

TO: Chair and Members of the Board of Health

FROM: Christopher Mackie, Medical Officer of Health
Emily Williams, Chief Executive Officer (Interim)

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DIVERSITY AND INCLUSION ASSESSMENT: MLHU WORKFORCE CENSUS

Recommendation

It is recommended that the Board of Health:

- 1) Receive Report No. 40-21 re: “Diversity and Inclusion Assessment: MLHU Workforce Census” for information;*
- 2) Endorse the recommendations within the Workforce Census Report for implementation at the Middlesex-London Health Unit.*

Key Points

- The Diversity and Inclusion Assessment has two deliverables - an Employment Systems Review (ESR) and a Workforce Census – to provide recommendations to ensure all employees have a safe and inclusive workplace experience and that employees reflect diversity in the community.
- The Workforce Census provides an analysis of the demographic makeup of MLHU’s workforce in comparison to the Middlesex-London community to assess whether MLHU’s workforce is representative of and reflects the community, as well as 12 recommendations for implementation.

Background

The Diversity and Inclusion Assessment consists of two components: 1) Employment Systems Review, and 2) Workforce Census. The Diversity and Inclusion Assessment was originally planned to be completed by 2019, however was delayed due to the proposed public health restructuring and the COVID-19 pandemic. The Employment Systems Review was completed in May 2021 ([Report No. 24-21](#)).

The Middlesex-London Health Unit has had an intentional focus on health equity and reducing health inequities through public health action for close to a decade. As part of its commitment to health equity, it is essential that MLHU demonstrates organizational leadership in understanding and addressing diversity and inclusion within the workplace. This Assessment was initiated to identify recommendations for steps MLHU could take to ensure that all employees have the same opportunities for a safe and inclusive workplace experience, and that the workforce composition would better reflect the diversity of the community served. In August 2020, MLHU contracted Turner Consulting Group Inc. to conduct the Assessment.

Workforce Census

After the Employment Systems Review (ESR), the second deliverable of the Diversity and Inclusion Assessment was the Workforce Census. The goals of the Workforce Census include the following:

- Assessing the current demographic makeup of MLHU employees;

- Looking at the representation of employees in various demographic groups, including disability, religion/faith, Indigenous identity, racial identity, gender identity, and sexual orientation;
- Evaluating the level of diversity of the MLHU workforce compared with that of residents living in the Middlesex-London community.

The consultant developed an online census survey of thirteen questions that was completed by MLHU staff at all levels, positions, roles, and disciplines. With an overall response rate of 84% for permanent full-time and part-time employees, the results were then analyzed by the consultant's team and compared with the demographic context of the Middlesex-London community to assess whether MLHU's workforce is representative of the community.

Results

A comprehensive report was provided by the consultant (see [Appendix A](#)), outlining the purpose, methodology and responses of the workforce census, along with the demographic context and analysis of the workforce demographics. The report also provides a list of recommendations and next steps.

Workforce analysis focused on the following demographic areas:

- Disability
- Indigeneity and Racial Identity
- Religion/Faith
- Gender/Gender Identity
- Sexual Orientation
- Age and Years of Service of Racialized and White Employees
- Occupation
- Casual and Temporary Employees

In total, twelve recommendations were identified for implementation at MLHU (see [Appendix B](#)).

Next Steps & Conclusion

As the role of the consultants comes to an end with this assessment, it is critical that MLHU remain committed to the implementation of the Workforce Census recommendations. An implementation plan will be developed, and recommendations will be prioritized appropriately. Some recommendations will begin to be implemented in 2021, while others will take longer to fully realize. The development of the implementation plan will be led by the Health Equity and Indigenous Reconciliation Team, in collaboration with the Human Resources Team, the internal Advisory Committee, and relevant teams across the health unit. The Senior Leadership Team will ensure appropriate resourcing and prioritization of the implementation of approved recommendations. It is crucial to have an ongoing commitment from the Board of Health, MLHU's Leadership Team, and all MLHU employees to the implementation of the recommendations. This will help create an equity-oriented and inclusive workplace which will support everyone at MLHU to be their best self and will, ultimately, enhance public health outcomes.

This report was prepared by the Health Equity and Indigenous Reconciliation Team.



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