Excellence in Diversity & Inclusion Award

Nominee:
Organization: William Osler Health System

Contact person:
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Nominator:
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Summary for Publication (Limit: 250 words)
Please include a synopsis of the nominee’s program and achievements. This information will be published in the College’s Leading Practices booklet.

William Osler Health System (Osler) is one of Canada’s largest and busiest community hospitals serving one of the fastest growing and most ethnically diverse regions in the country.

Its three hospital sites are in the enviable and challenging position of planning for significant population growth whilst keeping pace with the complex and diverse health care needs of over 1.3 million people in its neighbourhoods. This includes high proportions of newcomers to Canada, visible minorities, seniors, low income and limited English proficient and other vulnerable populations which if not planned for in an equitable manner will result in inequities, disparities and negative health outcomes – for the individuals, organization as well as the system.

Due to Osler’s commitment from the Board of Directors, its President and CEO and senior leadership team, health equity and inclusion framework is embedded in its practices, policies, procedures and plans. It is tied into internal strategic directions/goals, Values, Vision, Quality Improvement Plans, Patient Experience initiatives as well as external strategies including Health Quality Ontario, the Local Health Integration Network’s Integrated Health Service Plans, Accreditation Canada and the Excellent Care for All Act.
Osler’s commitment has been to embed diversity and equity at its very core – in its people, processes and systems. Osler is committed to a vision of going beyond in providing high quality and barrier-free, patient-centred care as well as an inclusive/harassment-free work environment for its diverse staff, physicians and volunteers.

Contact Information for Publication

Please include the nominee’s contact information. This will appear in the College’s Leading Practices booklet. If you do not wish to have contact information published, please indicate “n/a” in the applicable fields.

☑ Please use the contact information provided in the nomination form.

Prefix:
Name:
Title:
Organization:
Address:
Phone:
Fax:
Email:
Project name (if applicable):
Excellence in Diversity & Inclusion Award

1. Introduction – please describe why diversity and inclusion is important to the nominated organization.

William Osler Health System (Osler) is one of Canada’s largest and busiest community hospitals serving one of the fastest growing and most ethnically diverse regions in the country. It comprises Brampton Civic Hospital (BCH), Etobicoke General Hospital (EGH) and the Peel Memorial Centre for Integrated Health and Wellness (PMC).

It is in the enviable and challenging position of planning for significant population growth whilst keeping pace with the complex and diverse health care needs of over 1.3 million people in Etobicoke, Brampton and surrounding regions of the Central West Local Health Integration Network (Central West LHIN). Osler provides a vital and comprehensive range of acute, ambulatory and ancillary health care services.

The community’s rich diversity is also reflected in Osler’s staff, physicians, volunteers and the Board of Directors.

Osler’s neighbourhoods have significantly higher proportions of newcomers, visible minorities, seniors, low-income and limited English proficiency populations than most regions in the province. From Census Canada 2011:

- In some of Osler’s neighbourhoods, over 80% are visible minorities and 40% state their home language is neither English nor French
- The top countries of recent immigrants: India, Philippines, Pakistan and Iraq
- The top three non-English home languages for Brampton: Punjabi, Urdu and Gujarati
- The top religions for Brampton: Christianity (50.5%), Sikhism (18%), Hinduism (12.2%) and Islam (7.1%)
- Compared to Peel region, Brampton was home to a higher percentage of 65+ (13.3%), living alone (7.3%) and with no diploma/degree (22.3%)
A Multi-Year Health Equity Plan (2014-2018) was developed in partnership with the Diversity Executive Council (DEC) comprising the President and CEO and Senior Leadership. Created in alignment with Osler’s corporate strategic directions/priorities, it incorporates the community’s health equity needs/impacts and Osler’s strategy, goals and objectives for implementing and evaluating diversity, equity and inclusiveness. The aim is for sustainability through cultural transformation by focusing on equity and inclusiveness for staff, physicians, volunteers, patients and families. Direct correlations between objectives, deliverables, risks and negative outcomes and organizational priorities are built in with quantifiable and qualitative indicators for measuring progress.

Several leaders have been appointed throughout Osler with mandates to support the equity vision, philosophy and strategy. These include the President and CEO, Vice-Presidents, the Chief Patient Experience Officer and the Regional Director, Health Equity & Inclusion. Some have been recognized for their innovative diversity leadership including Matthew Anderson, former President and CEO, Susan DeRyk, Joint-Vice President Patient, Experience, Communications and Strategy, Gurwinder Gill, Regional Director, Health Equity & Inclusion and Ken Mayhew, President and CEO of Osler’s Foundation.

