Opportunities, Safety in Reporting, and Representation Are Not Equal at Holland Bloorview:

Inclusion, Diversity, Equity, and Accessibility (IDEA) data and analysis report from the 2020 Employee Engagement Survey at Holland Bloorview Kids Rehabilitation Hospital

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Background

Inclusion Diversity, Equity and Accessibility (IDEA) Strategy at Holland Bloorview:

We would like to recognize the employees who took their time to complete the employee engagement survey and provided comments. This summary report reflects the experiences and perceptions of staff who work at Holland Bloorview and should be interpreted from the lens of their individual experiences. Systemic and structural racism and oppression exist in healthcare, including at Holland Bloorview, and is a public health crisis preventing many historically marginalized communities from accessing services and benefiting optimal outcomes (1). Holland Bloorview recognizes the urgent need to update our internal structures and organizational objectives to address oppression within and outside of Holland Bloorview to initiate transformative change. As an organization we are committed to advancing our Inclusion, Diversity, Equity, and Accessibility (IDEA) strategy to combat racism and enhance the belonging of children, youth, families, and staff.

The formation of an IDEA Taskforce in September 2020 was part of organizational response to the hospital's recognition of historical and existing health inequities and racism. For the first three months, the taskforce focused on setting up the basic foundation of the anti-racism work with developing the IDEA work plan. The IDEA work-plan was influenced by the systemic inequities evident during the COVID-19 pandemic. Recent examples of this systemic inequality was seen with George Floyd[1], Regis Korchinski-Paquet[2], and Joyce Echaquan[3], which impacted our clients, families, and staff during the COVID pandemic and the tragic events of systemic racism in both Canada and the U.S.

Process for the Employee Engagement Survey Data Analysis

The fundamental purpose of this report is to share and amplify the concerns of employees about issues around inclusion, diversity, equity, and accessibility at Holland Bloorview Kids Rehabilitation Hospital. All data presented in this report was part of the bi-annual Employee Engagement Survey (EES) last completed in December 2020 at Holland Bloorview. The EES is a tool to assess progress in employee engagement. It seeks to measure the extent to which employees feel valued and involved in their everyday work, and their commitment and passion for their work and organization. The EES survey contains over 100 questions assessing engagement across multiple domains, including quality and safety, work environment, teamwork and collaboration, innovation, client focus, management, and many other areas. At Holland Bloorview, 610 employees completed the survey representing 74% of employees at Holland Bloorview.

In 2020, for the first time in its history of administering EES surveys, Holland Bloorview took the standard EES Talent Map survey and incorporated IDEA-themed questions to investigate employee perceptions of inclusion, diversity, equity, and accessibility at the hospital. All data presented in this report is based on the responses to those 25 newly added IDEA questions. In addition to the IDEA questions, participants submitted additional comments related to IDEA questions in the comments box

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[1] **Murder of George Floyd**. **https://en.wikipedia.org/wiki/Murder_of_George_Floyd**.

[2] **Death of Regis Korchinski-Paquet.** **https://en.wikipedia.org/wiki/Death_of_Regis_Korchinski-Paquet**

[3] **Death of Joyce Echaquan.** **https://en.wikipedia.org/wiki/Death_of_Joyce_Echaquan**

provided in the online survey format. The data collected from these comments were analyzed as qualitative data and themed as either **equity, racism, discrimination, inclusion-related comments (based on the OHRC grounds. See appendix A)**. It should be noted that the original intent of those comments was to provide additional space for staff to comment on their responses related to the 25 IDEA questions. These comments are therefore NOT meant to be stand-alone qualitative data. They should be viewed as an additional insight that allows the hospital to understand the complexities of employee engagement better when intersected by race, ethnicity, gender, disability, and sexual identity. Some comments fit into more than one category, and some groups had no themed data in one or more categories. The EDI specialist analyzed all IDEA questions, data, and comments and reviewed these with the IDEA Task Force Co-Chairs. Comments were themed into inclusion, racism, discrimination, equity, harassment, and accessibility (See **appendix A** for standardized definitions). For further information into the process for analyzing the IDEA data, please get in touch with the IDEA office at IDEA@hollandbloorview.ca.

Data and Analysis

2.1: Overview of Comparison Identity Groups: This summary report aims to share the demographics of those who completed the IDEA questions. All IDEA questions were optional, and not all employees chose to complete some or all of the questions.

