

MOUNT SINAI HOSPITAL



Pride is good for your health

Organizational Change in Hospitals



Presenters:

- ❖ Anthony Mohamed, Diversity and Special Projects Coordinator, Inner City Health Program, St. Michael's Hospital, Toronto
- ❖ Margo Kennedy, Social Worker, PsychoSocial & Palliative Care, Princess Margaret Hospital, Toronto
- ❖ Janet Mawhinney, Senior Diversity Consultant, Centre for Addiction and Mental Health, Toronto
- ❖ Joanne Davies, Ecumenical Chaplain, Mount Sinai Hospital, Toronto
- ❖ Robert Windrum, Principal Gift Manager, Toronto General & Western Hospital Foundation, University Health Network, Toronto

- ❖ **Moderator:** Marylin Kanee, Diversity and Human Rights Advisor, Mount Sinai Hospital, Toronto

Equity is good for your health



- Ontario is home to between 400,000 and 1.25 million people who self-identify as lesbian, gay, bisexual, transsexual, transgender, Two-Spirit, intersex, queer, or questioning (LGBTTTIQQ).
- Making up five to ten per cent of Ontario's population, those who are members of sexual or gender minority communities routinely experience threats to their health and well-being because of their sexual orientation and/or gender identity.
- Discrimination Threatens Health Through Violence and Social Exclusion
- Discrimination Threatens Access to Health Care
- Discrimination Threatens Quality Work Environments
 - RNAO Position Statement: Respecting Sexual Orientation and Gender Identity

Elements of Organizational Change Strategy



- Leadership
- Governance
- Human Resources
- Services and Programming
- Training
- Organizational Values and Norms

Mount Sinai Hospital



25,447 admissions

472 beds

6,702 births

19,431 surgeries

43,737 ER visits

60,100 outpatient visits

3500 staff

812 medical/dental staff

675 research staff

800 volunteers

Diversity & Human Rights Office

Areas of focus



- Addressing complaints
- Education and training
- Policy review and development
- Systems review
- Health equity
- Evaluation



MSH - Challenges

- Belief that we have addressed discrimination
- “I can separate my values from my behaviour”
- Inclusion of transgender health care issues
- Reluctance to ask questions
- Fear of coming out in hospital settings
- Including LGBTQ issues in clinical care



Facilitates change

- Community Consultation:
Made in Sinai Health Equity Competencies
- CEO support
- AHA Committee
(Anti-Homophobia/Transphobia)
- Complaints
- Policies
- Ongoing events and communication



Equity is good for your health

Lesbian, gay, bisexual or trans**
Everyone in this hospital deserves respect

Studies show homophobia and transphobia affect our health**
Lesbian, gay, bisexual and trans people (LGBT) face barriers to accessing health care. At work they experience discrimination.

This is not the place for:

- Abusive language
- Comments, jokes or slurs that demean or are hurtful about a person's gender identity or sexual orientation.

* Transgender, transsexual
** Discrimination against gays, lesbians, bisexuals, transgender, or transsexual people

Find out more about our Diversity and Human Rights policy at www.mountsinai.ca or call our office at 416-586-4800 ext. 7519.

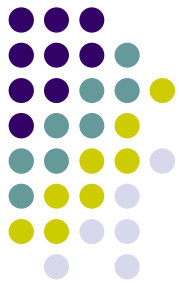
DIVERSITY AND HUMAN RIGHTS
Equity. Good for our health.

