIONALIZING THE REPORTING APPROACH

IV

4.0 Embedding a Trauma-Informed Approach

Embedding a trauma-informed approach within investigation criteria reinforces organizational credibility, strengthens trust, and signals a deep commitment to justice for Black and Indigenous workers. Trauma-informed practices ensure that all reports are received and managed with clarity, confidentiality, and compassion, and that multiple supportive pathways are available for workers to seek help in ways that meet their needs. The Direction Map and Practice Guide encourage a “no wrong door” approach, meaning workers can safely disclose experiences of racism through a trusted person or endorsed reporting channel and will be consistently supported and guided to appropriate next steps. This fosters psychological safety through transparent and accessible channels for reporting concerns. Organizations should regularly review and adapt criteria with meaningful input from Black and Indigenous folks in the health care workforce and community partners. This ensures that processes remain responsive, actively address and mitigate systemic bias, and align with anti-racism values and trauma-informed principles. ⁶⁻⁷

4.1 Leading with Anti-Black and Anti-Indigenous Racism Expertise

Strengthening investigations requires meaningful inclusion of those with anti-racism experience and lived insight. Expertise in anti-Black and anti-Indigenous racism enriches investigations by helping interpret complex historical, social, and cultural contexts and supporting trauma-informed, nuanced responses.

The Practice Guide emphasizes that investigative processes must remain objective and standardized so that outcomes do not depend solely on the individual expertise of the investigator or consultant. Using clear investigation protocols, organizations can guarantee consistency and fairness while consulting with individuals who hold deep knowledge and lived experience to guide interpretation and resolution.

Expertise and lived experience:

- Help identify and address systemic biases that may influence how incidents are perceived and resolved
- Inform strategies to create a safe and supportive environment for individuals sharing their experiences
- Enhance accountability, transparency, and trust in the process
- Offer informed guidance that leads to more meaningful and lasting improvements in organizational policy and practice

When used together, the Practice Guide and Direction Map ensure that each investigation is grounded in clear values, structured accountability, and trauma-informed anti-racism expertise. These resources work in tandem to support organizational competence and foster psychological safety for everyone involved in the process.

4.2 Strengthening Internal Systems for Safer Reporting

Organizations need to build trust with Black and Indigenous folks to develop confidence when accessing anti-racism reporting systems. Organizations can strengthen their internal systems for safer reporting by:

- Consulting the relevant regulated health professions and societies to ensure reporting processes are well-aligned and harmonized across professional standards
- Identifying internal structures where workers feel secure sharing their experiences of racism, including:
 - Equity, diversity, inclusion, anti-racism, and accessibility offices
 - Union representation and grievance processes
 - Incident reporting systems
 - Confidential support mechanisms (such as third-party helplines)
 - Spiritual care through clergy, Indigenous Elders, or spiritual care providers

→ Human resources teams trained in anti-racism, equity, diversity, inclusion, accessibility, and anti-oppression

By making these structures visible, accessible, and responsive, organizations demonstrate a commitment to psychological safety and foster a culture where everyone has confidence that concerns about racism can be addressed respectfully and appropriately.

4.3 Building Foundations for Anti-Racism Reporting

Foundational and comprehensive education about racism is essential for empowering the health care workforce to recognize, address, and report incidents with confidence. Providing workers with the knowledge to identify both explicit and subtle forms of anti-Black and anti-Indigenous racism helps workers understand how to use reporting tools and ensures that everyone understands their role in upholding equity. By nurturing a shared understanding of how racism manifests and affects individuals and teams, organizations build greater trust in reporting systems and foster a culture founded on accountability, psychological safety, and anti-racism.

4.3.1 PROMOTING AWARENESS OF REPORTING PROCESSES

Awareness and education around reporting racism are fundamental for developing and sustaining accountable investigation processes. Organizations can foster this through:

- **Onboarding and orientation:** Introduce new workers to clear processes and procedures for reporting racism and make expectations for using these reporting pathways foundational from the start of their employment.
- **Internal tools and educational resources:** Increase awareness and understanding of reporting mechanisms for all existing workers, ensuring ongoing learning and easy access to information.

4.3.2 LEADERSHIP EDUCATION TO SUPPORT ANTI-BLACK AND ANTI-INDIGENOUS RACISM INVESTIGATIONS

A strong foundation in anti-Black and anti-Indigenous racism education is essential for fostering safe and effective reporting of racism in health care workplaces. Alongside understanding the Ontario Human Rights Code (the Code), leaders and those responsible for reporting systems should engage in education that integrates the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission's Calls to Action, and targeted universalism. This education ensures that leaders are equipped to build and enhance processes and policies grounded in equity, inclusion, and long-term systemic change. The Advancing Anti-Black and Anti-Indigenous Racism Education for the Health Care Workforce toolkit offers a structured approach to ongoing learning and practical application of key frameworks that can help to strengthen the culture of safety and responsiveness in all reporting and investigative actions.

THE CODE IN REPORTING

- Ground all reporting, response, and investigation in the requirements of the Code, ensuring each allegation is investigated with equity, dignity, and non-discrimination at every step.

PRACTICAL SKILLS FOR INVESTIGATION, CONFLICT RESOLUTION, AND MEDIATION

- Develop expertise in evidence-based, trauma-informed approaches for investigating reports of racism, including culturally safe interviewing, effective documentation, and careful evaluation of evidence.
- Build skills in conflict resolution and mediation that are rooted in restorative practice and cultural humility. Engage in training that prepares leaders and teams to facilitate healing dialogue, support reconciliation with the involvement of Indigenous Elders and knowledge keepers, and ensure all parties feel heard, respected, and safe.

POLICY AND DATA-INFORMED ACCOUNTABILITY

- Commit to regularly reviewing and improving reporting processes and outcomes through policy updates and data analysis.

Engage with resources like the Workforce Data Collection Toolkit for Addressing Anti-Black and Anti-Indigenous Racism in the Workplace to guide the use of organizational data in removing barriers, monitoring progress, and advancing lasting change.

By centring these areas of knowledge and practice, organizations can create reporting environments where anti-Black and anti-Indigenous racism are addressed with integrity, transparency, and a focus on healing, safety, and accountability.