For the purpose of data analysis, three comparison groups were identified:

a. **Racial Identity**: Three comparison groups were organized along with racial identity, which includes:
   i. Black and Indigenous: Black African (e.g., Ghanaian, Kenyan, Somali), Black Caribbean (e.g., Barbadian, Jamaican), Black North American (e.g., African-Canadian, African-American), Indigenous/Aboriginal People of North America (e.g., Inuk/Inuit, Métis, First Nations).
   ii. People of Colour: East Asian (e.g., Chinese, Japanese, Korean), South Asian (e.g., Indian, Pakistani, Sri Lankan), South East Asian (e.g., Malaysian, Filipino, Vietnamese), North African (e.g., Algerian, Tunisian, Moroccan), Indian Caribbean (e.g., Guyanese with origins in India), Latin American (e.g., Argentinean, Chilean, Salvadorian), Middle Eastern (e.g., Egyptian, Iranian, Lebanese).
      - For the purpose of analysis this racial identity group does not include Black and Indigenous.
   iii. White (e.g., English, Italian, Canadian, Russian).
b. **Sexual Identity:** Two comparison groups were organized along with sexual identity, which includes:
   i. LGBTQ: (Lesbian, Gay, Bisexual, 2(Two)-spirited, Queer).
   ii. Heterosexual.
c. **Disability:** Two comparison groups were organized along disability identity which includes:
   i. Individuals who identify as having a disability: Blindness or low vision, deaf, deafened or hard of hearing, learning disability, mental/mental health disability, neurological condition, mobility disability, other physical or medical disability, coordination, manual dexterity or strength, speech and language disability, cognitive disability, multiple disabilities, and prefer not to disclose.

     ii.   Individuals who do not identify as having a disability.

  d. **Gender Identity**: To ensure confidentiality and anonymity of employees, Talent Map sets a threshold of 15 staff for grouping and further analysis. There were insufficient numbers for comparison/analysis based on gender identity outside of cisgender men and women. Gender identity groups included: cisgender women, cisgender men, transgender women, transgender men, transgender peoples, non-binary peoples and other (with an option to write in).

Demographic Data Provided by Employees of Holland Bloorview

Employees who elected to report their racial, sexual, gender, and disability identities provided the following demographic data. Not all employees elected to declare their identity across these four identity groups.
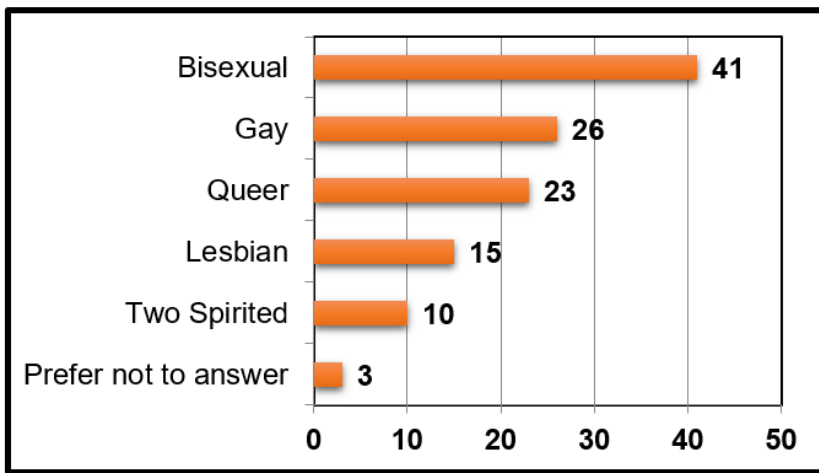
  a. **Racial Identity Demographics:**