MOUNT SINAI HOSPITAL
Joseph and Wolf Lebovic Health Complex

Success stories - MSH

- AHA committee and retreat
- PRIDE is good for your health campaign
- Recognition of HIV/AIDS Psychiatry program
- Inclusion in mandatory training





Centre for Addiction and Mental Health



CAMH: in brief

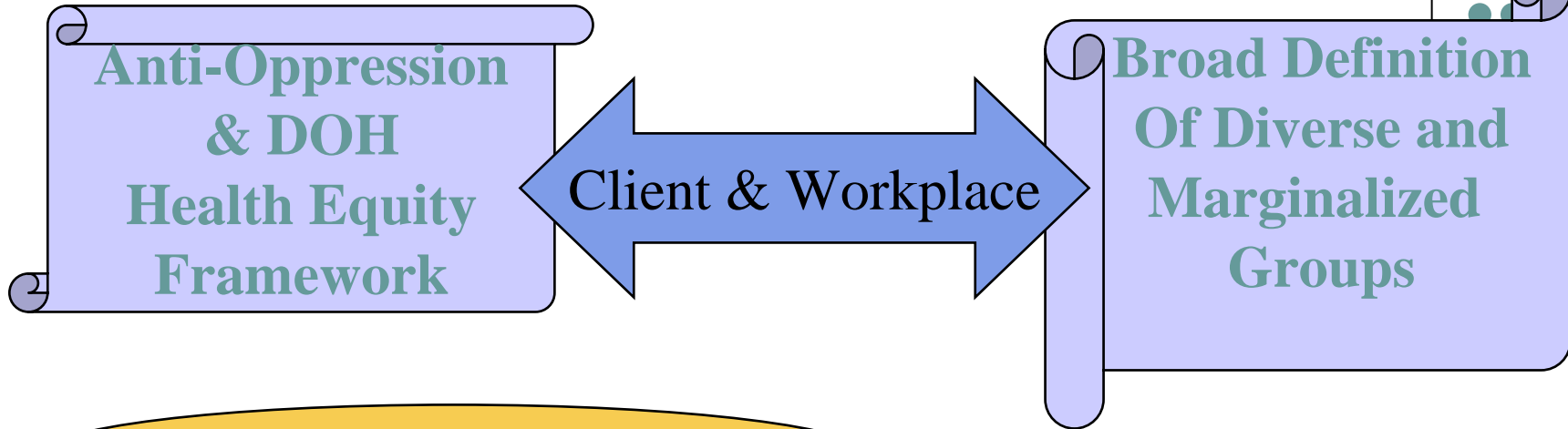
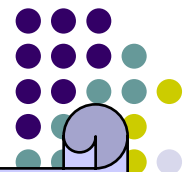


Vision: Strong and health communities which people with addiction and mental health problems can access appropriate and effective services and live as full participants.

- 23,786 unique clients
- 449,443 outpatient visits
- 3,703 inpatient admissions
- 4,895 visits to Emergency Services

- Volunteers **753**
- Hours contributed by volunteers **171,101**
- CAMH staff **2,877**
- CAMH physicians **387**
- Research grants/contracts **262**
- Amount of research grants/contracts **\$39,987,781**
- Regular multi-faith worship services **478**
- McLaughlin Information Centre Calls **29,006**
- People who participated in professional education & training **21,158**

Complex Process of Equity Change!





Challenges

- Large, complex, eclectic settings, services and roles – uneven change process
- Time and resources (especially for front line clinicians)
- Capacity building & practice change requires training and integrated support for sustainability (*lunch and learns don't cut it*)
- Accountability and Integration – moving interdisciplinary teams along together, providing feedback and evaluation on successes and problems; addressing issues effectively
- LGBTIQ oppressions; often not seen as a genuine human rights and health equity issue
 - Skill and comfort of staff and managers in addressing homophobia and transphobia



What Facilitates Change

- Formal commitment to Diversity and Equity since 2000
- Senior staff leadership
- Diversity/Health Equity office with Director level leadership
- Dedicated diversity training team; mandatory full-day training for all staff; a range of additional topic specific trainings (including LGBTQ); diversity events marked;
- An Organizational Change strategy to building diversity and equity: analysis of gaps strengths & issues; environmental scan; connect to emerging issues; develop strategies; project implementation; evaluation and feedback; revisions, sustainability.....
- Seeking 'tipping point' for inclusion (for people with MH & addictions, for LGBTIQ clients and staff)
- Intersectional view of marginalizations and privilege