ESTABLISHED RESOURCES

[Ontario Human Rights Commission](#)

[United Nations Declaration on the Rights of Indigenous Peoples](#)

[Truth and Reconciliation Commission's Calls to Action](#)

[Targeted universalism](#)

SECTION 5:

MONITORING, EVALUATION, AND ACCOUNTABILITY



5.0 Strengthening Reporting and Response Systems through Community-Led Data Governance

Organizations can apply lessons from community-led governance frameworks to strengthen effective evaluation, monitoring, and accountability for anti-Black and anti-Indigenous racism reporting. These frameworks ensure that reporting and response systems are driven by community needs and priorities, are rooted in collective and individual rights, and reflect culturally grounded values and protocols. Organizations should apply OCAP® (Ownership, Control, Access, Possession) to uphold Indigenous ownership, control, access, and possession of data, and support self-determination and culturally affirming reporting environments. The EGAP (Engagement, Governance, Access, and Protection) Framework for Black communities reinforces the necessity of community review, engagement, and authority across every stage of data processes. The CARE (Collective Benefit, Authority to Control, Responsibility, and Ethics) Principles, along with Inuit and Métis frameworks, emphasize collective benefit, shared authority, inclusiveness, reciprocity, and ethics to shape governance to be both community-centric and accountable.

5.1 Applying Community-Led Data Governance Principles to Enhance Monitoring and Evaluation

Organizations can strengthen reporting and response systems for anti-Black and anti-Indigenous racism by actively applying principles from community-led governance frameworks. These frameworks emphasize the need for ongoing input, shared authority, transparency, and ethical data stewardship throughout every aspect of monitoring and evaluation.

Key indicators to apply in practice include:

- **Community control and approval:** Collaborate with Black and Indigenous governance or advisory groups to review and develop reporting policies, processes, and data collection methodologies.
- **Transparent engagement and communication:** Hold regular engagement sessions and ensure transparent communication to workers and community representatives about data use, protections, and outcomes.
- **Representative governance structures:** Build diverse and inclusive advisory and governance bodies with strong Black and Indigenous representation and considering intersectional identities.
- **Access and data interpretation:** Collaborate with Black and Indigenous workers to interpret reporting data in ways that are contextually informed and culturally grounded. Prioritize safeguards that protect privacy, prevent re-identification, and maintain psychological safety, and ensure that any data access or sharing is used strictly to advance equity, not to create risks for individuals or communities. Provide clear mechanisms for communities to offer input or request corrections while centring ethical use and protection over broad access.
- **Data management policy:** Develop clear terms of reference or [data management policies](#) for anti-Black and anti-Indigenous racism reporting. Policies should ensure clarity, transparency, legal and ethical compliance, accountability, privacy protection, and trust-building across the organization.
- **Infrastructure considerations:** Allocate budgets and resources, establish clear administrative and reporting relationships, provide quality indicator reporting, and invest in ongoing training on community-led governance frameworks. Embed Indigenous and Black advisory or community councils within infrastructure to drive accountability and credibility.
- **Responsive policy changes:** Document and implement reporting policies and procedure adjustments informed by ongoing engagement with Black and Indigenous workers through advisory groups.
- **Benefit to community:** Measure and report how data analysis led or co-managed by Black and Indigenous folks and/or communities has resulted in improvements, organizational supports, and systemic change.

- **Feedback and accountability loops:** Maintain transparent update channels and regular feedback mechanisms between the organization, community representatives, and advisory councils.
- **Continuous improvement:** Periodically review governance frameworks, policies, and monitoring indicators to incorporate community advancements and emerging best practices.

Through embedding these indicators into monitoring and evaluation efforts, organizations can create reporting systems that remain ethical, accountable, culturally safe, and truly community-driven. [9-10](#)

5.2 Strengthening Accountability and Fostering Continuous Improvement

Strengthening accountability and fostering continuous improvement are essential for ensuring systems to report anti-Black and anti-Indigenous racism are effective, community-centred, and adaptive. Incident reports provide critical insight into the specific patterns and barriers that exist within organizations and form the foundation for responsive and targeted action.

Key approaches include:

- **Data-informed training and interventions:** Analyze aggregated reports of racism with community input to identify recurring issues and gaps. Use these insights to develop and refine educational programs and support targeted interventions suited to the needs and contexts of various teams, units, and programs.
- **Case studies and informed consent:** Use anonymized accounts from reporting data as case studies to promote learning and positive change. Clearly communicate the purpose, function, and implications of using individual stories. Uphold principles of transparency, informed consent, and anonymization, and provide compassionate support to those who share their experiences.
- **Confidentiality, anonymity, and minimum thresholds:** Establish clear guidelines for confidentiality and minimum reporting thresholds, ensuring that reports cannot be traced to individuals in small sample sizes. These protocols protect privacy and psychological safety while promoting organizational learning.

- **Ethical reporting and investigator training:** Provide education and guidance on ethical reporting practices for those responsible for investigating incidents. Emphasize approaches that avoid deficit-based or victim-blaming perspectives, and encourage adoption of decolonial, intersectional, and anti-racist frameworks in all aspects of reporting and response.
- **Tailored and context-specific education:** Continually adapt education and training efforts based on data and community feedback to ensure strategies are meaningful, relevant, and responsive to the particular challenges identified within specific departments or service areas.

By embedding accountability and continuous improvement throughout the monitoring and response process, organizations foster systems that are transparent, flexible, and directly responsive to the lived realities of Black and Indigenous workers. This creates an environment where reporting is meaningful and leads to enduring systemic change, healing, and trust.

SECTION 6:

SUSTAINING ORGANIZATIONAL COMMITMENT

VI

6.0 Sustaining Organizational Commitment Through Robust Reporting Systems

Data collection, consolidation, and analysis processes must be thoughtfully designed to foster long-term cultural change and continuous improvement in addressing anti-Black and anti-Indigenous racism and embed sustainability in organizational reporting systems.

6.0.1 APPROACH FOR COLLECTING DATA ON REPORTS OF RACISM

Think of data collection as an organizational journey that evolves with the needs of workers and the greater workplace community. Early phases may include providing multiple avenues for workers to report racism, reflecting a commitment to meeting workers where they are and ensuring safety across all channels. As the system matures, organizations should analyze the data to identify emerging trends, revealing where policies and processes must adapt for lasting relevance. Best practices for data collection include:

- **Quality and actionable data:** Collect high-quality, actionable data from various sources, including formal complaints, anonymous portals, human resources (HR) systems, and direct reports to supervisors or equity offices. Data should be used to inform anti-racism strategies, support key performance indicators (KPIs), and measure progress toward organizational goals.
- **Principled data practices:** Adhere to community-driven principles such as Indigenous data sovereignty, governance frameworks, and the EGAP (Engagement, Governance, Access, and Protection) Framework. This ensures that all reporting practices are culturally safe, ethical, and aligned with recognized best practices for privacy and consent.
- **Centralized reporting process:** Develop and maintain a centralized reporting system to count and cross-reference incidents, not individuals, to support consistency in documentation and reduce duplication.
- **Clear reporting pathways:** Clearly map out the pathways for reporting incidents, including formal systems, HR, direct supervisors, consultants, and equity offices, making sure all workers know their options and feel safe using them.

- **Source tracking:** Collect and analyze data to identify whether reports arise from self-reports, witness accounts, whistleblower lines, or investigator findings. These distinctions help organizations better understand the patterns and root causes of reported incidents.

