

Senior management team reflection on the inclusion, diversity, equity and accessibility (IDEA) data and analysis report from the 2020 Employee Engagement Survey at Holland Bloorview Kids Rehabilitation Hospital

More than a year ago, the Holland Bloorview Kids Rehabilitation Hospital [senior management team](#) (SMT) took steps to renew and deepen our organizational commitment to inclusion, diversity, equity and accessibility (IDEA). We recognized the existence and pernicious impact of systemic and structural racism as well as intersectional oppression (particularly the impact of the intersection of ableism and all other forms of oppression) in society and specifically in healthcare and knew that Holland Bloorview was not an exception.

As an SMT, we decided to create the Inclusion, Diversity, Equity, and Accessibility (IDEA) Task Force in 2020. We mandated it to provide us with advice to advance a strategy to combat racism, discrimination and harassment and enhance belonging of children, youth, families, staff, learners and volunteers all consistent with our mission (which includes our commitment to social justice) and our *No Boundaries* strategy which calls on us to lead and model social change. President & CEO Julia Hanigsberg appointed the co-chairs of the task force.

Holland Bloorview conducts a bi-annual employee engagement survey. The SMT asked that executive lead, equity, diversity, and inclusion Meenu Sikand and Tracey Millar, chief people and culture officer, (both members of SMT) work together to include questions around inclusion, diversity, equity, and accessibility in addition to standard questions about employee engagement. The survey was administered in December 2020 and 74 per cent of our employees responded. The SMT received, reviewed and discussed the results of the survey (administered and tabulated by a third-party Talent Map) in January 2021.

It bears repeating that we as the SMT *already* recognized the impact of systemic racism and intersectional oppression on experiences in the workplace and that the demographics of our employees did not represent the diversity of Toronto *before* the survey was administered. In parallel to actions already underway, we knew that this data would form an important baseline and create an opportunity for transparency with regard to who we are and the experience of employees who identify as Black, Indigenous, people of colour (BIPOC), LGBTQ2S+, gender diverse and/or having a disability. As a baseline, the data contained in this report is one way we will measure progress and the impact of our IDEA strategy.

Reading this report is sobering and of course troubling (if not surprising) and energizes us even more to ensure we lead change.

Questions have been posed by the task force (and conveyed to us by its co-chairs) about how the SMT understands its role, what SMT's knowledge is of anti-racism and IDEA and what specific actions it is (and its members individually are) taking – in addition to leadership of the IDEA work that we've described above and additional initiatives across the hospital, Bloorview Research Institute and Foundation.

Here are a few examples, and not all, of activities and actions we have taken as senior management individually and collectively: to grow our knowledge and ultimately implement the structures and processes needed to advance meaningful change within the organization and across the system.

- Each item on the IDEA work plan has a member of the SMT attached to it for executive leadership. This is to ensure that every activity is supported with the required staffing, implementation and accountability to be completed. Periodically those members of SMT attend IDEA task force sub-committee meetings.
- Julia Hanigsberg and Sandra Hawken were early signatories of the Black North Initiative CEO pledge on behalf of the hospital and foundation.
- The SMT identified IDEA as a hospital priority for the foundation annual grant process (and we are grateful to donors for funding a portion of this work).
- SMT's annual retreat in 2020 was focused on anti-Black racism and facilitated by [Dr Notisha Massaquoi](#).
- Julia Hanigsberg and Irene Andress participated in the Toronto Academic Health Sciences Network (TAHSN) annual retreat on anti-Black racism facilitated by Dr Notisha Massaquoi.
- Diane Savage and Tracey Millar are members of the Toronto Academic Health Sciences Network committee on anti-Black anti-Indigenous racism.
- The board of trustees annual retreat (Julia Hanigsberg, Irene Andress and Golda Milo-Manson are all board members and all of SMT participates) included a learning session on anti-Black racism in healthcare with [Upton Allen](#), Meenu Sikand and Sharon Smile.
- Sandra Hawken brought anti-Black racism and ableism training to the Foundation team as well as nurturing a team-led Foundation-specific anti-racism and anti-oppression work plan.
- The SMT receives and discusses updates on the progress of the IDEA work plan on a regular basis at its SMT meetings (quarterly at minimum).

- Julia Hanigsberg attends most IDEA Task Force meetings and receives bi-weekly updates from co-chairs Meenu Sikand and Aman Sium.
- Julia Hanigsberg receives monthly coaching with Dr Notisha Massaquoi on the leadership of inclusion, diversity, equity and accessibility initiatives in healthcare organizations.
- In Julia Hanigsberg's one-on-ones with each of the members of SMT, IDEA is a regular standing item
- Julia Hanigsberg sits on the Black North Initiative (BNI) Health Committee (chaired by Upton Allen and Kwame Mackenzie) and Meenu Sikand participates in the BNI peer network.
- All members of SMT have taken Indigenous Cultural Safety training.
- SMT members' participated in IDEA learning forums such as "Race in Canada: Looking Back to See a Path Forward" and "Combatting Anti-Black Racism in Health Care."
- Irene Andress forged a connection to Elder Little Brown Bear and facilitated learning opportunities for staff with him on supporting cultural safety for First Nations, Métis and Inuit clients and families.
- Stewart Wong led a leadership team meeting discussion relaying lessons and challenges in recruitment of staff from historically racialized and oppressed communities.

These are just a few of the examples of the specific individual and group activities and commitments of the senior management team to our IDEA work. There is much more to learn and do and we embrace what is to come with passion and commitment.

We are extremely grateful to the many people who have contributed to the development of the data and this report including Tracey Millar, Kara Merpaw, Sean Peacocke, Abimbola Saka, Meenu Sikand, Geeta Thomas, Lorraine Thomas, Stewart Wong and the members of the IDEA Task Force Data Action Subcommittee.

We look forward to working together with all of you, our board of trustees and system partners to make lasting and visible change so in the future we can look back at this report with pride in the change we have made and its impact on the lives of children, their families and the entire Holland Bloorview team.

Irene Andress, Tom Chau, Enza Dininio, Julia Hanigsberg, Sandra Hawken, Tracey Millar, Golda Milo-Manson, Bohodar Rubashewsky, Diane Savage, Meenu Sikand, Stewart Wong

The Holland Bloorview Senior Management Team