361 staff members were White (accounting for 61% of respondents), 31 respondents were Black and Indigenous staff (accounting for 5% of respondents), and 178 were Persons of Colour, otherwise considered Racialized staff who do not primarily identify as Black and Indigenous (accounting for 30% of respondents). 20 staff members identified as Others (4% indicating they did not identify with any of the racial identity group options provided in the survey).
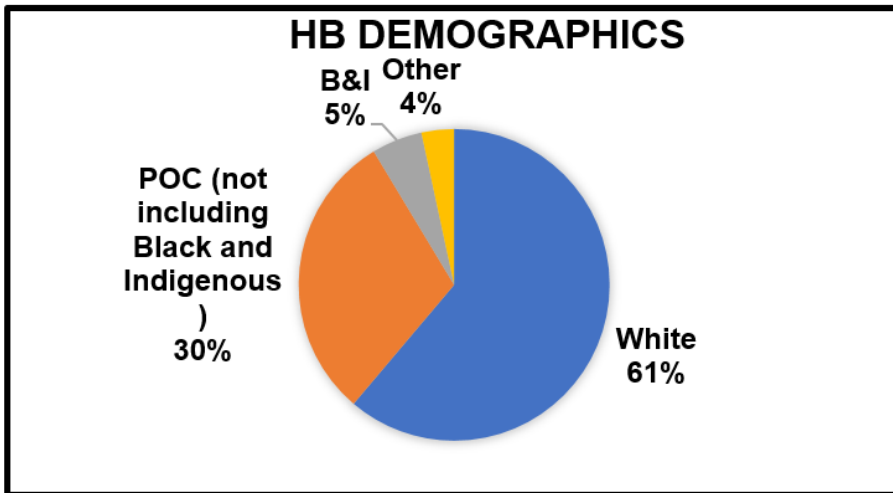
Figure 1: Racial identity for employees at Holland Bloorview; B&I- Black and Indigenous, POC- People of Colour.

 b. **Sexual Identity Demographic Data:**

In total, 503 employees identified as Heterosexual, and 115 identified as LGBTQ. Employees who responded had the option to identify with more than one sexual identity group.

Figure 2: Sexual identity for the 115 employees who identified as LGBTQ++.

c. Disability Demographic Data:

In total, 473 employees identified as not living with a disability, 110 employees identified as living with a disability. Employees responding had the option to identify with more than one disability type; total in chart is 132.
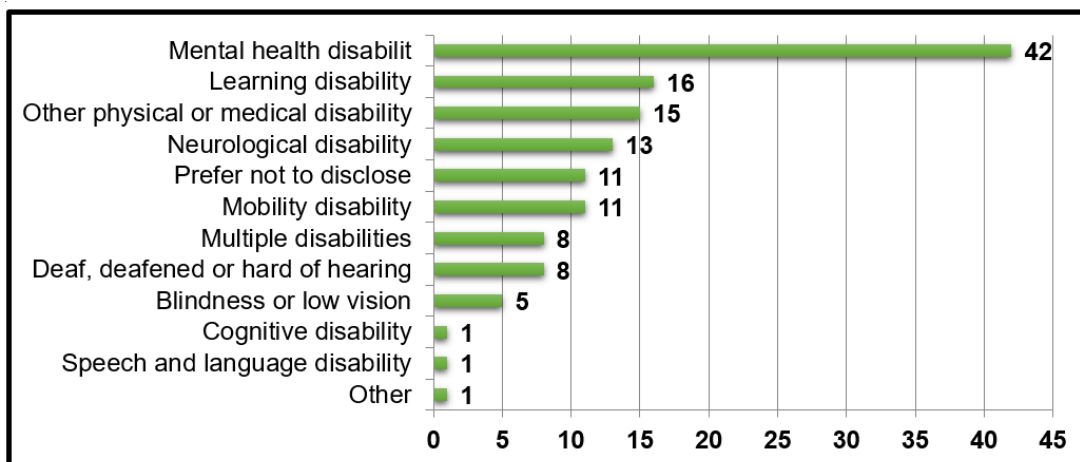

Figure 3: Types of Disabilities reported by the 110 employees who are living with a disability.

## Analysis of IDEA Question Responses based on Racial Identity

In total, there were 25 questions that related to inclusion, diversity, equity, and accessibility, and the perceptions and impact on employees. These 25 questions were analyzed and compared across the three racial identity groups. It was evident that there were differences in individual experiences concerning racism, equity, access to opportunities for individuals who identified as Black, Indigenous, and other Persons of Colour. To ensure the gaps identified from the analyzed survey responses are conveyed effectively, we selected three questions that demonstrated the most significant difference in experiences between the three racial identity groups.