6.1 Consolidating and Reviewing Reports for Sustainable Impact

Sustained organizational change relies on the ability to systematically document, consolidate, and review reported incidents. A consolidated approach to reporting provides a comprehensive, real-time view of the organizational climate and helps identify immediate areas for action and support.

- **Routine consolidated reporting:** Establish regular intervals for consolidating reports (for example, monthly or quarterly) supported by real-time tracking when possible. Share clear, accessible summaries with leadership and workers to foster trust and normalize reporting as part of organizational culture.
- **Leadership engagement:** Senior leaders should champion the reporting system, acknowledging that an initial rise in reported incidents can signal increased trust and engagement, while low reporting may point to the need for additional supports or process adjustments.
- **Accountability through review:** At a minimum, conduct quarterly reviews of consolidated incident data. Use findings as KPIs to drive policy changes, training efforts, and leadership evaluations.
- **Strategic policy frameworks:** Leverage consolidated data to inform ongoing policy development, review, and targeted interventions—especially in areas with high frequencies of complaints or where concerning patterns emerge.
- **Thematic analysis for improvement:** Regularly share themes, patterns, and root causes identified in reports across the organization. Examine where incidents cluster, the types of racism reported, and the stages of the employment journey where issues arise.

- **Continuous improvement loop:** Use evaluation findings to sharpen policies, adapt reporting pathways, and enhance organizational supports in real time, sustaining the work of anti-racism as both a cultural norm and operational standard.

This consolidated approach ensures that reporting systems act as engines for organizational learning, policy refinement, and cultural change, thus supporting the health and sustainability of anti-racism commitments across the organization. [7](#), [11](#), [12](#)

SECTION 7:

LOOKING FORWARD

VII

7.0 Celebrating Collective Progress and Recognizing Steps Toward Equity and Trust

Celebrating the journey of building safer, more effective reporting and response systems means continually honouring milestones of trust, dignity, and positive transformation in organizational culture. With every step forward, small and large victories offer opportunities to recognize the dedication, courage, and collaborative spirit that drive progress toward justice, inclusion, and safety.

Success becomes visible through tangible trust indicators, for example:

- An ongoing increase in the number of reports submitted, signaling growing comfort and participation in the reporting process
- More first-time users embracing reporting pathways, demonstrating that safer systems are inviting new voices
- Reduced reliance on anonymous reports, as confidence in confidentiality and supports grows
- Quicker responses to reports and timely follow-up actions, showing the organization's commitment and accountability
- Improved results in workforce engagement surveys, reflecting that workers feel respected and safe while engaging with reporting mechanisms
- Greater satisfaction in the transparency, fairness, and resolution of the reporting process among all participants
- Widespread engagement from all departments, illustrating that trust is embedded throughout the organization
- Concrete examples where input from the health care workforce led to meaningful improvements, recognizing and honouring those who contributed ideas or raised concerns

Every milestone—whether a surge in participation, the launch of a new initiative born from feedback, or a policy change driven by frontline workers—deserves to be shared and celebrated at meetings, special events, or through organizational communications. Recognizing these successes reinforces optimism, sustains momentum, and fosters a community built on learning, courage, and continuous improvement. This journey of celebration not only rewards commitment but also inspires others and ensures the path forward is marked by transparency, hope, and real progress for all. ¹³

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Working Definitions

Working definitions for key terms used across these toolkits are available on the TAHSN website. Please visit the [Working Definitions](#) page to review the full set of terms and concepts that informed toolkit development. We encourage you to refer back to that page regularly as your anti-Black and anti-Indigenous racism work evolves.

Adaptable and Established Resources and Guiding Documents

Summary of Key Recommendations

GUIDING PRINCIPLES

- The toolkit focuses on harmonizing the reporting process for workers and aligning it with racial justice and anti-racism, anti-colonial, and anti-oppression principles. Central themes or frameworks that guided the development of the toolkit are:
 - Participation and meaningful engagement: safer space, consensus building, and gradients of agreement
 - Anti-racism
 - Decolonization
 - Anti-oppression
 - Intersectionality
 - Trauma-informed approach
 - Psychological safety
 - Reparative justice
 - Cultural and racial responsibility
 - Alternate dispute resolution
- An accountable investigation process for safer reporting of racism is rooted in core values such as compassion, accountability, empathy, fairness, justice, and transparency.

- This toolkit serves as a launching point for the investigator(s) to commence the investigation. To establish an accountable investigation process, this toolkit recommends:
 - Establishing the investigation's scope
 - Naming all involved parties
 - Listing activities and timelines
 - Identifying roles and responsibilities for each task
 - Outlining associated risks and liabilities
- To establish a safer reporting system, conduct a review of existing policies, processes, and procedures for addressing incidents of racial harm.
- Adopt a nuanced approach to understanding racial identity that allows for self-identification and acknowledges the diversity within Black and Indigenous communities.
- Use an intersectional lens that considers and addresses the ways intersecting identities (e.g., gender, sexual orientation, disability) exacerbate experiences of racism for Black and Indigenous individuals.

COMMUNICATION AND SUPPORT

- Develop accessible, engaging, and diverse communication channels for workers to learn about reporting procedures related to racial harm.
- Ensure active involvement of workers in the planning and communication of the reporting mechanisms to foster trust and worker engagement.
- Establish and communicate clear guidelines that outline processes and practices that can be expected when an incident report is filed.
- Offer culturally appropriate and confidential support options for workers affected by racism incidents, addressing the mental and physical toll.

DATA COLLECTION AND ANALYSIS

- With considerations for privacy, collect data on incidents of racism to identify areas where workers feel safe reporting such incidents.
- Use collected data to support the development of organization-wide equity, diversity, and inclusion or anti-racism strategies.
- Review and analyze incident reports regularly to identify trends and areas needing attention, such as programs or units with recurring incidents.

PERSONNEL EXPERTISE AND TRAINING

- Determine when to engage an external consultant for investigation based on your organization's capacity, internal knowledge, and trustworthiness, as well as the complexity of the incident.
- Ensure investigators possess competencies, expertise, and a commitment to anti-racist principles.
- Identify key stakeholders who are involved in the reporting process, outline their roles and responsibilities, and provide appropriate training.

LEADERSHIP AND STRATEGY IMPLEMENTATION

- Establish commitment from senior leaders to support the incident reporting process, thus fostering a culture of accountability and demonstrating organizational commitment to addressing racial harm.
- Ensure policy and strategic commitments for racial justice, along with trained workers and human resources leaders, are in place.
- Shift from a risk-mitigation approach to one that is centred on critical race theory, intersectionality, and implementation of alternate dispute resolution techniques.