Success Stories

- Integrating LGBT health within our Health Equity Plan and in work with our LHIN
- Developed Asking the Right Question - inclusive toolkit re SO and GI, trained over 1200 across province
- Rainbow Services Addictions program - hire trans staff, and a psychiatrist: Sponsor Pride Free Zone
- SAPACCY program (Substance Abuse for African Canadian & Caribbean Youth) developed queer inclusion initiatives (programming and community engagement)
- Annual film series Rendezvous with Madness includes Queer and Trans Madness night, co-curated by community members.
- LGBTIQ Strategy:
 - provide training to staff (ARQ2),,
 - community partnerships - work w Sherbourne on sector change
 - senior psychiatrist provide executive leadership



University Health Network

Toronto General Hospital Toronto Western Hospital Princess Margaret Hospital

RAINBOW PRIDE

UHN Rainbow Pride

a subcommittee of the UHN Diversity Councils



INTRODUCTION TO UHN

- 3 Sites
- Over 10,000 employees
- 767 inpatient beds
- 75,012 Emergency visits
- 1,063,989 Ambulatory clinic visits
- 29,569 day surgery cases
- 3 Foundations
- Seven Focus of Care areas

Diversity Organizational Change Strategies

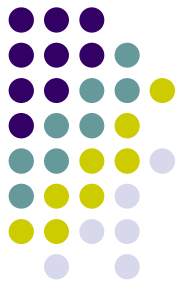


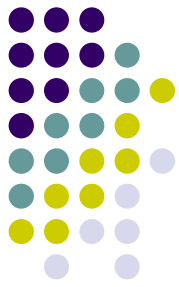
- Office of Workplace Diversity
- Diversity Training
- UHN Diversity Councils
- ITS
- Numerous Workplace policies and procedures
- Commitment to the Health Equity Agenda (UHN Open Doors Health Equity Vision document) & commitment to AODA



Challenges

- LGBT issues within a health context
- Corporate business model/LGBT grass roots principles
- Effecting change through Pride activities
- Endorsement
- Committee membership
- Resistance & homophobia





What Facilitates Change

- LGBT staff & allies who are dedicated and passionate
- PCC, Workplace Diversity training, Health Equity initiatives, Annual UHN Pride month activities
- Staff support
- Recommendations, decisions & legislation related to human rights
- UHN funding to carry out Pride activities
- Visibility



Success Stories



- Lunch & Learns
- 2009 -Toronto Pride Parade
- “Happy Pride Week” Baskets
- “Closets are for Clothing” brochure for staff
- Rainbow flag hung 2/3 sites
- Expanded Community Resources Guide
- Staff Questionnaires