Statement 1: I have been disadvantaged or treated less favourably at Holland Bloorview because of my race. For employees who identified as Black and Indigenous, 37% agreed with this statement, 15% for People of Colour, and only 1% for White employees.
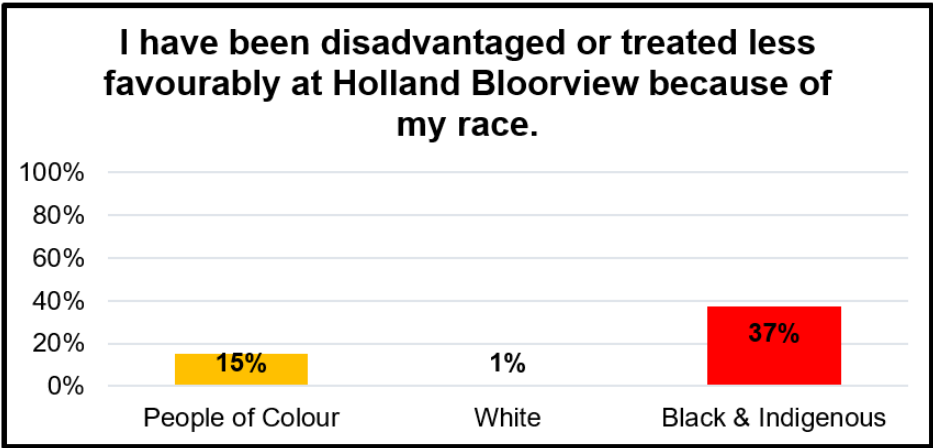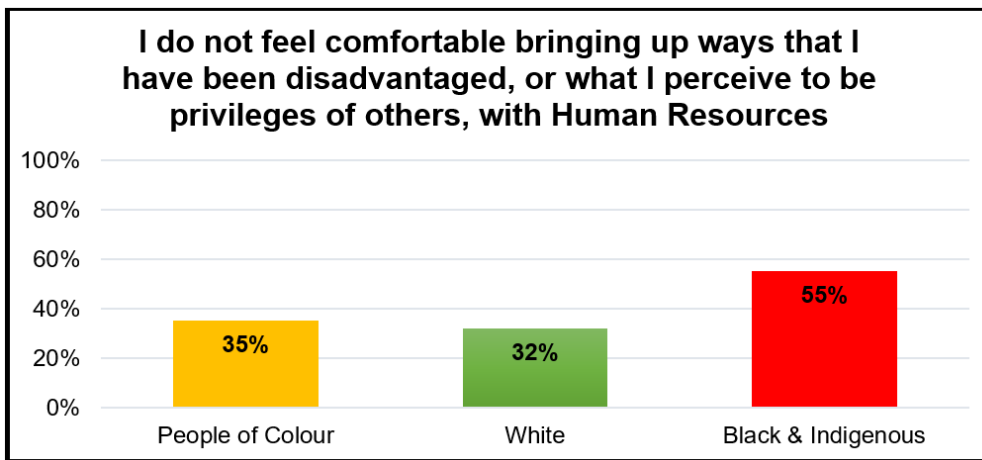
Figure 4: Proportion of individuals who reported to have been treated less favourably or disadvantaged at Holland Bloorview.

Statement 2: Because of at least one of my social identities (e.g., race, disability, gender, etc.), I feel held back from opportunities for promotion, professional development, salary increase, or mentorship. For employees who identified as Black and Indigenous 31% agreed with this statement, 17% for People of Colour, and only 7% for White employees.
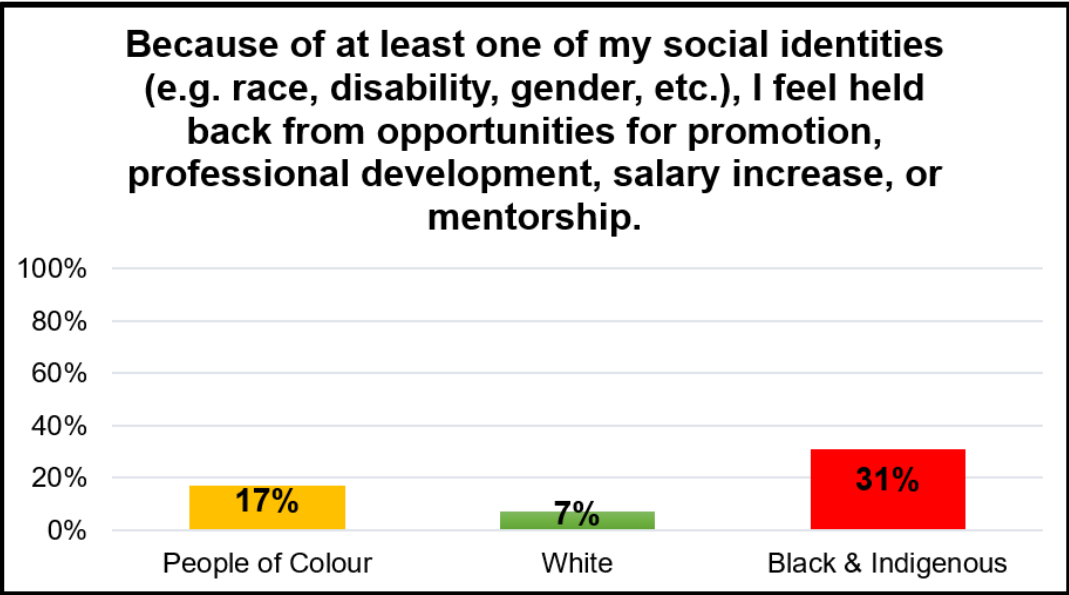
Figure 5: Proportion of individuals who reported to have been held back from opportunities, promotion, and professional development because of one of their social identities.

