

Centre for Faculty Development (CFD) External Report on Anti-Oppression & Anti-Racism (AOAR)

July 2022



Background

Our [2021-2026 Strategic Plan](#) foregrounded the following commitments in relation to advancing anti-oppression and anti-racism (AOAR) work across all our strategic priorities:

- We will embody principles of AOAR in all our program activities;
- We will build relationships with Indigenous and Black communities to enact our commitments towards reconciliation and anti-racism;
- We will invite diverse perspectives and value multiple forms of evidence and expertise;
- We will expand our accessibility, impact and reach using digital technologies;
- We will partner with patients, families and learners as educators and faculty developers;
- We will be research and evaluation leaders in faculty development, capitalizing on system gaps and Centre strengths and priorities;
- We will interrogate current organizational practices and create equitable and inclusive policies and structures;
- We will uphold our values and speak up, even in the face of risk or uncertainty, to ensure our accountability and integrity.

These commitments require deep and intentional work. As a starting point, we engaged an external anti-oppression consultant and educator, [Rania El Mugammar](#), to perform an equity review of the CFD (with consideration of our connections to our partner organizations, Unity Health Toronto and Temerty Faculty of Medicine, University of Toronto). She used an AOAR framework and applied principles of equity, diversity and inclusion (EDI) as they relate to systems, people, and culture. This effort was designed to create coordinated and sustainable transformation, and identify actions our Centre could take to uphold our commitments.

The review involved collection, and analysis of data from (i) interviews with diverse stakeholders (CFD leadership, program leads, team members and collaborators), and (ii) over 80 CFD program, partnership, and administrative documents. Findings from the equity review were integrated into a report that was then shared with our team and close collaborators.

Summary of Key Recommendations

Findings of the equity review informed several recommendations for our Centre. We acknowledge the CFD has varying degrees of influence and control across recommended actions. Some require additional resource investment, and relationship building to fully enact. The table below summarizes recommendations that the CFD is targeting as initial and feasible priorities.

As we consider implementation, we are defining short-term (within next academic year), medium-term (within 2-3 year), and long-term (3+ years). These timelines also align with completion within our current strategic plan (ending 2026) or to inform the next (beyond 2026). We will update this table each fiscal quarter to share our collective progress with our team and engaged community of collaborators and partners.

Report Recommendation	Term for Completion	Implementation Stage
Design and implement principles-driven compensation strategy for program faculty and facilitators.	Short-term	Underway
Reduce redundancies and overlap in curriculum through a collaborative approach to curriculum development.	Short-term	Underway
Forego reference/recommendation letters and sponsorship in programs.	Short-term	Planning
Implement a structured process to identify and address harm and conflict that may occur within Centre activities outside of existing formal complaint structures.	Short-term	Planning
Adequately resource comprehensive and ethical collection, analysis and dissemination of socio-demographic data in relation to Centre reach and impact.	Medium-term	Underway
Resource deliberate collection and analysis of qualitative feedback (e.g., focus groups, interviews for evaluative purposes).	Medium-term	Underway
Dedicate time and resources for collaborative AOAR/EDI learning.	Medium-term	Underway
Innovate shifts in roles and responsibilities at the Centre that include the implementation of AOAR objectives for existing and future team members.	Medium-term	Underway
Build capacity for new faculty and subject matter experts via the <i>Building the Foundations of Anti-Opressive Healthcare</i> program.	Medium-term	Planning
Cultivate sustainable financial resourcing for AOAR work as a long-term role and strategy.	Long-term	Planning

If you have any questions about this summary, our current activities, or wish to explore opportunities for collaboration, please contact: Latika Nirula, CFD Director (latika.nirula@unityhealth.to).