Success Factors for Effective Implementation

DESCRIPTION

This resource helps determine if key elements including training, data governance, organizational commitment, investigation protocols, and support systems are present prior to starting or updating a reporting process. It provides guidance on building a process that is credible, trauma-informed, and anchored in anti-racism. Use this resource to scan for gaps, build trust, and ensure that organizational actions reflect justice and equity.

HOW TO USE

Review each factor in the checklist to assess the presence and strength of essential components in your organization. Consider training, cultural safety, policy commitments, investigation expertise, and supports for workers. Use the results to inform planning, prioritize improvements, and facilitate meaningful engagement with Black and Indigenous staff and communities. Repeat this assessment regularly to monitor progress and adapt to evolving needs.

TRAINING

- Workers are trained with skills to identify, discuss, and address anti-Black and anti-Indigenous racism.
- Human resources (HR) folks who are trained in the foundations of anti-racism, anti-Black racism, and anti-Indigenous racism with an understanding of how systems of oppression operate within spaces and impact folks from systemically marginalized communities are engaged in the development of a safe reporting process.
- Workers involved in data analysis and reporting have completed anti-racism and anti-oppression training and have a deep knowledge of the principles of Indigenous data governance and sovereignty and of the EGAP (Engagement, Governance, Access, and Protection) Framework.

DATA ANALYSIS

- There is a communication strategy around intentions of data collection, how data will be analyzed, who will be analyzing data, and how the organization will protect employee privacy.

ORGANIZATIONAL COMMITMENT

- Policy and strategic commitments outline measured actions toward achieving racial justice and making systemic changes.
- The organization is working to develop data governance structures and ensure processes are co-designed with workers and unions (if applicable) and communicated to the workforce.
- Leaders who are accountable for decision-making and for taking action to address outcomes of an investigation are identified.
- An office is established with trained workers who are designated to address reports of direct, indirect, and systemic racism. The office is required to:
 - Have access to external consultant(s) specialized in anti-racism, anti-discrimination, intersectionality, and anti-oppression.
 - Be appropriately resourced to align with organizational processes and not rely on volunteers to be responsible for aspects of this work.
 - Reports on incidents/investigations should be provided to the CEO and the executive leadership team.

INVESTIGATION PROCESS

- Establish connections with investigators who have expertise in labour law, anti-racism, and social justice.
- Develop clear guidelines for when an external investigation will be used and how to initiate this process where they do not yet exist, and ensure that all existing and new guidelines are clearly communicated.

SUPPORT

- HR and/or the internal administrator responsible for access to legal support and various vendors who are knowledgeable with relevant legislation including and not limited to the Code, labour law, employment standards, workplace safety, and Occupational Health and Safety (OHS).
- Workers have on-demand access to information about culturally affirming resources and supports related to health, well-being, and mental health.
- Resources (culturally affirming care, spiritual care, peer supports) provide appropriate internal support for a diverse group of workers.
- Guidelines for when an external investigation will be used and information about how to initiate this process are developed.

Criteria for Launching an Investigation: Direction Map

DESCRIPTION

The criteria to launch an investigation provide a clear, standardized framework for responding to reports of anti-Black and anti-Indigenous racism with integrity and accountability. This guidance ensures that the organization approaches all reports with compassion, fairness, and transparency, and that decision-making is founded on trauma-informed and equitable principles. Using these criteria promotes consistency across cases, empowers decision-makers to navigate each situation thoughtfully, and prioritizes the distinct needs of Black and Indigenous folks and communities. By formally establishing these foundations, organizations reinforce their commitment to both individual and systemic healing and redress.

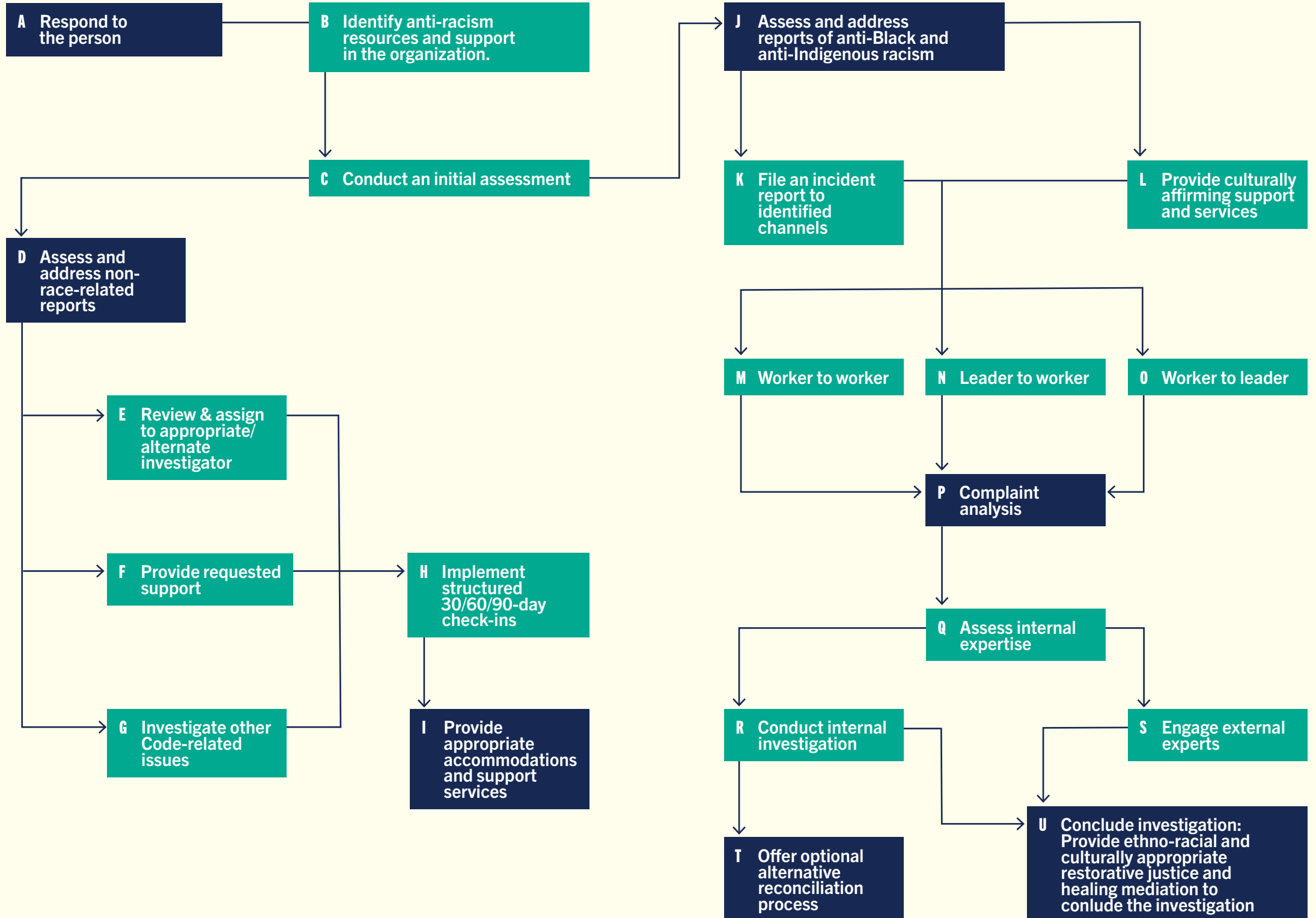
HOW TO USE

The Direction Map for investigation criteria should be used at the initial stage of any report regarding anti-Black or anti-Indigenous racism. Each time a report is received, refer to the criteria to:

