



TO: Chair and Members of the Board of Health

FROM: Emily Williams, Chief Executive Officer  
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## MLHU EMPLOYMENT SYSTEMS REVIEW: PROJECT STATUS UPDATE

### Recommendation

*It is recommended that the Board of Health receive Report No. 03-24 re: “MLHU Employment Systems Review: Project Status Update” for information.*

### Key Points

- The Employment Systems Review was a third-party assessment of all Human Resources policies and procedures. Of 88 recommendations made, 98% are now complete.
- Anti-Discrimination and Anti-Harassment Policy update and training was released to all staff in September 2023, which supports an (Equity, Diversity, and Inclusion) EDI Anonymous Reporting mechanism.
- In addition to addressing incomplete recommendations, future efforts will focus on audit, review, compliance, and monitoring of implemented recommendations.
- The ESR Recommendation Status Summary is attached as [Appendix A](#).

### Background

Turner Consulting Group Inc. delivered the Employment System Review (ESR) as part of the Diversity and Inclusion Assessment in March 2021. In May 2021 the Board of Health committed to the systemic, coordinated, comprehensive and sustained implementation of the ESR. In March 2022, the ESR implementation priorities were presented and approved by the Board of Health. December 2023 was established as the target date for implementation of the organizational recommendations and April 2024 was established as the target date for the project close-out.

### Key Project Milestones

In June 2022, the final report from the Accessibility of Ontarians with Disability Act (AODA) audit was submitted to MLHU. This report indicated that MLHU space in Citi Plaza in London and in the Shops on Sydenham in Strathroy passed both Public Space Design (PSD) and Ontario Building Code (OBC).

The new Employment Equity Policy was released to all staff in June of 2022 and was followed by the establishment, approval and communication of Employment Equity targets in May of 2023. This policy commits MLHU to an equitable and diverse workforce, and the accompanying targets provide a means by which to measure the impact of efforts taken to achieve this commitment.

In July of 2022 the new Accommodation Policy and Procedures were released, which included all staff training and specific leadership training on the Duty to Accommodate. It details MLHU’s obligations

under the Ontario Human Rights Code to ensure full and equal participation and respect for individual dignity and needs.

In October of 2022 the Equity, Diversity, and Inclusion (EDI) Committee was relaunched with updated terms of reference that specified the purpose, functions, and membership. The EDI committee continues to be active and an important source of support and advice on implementation of EDI initiatives.

In December of 2022, leaders were provided with training on bias free hiring which provided important groundwork for the updated Recruitment Policy and Procedures that were released in June of 2023. This policy release was the outcome of a thorough review and update of the many elements of MLHU's recruitment and hiring-decision making process.

In June 2023, all staff were assigned a new learning module; LGBTQ2+ Diversity and Inclusion Training for Workplaces. This training was launched in collaboration with the Health Equity and Reconciliation Team and connected to their presentations at Town Hall about Pride Week.

In September 2023, the updated Anti-Harassment and Anti-Discrimination Policy and Procedures was released to all staff. Staff were assigned a newly developed and MLHU specific training module and another external module, Respect in the Workplace. This training and the LGBTQ2+ training also fulfill the ESR recommendations around employee education on EDI issues.

Finally, in December 2023, a Transgender Transitioning at Work guideline was released as an appendix to the Accommodation Policy, and a Mental Health Education training program developed by Canadian Mental Health Association was delivered to all remaining leaders. The ESR recommendation for mental health education is also fulfilled by the ongoing provision of support to all staff through the Homewood Health Employee and Family Assistance Plan, the Cyno platform, and other Be Well initiatives.

### **Current Status of ESR Recommendations**

[Appendix A](#) indicates the status of the 88 ESR recommendations. Of the 85 completed recommendations, 29 will require ongoing monitoring or follow-up. For example, recommendations around recruitment processes require auditing to ensure that the processes put in place are being followed, that the appropriate documentation is filed, and engagement with leaders to improve recruitment processes and selection outcomes. In addition, all the policies and procedures additions and updates recommended by the ESR will be reviewed regularly.

Three recommendations are in progress. For recommendation 84, anti-oppressive training and support, an interactive online training program is currently being piloted by HR and HEART and is scheduled to be delivered in 2024.

The remaining outstanding recommendations, #73 and #74 are both related to Gender Inclusive washrooms. The ESR recommended the provision of single stall gender inclusive washrooms on the second floor of the Citi Plaza and also the provision of employee education on gender inclusive washrooms. Due to structural and budget constraints, the recommendation to create those washrooms on the second floor of Citi Plaza is on hold. Since employees have access to these facilities on the first floor of Citi Plaza, MLHU remains in compliance with the AODA. Education related to the gender-inclusive washrooms will be developed in 2024.

## Next Steps

The recommendations made by the AODA consultant that relate to the public areas in Citi Plaza are being addressed in cooperation with City of London partners as another tenant of Citi Plaza. Meetings with the landlord, MLHU, and the City of London have been initiated and further meetings are scheduled in the upcoming months.

The outstanding recommendations outlined above are in process or will be scheduled to be addressed in 2024, before the project close-out deadline.

The Human Resource (HR) Specialist, Equity and Diversity, will begin the process of auditing the updated and new recruitment processes. In addition, leaders will be consulted on the effectiveness of the new processes, and provided support from senior leadership and HR through ongoing training on bias free hiring and managing diversity on their teams.

The EDI Advisory Committee will continue to meet with the goal of providing insight into the perceived impacts of the ESR project, and to identify other gaps and opportunities towards the goal of the ESR: creating an equity-oriented and inclusive workplace at the MLHU.

The groundwork of the ESR began in 2020 and the accompanying Workplace Census (WC) survey was conducted in April of 2021. The final recommendation of the ESR was to repeat the ESR in 5 years and the recommendation of the WC was that it be repeated in 4 to 5 years. The ESR Steering Committee has recommended that both be repeated in 2025. The WC should be repeated using the same 13 questions so that valid comparisons to the original survey results can be made and so that progress towards our Employment Equity Targets can be evaluated. The 2020 ESR included a review of all employment policies, procedures and processes, as well as one on one interviews, focus groups, and an online questionnaire with staff. It is suggested that the scope of the next ESR be narrowed to focus on a selection of the policies that underwent major revisions, and on staff focus groups and the online questionnaire only. Request for Proposals for these initiatives will need to be initiated in late 2024.

This report was prepared by the Human Resources Team, Corporate Services Division.



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