Statement 3: I do not feel comfortable bringing up ways that I have been disadvantaged, or what I perceive to be privileges of others with Human Resources. For employees who identified as Black and Indigenous 55% agreed with this statement, 35% agreed for People of Colour, and 32% agreed for White employees.

Figure 6: Proportion individuals who reporting not feeling comfortable bringing up ways that they have been disadvantaged to HR.

Comment Data: Comments shared by employees related to the IDEA questions in the Employee Engagement Survey were organized into six categories: racism, equity, discrimination, inclusion, accessibility, and harassment.

This analysis highlights that for individuals who self-identified as Black or Indigenous, comments were summarized as either racism (10), equity (5), discrimination (4), or inclusion (3). While harassment did not come up as a category for this group, it is essential to note that even if not explicitly stated or identified as such, direct and indirect micro-aggressions, and gaslighting have been reported to have had a significant impact on the mental health and well being of employees who identified as Black, Indigenous and Racialized employees.

"I feel that HB does not treat its black staff fairly; when you voice your opinion, you are seen as angry or difficult, but if a white person said that they were insightful or helping make HB a better place."

For individuals identified as People of Colour (excluding Black and Indigenous), comments reported instances of racism (16), discrimination (15), inclusion (11), equity (8), and accessibility (2).

"I face micro-aggressions from staff based on my race. People confuse me with others of the same race. I have also been accused of getting my position solely because of my race."

For individuals identified as White, comments were summarized and grouped as inclusion, racism, discrimination, equity, accessibility, and harassment-related comments. (21) were categorized as discrimination, (14) were categorized as inclusion, (7) as racism, (7) as equity, (5) as accessibility, and (2) as harassment-related comments.

"I have been perpetually excluded and discriminated against for over 10 years. I have raised these concerns with my manager and HR, and they've done nothing."

It should be noted that not all comments included issues of racism, equity, discrimination, inclusion, accessibility, and harassment and many comments spoke to positive changes and experiences.

Analysis of IDEA Question Responses Based on Sexual Identity Data

The sexual identities were grouped as heterosexual and LGBTQ. There were areas of concern where employees who identify as LGBTQ reported concerns related to IDEA in writing concerns, lack of opportunity, and lack of workforce diversity. Below is a graphical representation of the statements with the highest number of **unfavorable responses** based on the highest number of spread comparisons.