- Establish the scope and boundaries of the investigation
- Identify all relevant parties and set clear timelines and responsibilities
- Ensure a transparent and fair process that upholds confidentiality, safety, and regular communication
- Consider risks and potential routes for resolution or redress
- Engage with Black and Indigenous workers and communities to review and adapt the process as needs evolve

Routinely review and update these criteria with the input of those most affected. Apply the map across all cases, whether reports come through supervisors, the human resources department, equity offices, or anonymous channels. This approach fosters psychological safety and trust, centres cultural responsiveness, and enables sustainable transformation of workplace culture. See the [Ontario Human Rights Commissions guidelines for implementing policies on racism and racial discrimination](#) for more information.

DIRECTION MAP



Criteria for Launching an Investigation: Practice Guide

DESCRIPTION

Establishing clear criteria for launching an investigation ensures consistent, equitable, and trauma-informed responses to reports of anti-Black and anti-Indigenous racism. By outlining specific factors that trigger a formal investigation, organizations can demonstrate their commitment to seriously and proactively addressing racial harm. This tool provides guidance on assessing reports, identifying potential biases, and determining when to initiate a thorough investigation.

HOW TO USE

Use this tool in conjunction with the [Criteria for Launching an Investigation: Direction Map](#) as a practical guide to establish internal protocols for evaluating complaints, assessing potential impacts on the complainant and the environment, and determining if an investigation is warranted. Ensure your criteria are adapted to reflect the organization's unique context, resources, and commitment to anti-racism principles, paying particular attention to power dynamics and potential intersections with other forms of discrimination. Regularly review and update these criteria in consultation with Black and Indigenous folks and community stakeholders to promote fairness, transparency, and accountability in the reporting process.

A RESPOND TO THE PERSON

Ensure the organization has a “no wrong door” approach to ensure that the complainant can access support and report their concerns through multiple channels. Regardless of who the complainant initially approaches within the organization, they will be guided to the appropriate resources and support systems. Whether they speak to their direct supervisor, a member of the human resources (HR) team, or any other trusted individual within the organization, their concern will be taken seriously and directed to the appropriate personnel for further action.

This approach ensures that the complainant does not face barriers or delays in receiving the support they need. It reinforces the organization’s commitment to creating a safe and inclusive environment where all employees feel empowered to report incidents of racism and discrimination without fear of being ignored or dismissed.

Express your support and commitment to addressing their concern(s). Make it clear that you take their experience seriously and that the organization does not tolerate racism and/or discrimination.

Collect all relevant details about the incident, including who was involved, what happened, when and where it occurred, and any witnesses. Assure the employee that their report will be handled with confidentiality to protect their privacy and prevent any retaliation.

B IDENTIFY ANTI-RACISM RESOURCES AND SUPPORT IN THE ORGANIZATION

Identify anti-racism resources and support in the organization so that workers know where to access guidance, accompaniment, and advocacy throughout the reporting and resolution process, helping to build trust, manage expectations, and ensure concerns are addressed promptly and effectively.

For more information on support resources, please refer to [Embedding Culturally Responsive Wellness and Support Pathways](#).

C CONDUCT AN INITIAL ASSESSMENT

Conduct an initial assessment regarding the nature and content of the complaint. Upon receiving the complaint, it is imperative to determine if the complainant has experienced racism or if racism may be a factor. This initial assessment is critical for understanding the nature and context of the reported incident. By acknowledging and addressing any potential racial dimensions, the organization can respond appropriately to the complaint and conduct an investigation with the necessary sensitivity and thoroughness to effectively address issues of discrimination and bias.

D ASSESS AND ADDRESS NON-RACE-RELATED REPORTS

If an incident is found to have no connection to race, it should still be taken seriously and resolved appropriately. This ensures that the organization addresses all forms of misconduct and inappropriate behaviour, maintaining a fair and respectful work environment. Ignoring non-race-related issues can undermine trust in the reporting process and the organization's commitment to overall workplace integrity.

E REVIEW & ASSIGN TO APPROPRIATE/ALTERNATE INVESTIGATOR

To ensure the complainant feels safe and sufficiently supported, the file should be reviewed and re-assigned to an alternate investigator if an assessment found that race was not a factor in the incident.

F PROVIDE REQUESTED SUPPORT

Provide additional support if the complainant requires it.

G INVESTIGATE OTHER CODE-RELATED ISSUES

If other issues related to the Human Rights Code but not connected to race arise, these code-related issues should be investigated.

If there are issues that contradict the organization's policies but are not related to the Code or connected to race, the file should be referred to HR for further action.

H IMPLEMENT STRUCTURED 30/60/90-DAY CHECK-INS

Following the conclusion and resolution of the investigation, the leader/HR representative should implement a system of check-ins to provide ongoing support to all parties involved. These check-ins offer a structured approach to monitor progress, address lingering concerns (if any), and reinforce organizational support.

I PROVIDE APPROPRIATE ACCOMMODATIONS AND SUPPORT SERVICES

If the individual does not self-identify as Black or Indigenous, provide appropriate referral services or refer to HR for further action.

J ASSESS AND ADDRESS REPORTS OF ANTI-BLACK AND ANTI-INDIGENOUS RACISM

Assess and address reports of anti-Black and anti-Indigenous racism in assessing the impact on the complainant and/or environment. When there is a connection to race, proceed to further investigation by determining if the complainant self-identifies as Black or Indigenous. Investigate with an intersectional lens, recognizing that other identities beyond race may also warrant investigation. Factors such as gender identity, sexual orientation, disability, and socio-economic status can intersect with race, influencing experiences of discrimination and requiring consideration in the investigation process.

