



TO: Chair and Members of the Board of Health

FROM: Emily Williams, CEO

DATE: 2022 March 17

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**DIVERSITY AND INCLUSION ASSESSMENT: MLHU EMPLOYMENT SYSTEMS REVIEW UPDATE**

***Recommendation***

*It is recommended that the Board of Health:*

- 1) Receive Report No. 16-22 re: “Diversity and Inclusion Assessment: MLHU Employment Systems Review Update” for information; and*
- 2) Endorse the prioritization of recommendations within the Employment Systems Review for implementation at the Middlesex-London Health Unit.*

**Key Points**

- The 88 recommendations in the Employment System Review have been grouped, scored, and prioritized.
- The results of the scoring indicated that recommendations around Accessibility for Ontarians with Disabilities Act (AODA) and Accommodation should be prioritized. AODA work is underway and Accommodation work will commence this spring.
- A project planning process to address the 42 recommendations regarding Recruitment and Selection will be in place by September 2022 or earlier.

**Background**

Turner Consulting Group Inc. delivered the Employment System Review (ESR) as part of the Diversity and Inclusion Assessment in March 2021. The assessment reviewed Middlesex-London Health Unit (MLHU) policies, practices and documents, recruitment competition files and included a variety of consultations with MLHU employees. The final report included 88 recommendations for MLHU to consider in three key priority areas:

- Diversify the workforce at all levels
- Strengthen Human Resources Policies and Practices
- Create a more inclusive and respectful organizational culture

In May 2021 the Board of Health committed to the systemic, coordinated, comprehensive and sustained implementation of the ESR. At that time, it was recommended that 88 recommendations be prioritized and that a plan for implementation would be led by the Health Equity And Reconciliation Team (HEART) in close collaboration with the Human Resources (HR) Team, and that the Senior Leadership Team (SLT) would ensure appropriate resourcing and prioritization of the implementation of approved recommendations.

## Progress on ESR Recommendation Implementation and Prioritization

Over the course of the last eight months, 12 of the recommendations have been implemented. Any policies or procedures that were in the process of, or due for, review adopted recommendations made by the ESR and staff continue to refer to the ESR recommendations as other policies come due for review.

In November 2021, a Human Resources Specialist (HRS), Diversity and Inclusion, was hired to advance equity, diversity and inclusion within MLHUs employment system. At least 42 of the recommendations are directly related to recruitment and selection policies, practices, and processes. The others require input from HR as well as consultation with the HEART team and other stakeholders in the organization.

The HRS, HR Manager and HEART Manager began the process of scoring the recommendations using a scoring system adapted from the MLHU Project Request Form and the PBMA criteria. This process considered both the inputs required for, and impacts anticipated from, implementation of each recommendation. Recommendations with logical linkages were grouped together to ensure an integrated implementation approach could be utilized.

Using this approach, it was determined that recommendations related to AODA and accommodation should be prioritized first because of the high scoring legislative requirements. The next high scoring priorities were the recommendations for an Employment Equity policy and the many recommendations around recruitment and selection.

### Next Steps

Work has already begun on ensuring AODA compliance and staff expect it to be completed this quarter. Work will then commence on the Accommodation recommendations. With assistance from the Project Management Office, staff expect to have a comprehensive work plan in place for the Recruitment project by September 2022.

While the work of the Diversity and Inclusion Advisory Committee has been largely paused since the release of the ESR report, the HRS will look for opportunities to re-engage them as work progresses. A progress update on the prioritization work and next steps has been provided to MLHU Leadership, Union partners, and all MLHU employees.

Ongoing commitment from the Board of Health, MLHU's Leadership Team, and all MLHU employees to the implementation of the recommendations will support the creation of an equity-oriented and inclusive workplace.

This report was prepared by the Human Resources team, Healthy Organization Division.



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Chief Executive Officer