Statement 1: When I bring up concerns, they are not properly addressed by my manager or HR. For employees who identified as LGBTQ, 40% agreed with this statement, and for employees who identified as heterosexual, 15% agreed.
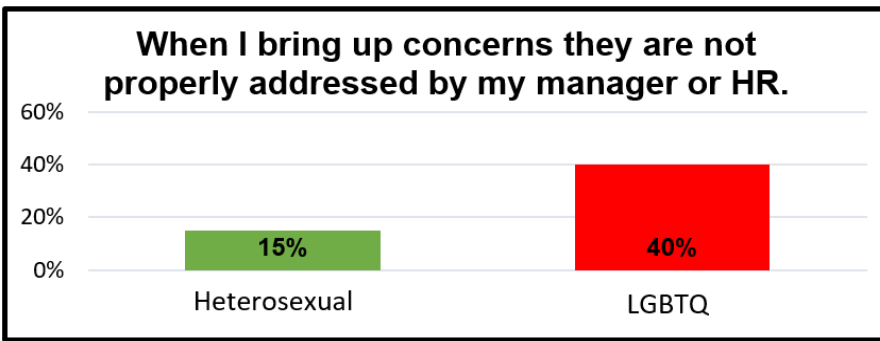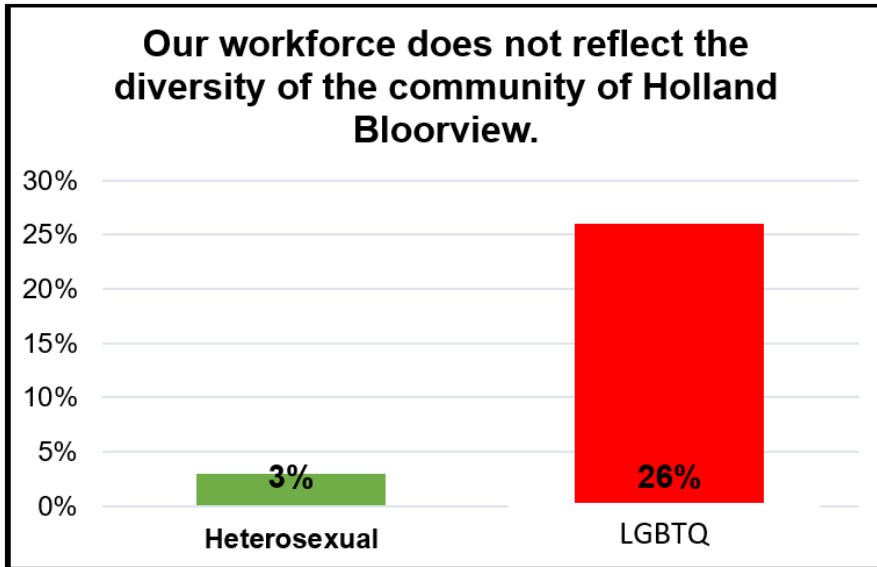

Figure 7: Proportion individuals who reported that when they bring up concerns they are not properly addressed by managers or HR.

Statement 2: Because of at least one of my social identities, I feel held back from opportunities. For employees who identified as LGBTQ, 19% agreed with this statement, and for employees who identified as heterosexual, 11% agreed.
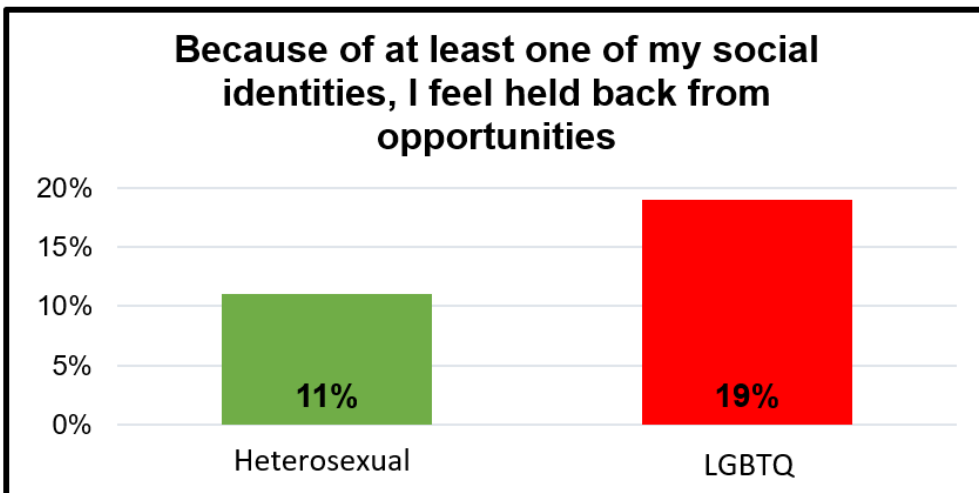
Figure 8: Proportion of individuals who feel held back from opportunities because of their social identities.

Statement 3: Our workforce does not reflect the diversity of the community of Holland Bloorview. For employees who identified as LGBTQ, 26% agreed with this statement, and for employees who identified as heterosexual, 3% agreed.

Figure 9: Proportion of individuals who reported that Holland Bloorview workforce does not reflect the diversity of the organization's community.

Comment data: This analysis highlights that individuals who self-identified as LGBTQ and elected to share additional comments on issues of discrimination (3), diversity (1), equity (2), and harassment (2).

"There was ZERO commitment to systemic change after the issue around harassment from fellow employees was brought up. From my standpoint, this organization's ability to address IDEA from a gender and sexuality perspective is abysmal."

## Analysis of IDEA Question Responses Based on Disability Identity Data

For individuals who identify as having a disability, we observed significantly higher unfavourable responses to questions related to reporting concerns to managers and human resources, and questions related to the diversity of our workforce. Below is a graphical representation of the questions with the highest number of unfavourable responses based on the highest number of spread comparisons.

