

WIN 6.1 - Creating a Positive Work Environment

Lesson 3 - The Role of Leadership

Shamena Maharaj, Sunnybrook Health Sciences Centre:

One of the things that I think is really key to insuring that a program like this is successful is getting the senior leadership buy-in.

Daniela Beckford, Hamilton Health Sciences:

You need to involve everybody as stakeholders or, if I can go a step up, shareholders at the table.

Rhonda Lewis, The Scarborough Hospital:

Leadership at the Scarborough Hospital is not only focused on playing a key role with diversity; it is actually pivotal in role-modelling and in creating an atmosphere where diversity thrives.

Waheeda Rahman, The Scarborough Hospital:

At the bottom level you really need that support and sponsorship, because staff will adopt a policy and programs if they know that they have the support of senior management.

Gurwinder Gill, William Osler Health System:

Our senior leadership team is very knowledgeable, very passionate, very motivated because they all know that if we didn't have a focus on diversity or equity in the organization there would be challenges in terms of inclusive work environments i.e. they would be exclusive in how we provide equitable patient care to all our patients, and so they get it.

Shamena Maharaj, Sunnybrook Health Sciences Centre:

We do want to attract the best, and when they come here we want our staff to be able to grow their career and to achieve excellence here. So when we attract internationally-educated professionals to the Sunnybrook family it's really important that our leaders are equipped to help with the transition. So we have created a leaders' guide on attracting internationally-educated

professionals to help our leaders be better equipped to help to integrate our new talent.

Waheeda Rahman, The Scarborough Hospital:

Education and awareness is one aspect of leadership commitment, but it's about ensuring that all of our leaders are held accountable for a commitment that's embedded in the strategic plan. And so as a result for us we have identified that in our mandatory leadership development, that includes bias-aware education, it's also part of our '360' leadership assessment in which all leaders are assessed on their leadership capabilities, and we have key components in there that really addresses the diversity index that they're rated on. And that really helps to identify what areas that they can actually develop and grow on.

Daniela Beckford, Hamilton Health Sciences:

That's the meat of the success story. We had the funding; that was good; but we need the support of these people.