K FILE AN INCIDENT REPORT TO IDENTIFIED CHANNELS

File an incident report to identified channels, such as HR representatives, complaint/reporting/safety systems, an anonymous portal, the employee's supervisor, a human rights consultant/office, and an equity/anti-racism office. These channels ensure that individuals have multiple avenues to report incidents of racism, promoting accessibility and inclusivity in the reporting process. The roles and responsibilities of the reporting channels should be clearly defined and publicized, ensuring the complainants understand which channels might best suit their needs and why. The designated representative who is tasked with receiving reports must undergo training in anti-Black and anti-Indigenous racism, cultural safety, trauma, conflict resolution and mediation, bias reduction, intersectionality, anti-oppression, and laws and policies to effectively address and respond to incidents of anti-Black and anti-Indigenous racism within the organization.

Please refer to [Operationalizing the Reporting Approach](#) for more information.

L PROVIDE CULTURALLY AFFIRMING SUPPORT AND SERVICES

Self-identification is a core criterion for consideration. If the individual self-identifies as Black or Indigenous, provide support services, explore culturally affirming mental wellness services and resources, and facilitate access to community resources and networks and flexible work arrangements. Consider the individual's unique experiences and challenges.

For more information on support resources, please refer to [Ethno-Racial \(Cultural\) Affirming Wellness Resources](#).

M WORKER TO WORKER

Power dynamics: The power dynamics may be more balanced, which can make it easier for the affected worker to report the incident without fear of significant retaliation.

Peer relationships: The focus is on maintaining a respectful and inclusive peer environment, which may involve mediation and conflict resolution strategies.

Support systems: Emphasize providing support through peer networks and counselling services to ensure the affected worker feels supported.

N LEADER TO WORKER

Power imbalance: There is a significant power imbalance, which can make it more intimidating for the affected worker to report the incident. Ensuring confidentiality and protection from retaliation is crucial.

Leadership accountability: The process must include mechanisms to hold leaders accountable for their actions, which may involve higher levels of scrutiny and more severe disciplinary actions. There may be sensitive considerations about including the leader in the investigation if they are a part of the allegation.

Organizational culture: Addressing leader-to-worker racism often requires a broader examination of the organizational culture and policies to prevent future incidents.

O WORKER TO LEADER

Leadership dynamics: The dynamics between workers and leaders can be complex, involving power imbalances and hierarchical considerations. The investigative process must navigate these complexities carefully to ensure fairness and respect for all parties involved.

Organizational impact: Incidents of racism from workers toward leaders can have a profound impact on the organization, affecting team morale and the overall work environment. The resolution process must consider these broader implications to maintain a healthy and inclusive workplace.

Role-modelling: Leaders are role models within the organization. Addressing racism directed at leaders is crucial for setting a positive example and reinforcing the organization's commitment to anti-racism and respect for all individuals, regardless of their position.

P COMPLAINT ANALYSIS

Analyze the incident and identify the discrimination type:

Determine the type of discrimination that has been alleged (e.g., comments, conduct such as tone-policing or ignoring the complainant, salary discrepancies, appropriation of work). Consider the impact of race-based discrimination, intersectionality, and how multiple forms of discrimination may intersect.

Q ASSESS INTERNAL EXPERTISE

Assess internal expertise and power structures: Before proceeding with the investigation, the organization must determine if it has sufficient internal anti-racism and anti-oppression expertise to safely conduct the investigation. Additionally, the organization must consider power structures within it that might impact the investigation. This includes examining hierarchies and systemic factors that could influence the handling of the case and ensuring that findings contribute to organizational changes that address the root causes of racism.

R CONDUCT INTERNAL INVESTIGATION

Conduct the investigation internally. If the organization has sufficient expertise, the investigation is conducted internally. The organization must establish clear protocols and guidelines for conducting internal investigations.

Please refer to [Investigation Pathways: Assessing Capacity and Choosing an Effective Approach](#) for more guidance.

S ENGAGE EXTERNAL EXPERTS

In cases where there is insufficient internal expertise, an external consultant should conduct the investigation. It is imperative to collaborate with external experts who possess specialized knowledge in anti-racism practices.

Use the [External Consultant Assessment Template](#) for guidance on assessing consultants.

T OFFER OPTIONAL ALTERNATIVE RECONCILIATION PROCESS

Offer optional alternatives: It is beneficial to offer optional alternative reconciliation and/or healing processes, which may include facilitated dialogues, restorative circles, or mediation sessions conducted by trained professionals. These processes aim to create safe spaces for open and constructive communication, allowing individuals to express their perspectives, listen to others, and work toward mutual understanding and resolution.

U CONCLUDE INVESTIGATION: PROVIDE ETHNO-RACIAL AND CULTURALLY APPROPRIATE RESTORATIVE JUSTICE AND HEALING MEDIATION TO CONCLUDE THE INVESTIGATION

Conclude investigation: Based on the findings, conclude the process by taking appropriate action. The organization must provide support and resources as needed for all parties involved. This support should be comprehensive, addressing not only the immediate concerns arising from the incident but also providing ongoing assistance for any emotional, psychological, or professional challenges that may arise. In keeping with a trauma-informed and complainant-centred approach, the organization should provide mental health support tailored to the trauma experienced by Black and Indigenous individuals. Additionally, the organization should facilitate ethno-racial and culturally sensitive restorative justice and healing mediation processes where appropriate. These interventions aim to foster understanding, reconciliation, and healing among affected parties while restoring trust within the organization. Restorative justice should be applied in a manner that centres the needs and voices of Black and Indigenous individuals who are impacted, emphasizing its use as a tool for education and systemic change.

Intake/Needs Assessment Template

DESCRIPTION

The Intake/Needs Assessment is intended to assist with identifying and planning safer options for reporting incidents of racial harm. This document gathers pertinent information about the needs of the complainant(s), provides details concerning the report of racial harm, and outlines available support options. To ensure relevance and effectiveness, organizations must adapt the assessment to reflect their specific policies, cultural context, and community needs, and address unique systemic barriers faced by Black and Indigenous individuals. The assessment also captures the nuanced and complex experiences of racism in health care settings to foster tailored responses that prioritize equity and safety.

HOW AND WHEN TO USE

Complete this document with any worker who has reported an incident of racial harm while in the workplace. Incident reports can be received by human resources (HR) representatives, complaint/reporting/safety systems, an anonymous portal, supervisors, human rights consultants/offices, or equity/anti-racism offices. Organizations should customize the intake process to align with their operational structures, trauma-informed practices, and anti-racism goals, ensuring it remains accessible and responsive to the lived experiences of affected communities. Clearly define and publicize the roles and responsibilities of reporting channels to help complainants understand the options that best suit their needs and promote trust and inclusivity in the reporting process.

SAMPLE QUESTIONNAIRE

Leader/HR representative: Before we begin, I will need to collect some information from you. If you are uncomfortable sharing, please let me know, and we can move on to the next question.