Statement 1: I do not feel comfortable bringing up ways that I have been disadvantaged with Human Resources. For employees who identified as living with a disability, 46% agreed with this statement, and 32% for employees with non-disability.
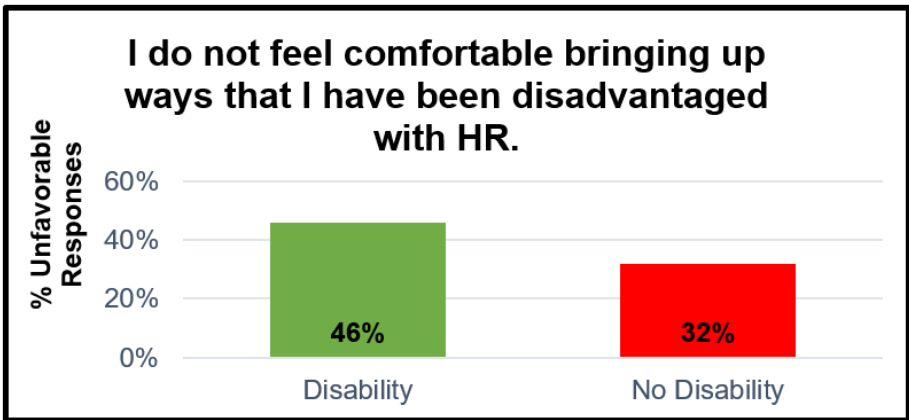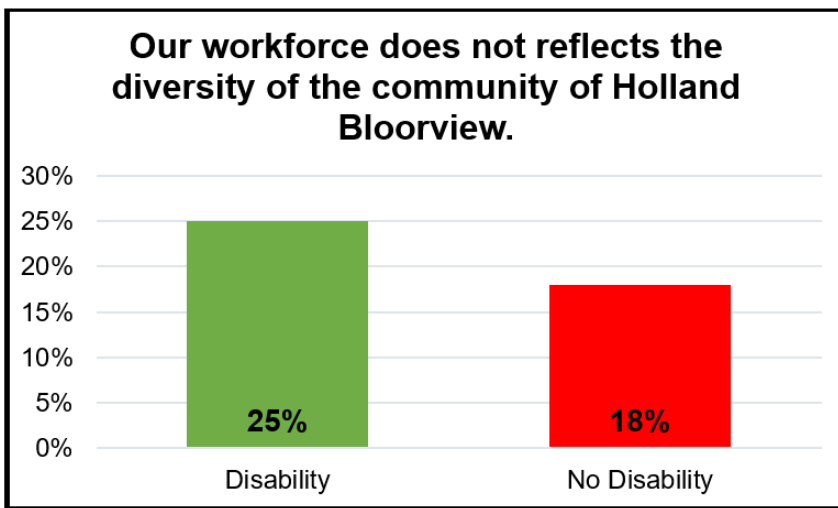
Figure 10: Proportion of individuals who agreed to not being comfortable bringing up ways that they have been disadvantaged to HR.

Statement 2: I do not feel comfortable bringing up ways that I have been disadvantaged with my manager. For employees who identified as living with disability, 40% agreed with this statement, and 46% for employees with non-disability.
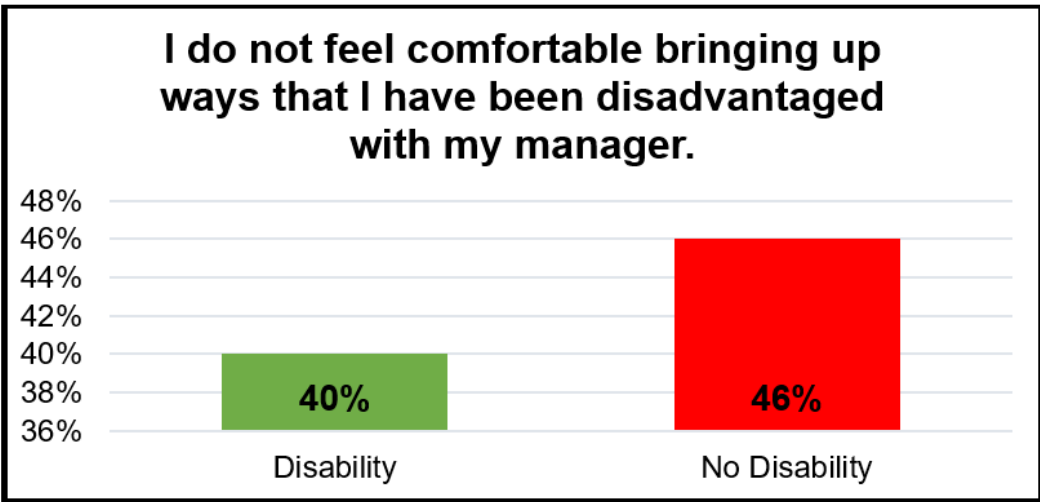
Figure 11: Proportion of individuals who reported not feeling comfortable bringing up ways that they have been disadvantaged to manager.