St. Michael's Hospital



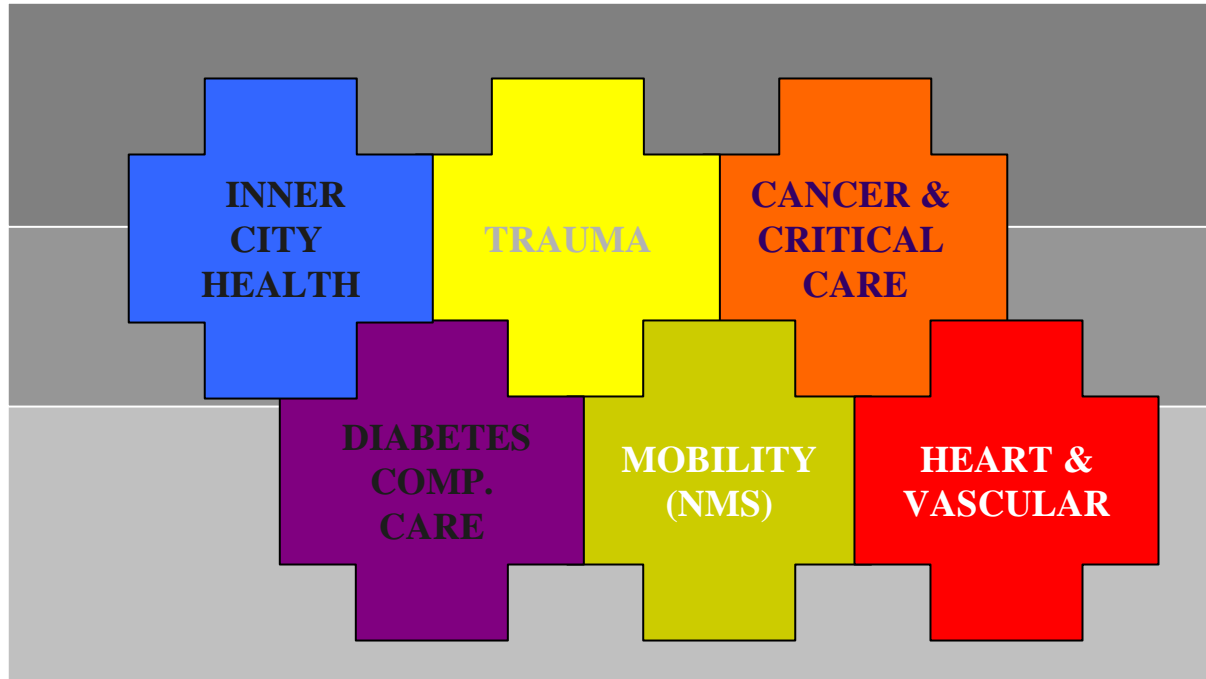
St. Michael's

Inspired Care. Inspiring Science.



St. Michael's Hospital

A quick introduction



* 1892 – Sisters of St. Joseph

* 526 beds

* ICH – largest program with significant community engagement

* Centre for Research on Inner City Health

* Strong Mission/Values

* Large Teaching Hospital

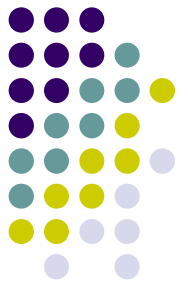
Elements of Organizational Change Strategy



- Integrated, intersectional and pro-active approach to equity completely based in the Mission and Values
- Cultural sensitivity (incl. lgbt) training to all staff/students
- Valuing & supporting internationally trained professionals, Aboriginal communities and local events/organizations
- Clear anti-discrimination policies
- Free interpreter services in over 200 languages
- Patient Advocate
- Community Advisory Panels
- Disability Access Plan
- Harm reduction principles
- Patient centred, community based care and research
- Leadership within the wider health sector

Challenges

- Sector-wide financial uncertainty
- Homophobia and Transphobia
- Public perception of a Catholic Hospital
- Policy issues (Ex. F or M?, Visiting, etc.)
- Inconsistency within the Hospital sector
- When LGBT health concerns are not included in research, service delivery, policy or practices



Facilitating Change at SMH



- Written commitment from our Board of Directors and Senior Executive Team
- Dedicated staff to promote equity principles, policies and practices - recognition of organizational responsible
- Meaningful community partnerships -Leadership that values a safe learning, innovation and diverse environment
- HR principles that are LGBTTI2Q inclusive
- Openly lesbian/gay/bi/trans staff, patients and visitors

SMH - LGBT Success Stories



- Statement of Affirmation - 1998
- Pride Sponsorship - public backlash, including loss of donations - Board/Senior Mgmt. defended decision
- HIV/AIDS CAP
- Rainbow flag in ED, reception desk
- Active member of the Rainbow Health Network and the Senior Pride Network (among over 60 other partners)
- LGBT health needs are integrated into policies of larger clinical programs. (IE. Cervical Cancer, ElderCare)