1. **Can you confirm your name (if comfortable disclosing)?**
2. **Can you tell me a bit about your role in the organization?**
3. **I would like to learn a little more about the experiences that you have been having. Where would you like to start?**
 - a. **Who was involved?**
 - Leader
 - Co-worker
 - Volunteer
 - Learner/student
 - Patient
 - Family member
 - Visitor
 - Contractor
 - Vendor
 - d. **Who else was there? What was their involvement?**
 - e. **Where did this happen? For example, off-site, during a team meeting, in a lunchroom.**
 - f. **Where in your employment journey did this happen? For example, recruitment, onboarding/orientation, training, performance review.**
 - g. **While this happened, what were you thinking and feeling?**
 - h. **How did this experience impact you?**

4. Based on the organizational policy, who do you want to contact about this incident?

- Human Resources
(add a description of their role with reports of racial harm)
- Union representative
(add a description of their role with reports of racial harm)
- Direct supervisor
(add a description of their role with reports of racial harm)
- Ombudsperson
(add a description of their role with reports of racial harm)
- Equity and Inclusion Office
(add a description of their role with reports of racial harm)
- Other _____

5. What support(s) do you need?

- Mental and emotional wellness resources
- Financial resources
- Culturally affirming resources
- Accommodation with tasks at work (outline Workplace Health, Safety, and Welfare process and requirements)
- Other _____

6. What additional information do you need about the incident reporting process?

7. Please share any concerns or barriers that require support and planning.

Investigation Protocol Template

DESCRIPTION

An investigation protocol sample provides a standardized, trauma-informed framework for addressing anti-Black and anti-Indigenous racism reports and ensuring clarity, confidentiality, and consistency throughout the process. Shared with Toronto Academic Health Science Network (TAHSN) by Unity Health, this template guides investigators in transparently communicating roles, protections, and next steps, thus fostering trust and accountability. By structuring interviews with empathy and precision, established protocols safeguard complainants' rights while upholding organizational commitments to equitable resolution and systemic change. It is critical to adapt this tool to align with the organization's specific policies, cultural context, and community needs to ensure relevance and effectiveness in addressing systemic barriers and promoting equity.

HOW AND WHEN TO USE

This tool should be used during initial meetings with complainants to ensure a clear, empathetic, and structured approach; outline roles, confidentiality, and next steps; and emphasize organizational support and protections. Employ this tool at the onset of an investigation to provide a consistent framework for gathering information and setting expectations. Organizations should customize the protocol to reflect their unique operational structures, trauma-informed practices, and anti-racism goals, ensuring it remains responsive to the lived experiences of Black and Indigenous communities and supports meaningful systemic transformation.

Date:

Name:

Site: (where applicable)

Additional Information:

SCRIPT: Thank you for meeting with us. I wanted to meet with you because your initial concerns were shared with me by ways of **[Name of person who shared the concern]** and your manager **[or supervisor or equivalent role]**, **[Name of the person manager/supervisor]**.

You may already know **[Name of the person manager/supervisor]**, but I want to introduce myself. My name is **[Name of human rights consultant or equivalent organizational role]**, **[Organizational title]**, and part of my role is to support staff when they have complex human rights issues that they've shared.

My role is an investigative one. I am not a decision-maker. All decisions are for management to make. However, I do provide recommendations.

My process is confidential, meaning that only people who need to be involved in the matter are brought in. I ask that you not speak about the matter to your colleagues, including anyone directly involved. You may, of course, speak to your union.

Further, all staff that participate in investigations are protected from retaliation. If you feel that you've been retaliated against for participating, please let me know and the matter will be investigated.

Also, I want to remind you of the Employee Family Assistance Program. **[Provide the details and contact information for the specific program]**.

Finally, can I send you the **[Human rights office or organizational equivalent]** questions and answers after our call?

QUESTIONS: **[Consider [Intake/Needs Assessment Template](#) as a tool that can help to standardize the process.]**

CLOSING: I want to remind you of the importance of confidentiality. Please do not discuss these matters with anyone outside this meeting with the exception of your union, an external non-**[Organization name]** support person, and/or the Employee Family Assistance Program.

NEXT STEPS: **[Outline next steps in the process. Consider [Closure Letter Template](#) as a tool to support the standardized process.]**

Closure Letter Template

DESCRIPTION

A closure letter serves as a critical tool in anti-Black and anti-Indigenous racism reporting processes, providing transparency and accountability by formally concluding investigations while affirming the complainant's experience. Shared with Toronto Academic Health Science Network (TAHSN) by Unity Health, this sample closure letter supports organizations in ensuring consistent, trauma-informed communication that validates the impact of racism and outlines steps taken to address reported incidents. To maximize its effectiveness, organizations should adapt the letter to align with their unique policies, cultural values, and community needs to ensure it resonates meaningfully with Black and Indigenous individuals and reflects specific redress commitments. By fostering trust and demonstrating organizational dedication to equity, the letter helps create safer environments where Black and Indigenous individuals feel heard and supported.

HOW AND WHEN TO USE

The closure letter should be used upon completing an investigation into reported anti-Black or anti-Indigenous racism to ensure all findings and actions are communicated clearly and empathetically to the complainant. It is shared once the process concludes and details outcomes, redress measures, and follow-up steps while reaffirming the organization's commitment to accountability and systemic change. Organizations must tailor the letter's language, tone, and content to reflect their operational protocols, trauma-informed practices, and anti-racism goals to ensure it addresses the specific concerns of affected communities and reinforces trust in the reporting process.

CONFIDENTIAL

Date:

Name:

Title:

Site: (if applicable)

Re: Investigation Findings – Closure Letter

Dear [name],

This will confirm, in writing, the findings from my investigation into the complaint of [high-level explanation of the allegations], and our closure meeting on [date].

A summary of the allegations and findings is as follows.

Investigation Findings and Conclusion

The following documentation will outline your specific concerns and our response to each. The focus is to highlight the individual concern brought forward and is not intended to share specific details. This format is designed to assure that each concern was reviewed and that an explanation for each conclusion is provided. Passages in bold reflect your allegation, and our response is below.

It was determined on a balance of probabilities that [finding].

[Organization]'s policy prohibits any form of reprisal. Any acts of retaliation will not be tolerated. Remember to keep this matter confidential, except for your management, Employee Family and Assistance Program counsellor, doctor, legal representative, spouse or close family member, or Human Resources department staff. Breaches of confidentiality may result in discipline up to and including dismissal.

Also, I remind you that [organization]'s Employee Family and Assistance Program is available anytime if you require their services. They may be reached at [phone number].

A copy of my report has been provided to the Human Resources department and your management for review. Should you have any questions, please contact me at the number below.

Sincerely,

[Name], (pronouns)

[Role]

[Number]

[Email]

Ethno-Racial (Cultural) Affirming Wellness Resources

DESCRIPTION

Access to ethno-racial (cultural) affirming wellness resources is a critical component of creating psychologically safe and supportive reporting environments. These multi-purpose, multi-faceted services offer a range of options to meet the unique needs of Black and Indigenous individuals, families, and teams who have experienced, witnessed, or are responding to incidents of anti-Black and anti-Indigenous racism. Each resource is selected for its ability to provide confidential, culturally grounded, and trauma-informed support.