Statement 3: Our workforce does not reflect the diversity of the community of Holland Bloorview. For employees who identified as living with disability, 25% agreed with this statement, and 18% for employees with non-disability.

Figure 12: Proportion of individuals who agreed that Holland Bloorview workforce does not reflect the diversity of the organization's community.

Comment data: This analysis highlights that individuals who self-identified as living with a disability and elected to share additional comments on issues of diversity (5), equity (4), accessibility (2), and inclusion (4).

"I think that everyone recognizes that Inclusion, Diversity, Equity, and Accessibility are important. I am unsure if everyone truly understands what each of those truly means and can put that knowledge into practice at work."

Conclusion and Main Findings

It should be noted that not all comments included issues of racism, equity, discrimination, inclusion, accessibility, and harassment and many comments spoke to positive changes and experiences. That being said, based on the analyzed survey data and comments provided by employees, the employee experience at Holland Bloorview is also a microcosm of the larger society, with similar societal ills being reflected. This is underscored by four key findings:

- Employees who identify as Black and Indigenous, People of Colour, LGBTQ, and/or having a disability report experiences of racism and discrimination.

- Lack of equal access to growth and new opportunities across all racial groups with the most significant concern coming from employees who identify as Black, Indigenous, and other People of Color.

- All racial identity groups, gender identity groups, and disability identity groups identified challenges with reporting concerns to managers and human resources whether it be a lack of responsiveness to concerns, a perception that no action would be taken, or a discomfort with bringing up the concerns in the first place, due to fear of retaliation or a perception that the manager or Human Resources would not 'get it.'

- Many identity groups (e.g. Racialized peoples, LGBTQ peoples and people living with Disability) at Holland Bloorview cite a lack of workforce diversity and representation.

There is acknowledgement that work is currently underway at Holland Bloorview to enhance inclusion, diversity, equity and accessibility across the organization, but at the same time, to recognize that there is significant advancement that needs to be made and work to be done.

Appendix: Definitions of Key Concepts

Definitions are directly quoted from the **OHRC**

1. Discrimination: It is defined as any action or behaviour that results in adverse or preferential treatment, related to those grounds prohibited under the OHRC. The grounds can be found here: **OHRC grounds**

2. Equity: It is fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation.

3. Harassment: Engaging in a course of comments or actions that are known, or ought reasonably to be known, to be unwelcome. It can involve words or actions that are known or should be known to be offensive, embarrassing, humiliating, demeaning or unwelcome. Harassment under the Ontario Human Rights Code is based on the prohibited/protected grounds.

4. Equitable: This means to be just. It is characterized by fairness or equity. Equitable treatment can at times differ from same treatment.

5. Racism: A belief that one group is superior or inferior to others. Racism can be openly displayed in racial jokes, slurs or hate crimes. It can also be more deeply rooted in attitudes, values and stereotypical beliefs. In some cases, people don't even realize they have these beliefs. Instead, they are assumptions that have evolved over time and have become part of systems and institutions.

6. Diversity: It includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another. Diversity includes race, gender identity, ancestry, age, national origin, religion, ability, sexuality, socioeconomic status, education, marital status, language, and physical appearance.

7. Inclusion: Appreciating and using our unique differences – strengths, talents, weaknesses and frailties – in a way that shows respect for the individual and ultimately creates a dynamic multi-dimensional organization.

8. Accessibility: A general term for the degree of ease that something (e.g., device, service, physical environment and information) can be accessed, used and enjoyed by persons with disabilities. The term implies conscious planning, design and/or effort to make sure something is barrier-free to persons with disabilities.

9. Intersectionality: This is a term coined by Dr. Kimberlé Crenshaw and is a framework that is often used to explore the interconnected nature of identities such as race, class, and gender as they apply to a given individual or group; and the overlapping and interdependent experiences and systems of privilege, or discrimination/ disadvantage that are created.