These supports are designed to offer flexibility throughout all phases of reporting, response, and resolution. Services can be introduced as part of education and awareness, included at intake and orientation, or offered as referrals and ongoing care. Organizations are encouraged to integrate and communicate these resources at every stage of engagement, ensuring they are visible, accessible, and easy for everyone to use whenever additional support is needed.

HOW TO USE THIS CHART

Use “Primary community” and “Type of support provided” to match the needs of the person or group reporting racism.

“Use for reporting/support” suggests the most relevant stage and method for connecting to these resources, whether during intake, ongoing support, trauma care, or advocacy.

Share these resources during intake conversations, include them in orientation materials, or use them as a reference to provide accessible, culturally responsive mental health and wellness options for Black and Indigenous folks.

These resources can be presented at the outset of the reporting process, integrated into orientations and education sessions, and made available as ongoing referrals following disclosure or investigation. The goal is to ensure every individual and group has clear pathways to culturally safe mental wellness and advocacy supports throughout their journey.

Resource name	Primary community	Type of support provided	Use for reporting/support
Anishnawbe Health Toronto	First Nations, Métis, Inuit	Health care, cultural supports, trauma and wellness	Intake referrals, ongoing mental health care
Métis Nation of Ontario - Healing and Wellness	Métis	Healing, wellness, mental health, cultural programs	Intake, aftercare, cultural healing
Thunder Women Healing Lodge Society	Indigenous women	Trauma recovery, healing lodge, mental wellness	Specialized trauma support, referrals
TAIBU Community Health Centre	Black, racialized, Indigenous	Primary care, community wellness, culturally based care	Intake, holistic health/wellness
Women's Health in Women's Hands (WHIWH)	Black, racialized women	Women's health, mental wellness, affirming supports	Gender-specific intake/support
Black Health Alliance	Black	Community health equity, advocacy, navigation	Intake, system navigation
Black Human Resources (HR) Professionals of Canada	Black professionals	Peer support, HR guidance, professional development	Staff mentoring/support, leadership
Native Child and Family Services of Toronto	Indigenous children, families	Family services, mental wellness, youth and cultural programming	Intake, youth and family support

External Consultant Assessment Template

DESCRIPTION

The External Consultant Assessment Tool provides a structured framework for evaluating a candidate's expertise, competency, and suitability for roles such as consultation, investigation, and systemic analysis in the context of anti-Black and anti-Indigenous racism. It covers a range of criteria, including academic and professional qualifications, lived experience, demonstrated knowledge of anti-racism principles, and Indigenous-specific considerations to ensure cultural competency and respectful engagement.

HOW TO USE

Use this chart to assign each consultant a score of 1, 3, or 5 for every criterion:

- 1 — Entry-level**
(meets minimal requirements)
- 3 — Intermediate**
(demonstrates moderate experience and understanding)
- 5 — Advanced**
(highly experienced and demonstrates exceptional knowledge and skill)

This rating system enables comprehensive and consistent comparisons. Adapt the tool to align with the organization's community, goals, and specific needs for anti-racism leadership. Select candidates whose strengths best match the requirements for culturally affirming and effective action.

Description	Advanced	Intermediate	Entry-level
Academic qualifications			
Length of experience as an investigator			
Number of investigations conducted			
Length of experience dealing with the subject matter of the investigation			
Experience in actively involving and supporting the facilitation process with individuals who are Black, First Nation, Métis, or Inuit			
Demonstrated working knowledge of anti-Black and anti-Indigenous racism, intersectionality, trauma-informed approaches, gender-sensitive and affirming care, decolonization, and restorative justice			
Dedicated training as an investigator with an understanding of all aspects of anti-Black and anti-Indigenous racism, intersectionality, trauma-informed approaches, gender-sensitive and affirming care, decolonization, and restorative justice			
Professional qualifications, including lived experience (e.g., human rights experience, labour law experience)			
Demonstrated experience with identification of issues such as Black battle fatigue and other forms of harm requiring real-time alert			
Report writing			
Briefing and verbal reporting capability			
Training in workplace investigative techniques and anti-violence/anti-harm			

Indigenous-specific considerations	Advanced	Intermediate	Entry-level
Demonstrated experience with integrating Indigenous perspectives in a manner that is both respectful and inclusive			
Demonstrated knowledge of, appreciation for, and experience in Indigenous knowledge systems, cultural practices, protocols, and lived experience			

Data Management Policy Sample

DESCRIPTION

A data management policy ensures confidentiality, accuracy, and compliance in handling employment equity self-identification data. It also safeguards employee privacy while aligning with the Ontario Human Rights Commission, OCAP® (Ownership, Control, Access, and Possession) principles, and the EGAP (Engagement, Governance, Access, and Protection) Framework. Organizations can adapt this sample policy to meet their specific needs, address unique operational requirements, and ensure data integrity for effective anti-racism and equity initiatives.

HOW TO USE

Customize the policy to reflect your organization's structure, security protocols, and equity goals, ensuring alignment with legal frameworks and cultural priorities. Implement the policy to standardize data collection, storage, and analysis, while regularly reviewing and updating it to maintain compliance and responsiveness to evolving equity objectives. This ensures reliable, secure handling of sensitive data to support meaningful systemic change.

[Sample Data Management Policy](#) (Word document)

DATA SOVEREIGNTY AND GOVERNANCE RESOURCES FOR BLACK AND INDIGENOUS COMMUNITIES

[Engagement, Governance, Access, and Protection \(EGAP\): A Data Governance Framework for Health Data Collected from Black Communities in Ontario](#)

[United Nations Declaration on the Rights of Indigenous Peoples](#)

[The First Nations Principles of OCAP®](#)

[Inuit Qaujimajatuqangit: The role of Indigenous knowledge in supporting wellness in Inuit communities in Nunavut](#)

[CARE \(Collective Benefit, Authority to Control, Responsibility, Ethics\) Principles](#)

SAMPLE ANTI-RACISM AND REPORTING POLICIES AND GUIDELINES

[University Health Network Anti-Racism and Anti-Black Racism Policy](#)

[University of Alberta's Faculty of Medicine and Dentistry Anti-Racism Reporting Policy](#)

[Anti-Racism & Organizational Change: A Guide for Employers, Canadian Human Rights Commission](#)

ONTARIO HUMAN RIGHTS COMMISSION

[A Policy Primer: Guide to Developing Human Rights Policies and Procedures](#)

[Procedures for resolving complaints](#)

[Policy and guidelines on racism and racial discrimination](#)



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