The Office of Health Equity & Inclusion (HE&I) includes 3.5 FTEs and is complemented by diversity change champions - a Diversity Advisory Council, a Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Advisory, an Accessibility Advisory Committee, a Women’s Advisory Group and a Performance, Accommodation, Harassment and Human Rights Advisory (PAHHR).

A Call Centre solicits real-time feedback from Emergency and inpatients regarding their experience. Patient feedback is reviewed quarterly to improve accessibility/meet diverse patient needs, e.g. language/culturally appropriate care.

The DEC convenes bi-annually and reviews equity at Osler. This provides a forum for senior leaders to seek/provide advice and to reduce systemic barriers to equitable care and towards an inclusive environment for Osler’s 6,000+ staff, physicians and volunteers. Corporate diversity/equity policies, processes, education, metrics and research projects have been initiated as a result.

3. Provide evidence of the initiatives undertaken that cultivate, promote and foster a more inclusive and equitable work environment, including approaches to recruitment, retention, and the promotion of individuals of aboriginal and underrepresented populations. Demonstrate how these initiatives have impacted the organization and its employees. Where applicable, include quantitative and qualitative measurements such as engagement scores, or other measurements of success. (20 POINTS)

Staff Engagement
In 2008, staff established a corporate Diversity Advisory Council (DAC) with clear Terms of Reference. These change champions - interdisciplinary staff ranging from front line to managers/regional directors - meet bi-monthly. Starting with 20, the DAC now has over 60 members. They introduce initiatives that integrate diversity, equity and inclusiveness on their units, departments and throughout Osler. These champions are mobilized to identify and achieve goals through visioning, development of strategies, implementation and training.

Rotating co-chairs now increase engagement and allow experts to share knowledge of specific aspects of diversity, equity or inclusion. Attendance and interest has reached an unprecedented high; topics are generated by consensus and reassessed annually.
DAC members are kept abreast of diversity best practices, tools, resources, articles and internal/external diversity/equity-related events and training. A monthly HE&I newsletter is distributed to all DAC members, managers/directors; members contribute to articles.

DAC members also initiated the development of two affiliated committees: WOW! (Women of William Osler Health System) which has over 200 members and the Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Advisory Group. These are led by DAC members and introduce practices that promote leadership, mentorship, growth and reduce potential biases.

An annual organization-wide staff survey tracks changes in staff satisfaction/engagement. A sample of 2011 and 2015 findings:

<table>
<thead>
<tr>
<th>Employee Engagement Survey Response Results</th>
<th>2011</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>People from diverse backgrounds feel welcome</td>
<td>78.3%</td>
<td>80.2%</td>
</tr>
<tr>
<td>Employees support one another</td>
<td>68.0%</td>
<td>70.8%</td>
</tr>
<tr>
<td>Employees treat each other with respect</td>
<td>71.0%</td>
<td>72.9%</td>
</tr>
</tbody>
</table>

Data retrieved by William Osler Health System Organizational Development Department.

Recruitment, Retention, & Promotion
Osler’s formal recruitment policy ensures that “…all recruitment processes are in compliance with current legislation and statues related to employment. The recruitment process serves to ensure that, as an equal opportunity employer, William Osler Health System will attract and hire the best candidates.”

- HE&I works with approximately 100 community organizations that serve diverse communities. It distributes job postings/bulletins to these partners to ensure a diverse range of applicants. Jobs are also distributed through the region’s Regional Diversity Roundtable and Central West LHIN networks
- Interview questions are behavioural and skill-based.
- Patient Representatives participate in hiring committees to ensure patients are engaged and their voices/experiences reflected.
- Osler’s Volunteer Office actively recruits volunteers of all ages and backgrounds (including newcomers to Canada).

HE&I works closely with Osler’s Human Resources and Patient Experience teams to ensure issues of perceived discrimination are resolved in a timely and appropriate manner.

Accommodations are made for staff and patients/families religious observances including multi-faith rooms 24 hours per day, seven days per week, Friday Muslim prayer services, Wednesday Catholic Mass
service and Sikh Kirtans. Consultation takes place with Jehovah’s Witnesses, Buddhists and other faith groups. Staff are provided with statutory holidays and two float days (e.g. for religious holidays).

Osler recognizes the importance of family values for many and thus has a supplementary benefit plan of up to 84% for eligible employees on maternity and/or paternity leaves of 84% for up to 25 weeks. All benefits offered at Osler are extended to all staff, their spouses and their children including same-sex and common law spouses.

Osler has a Defined Benefit (DB) pension plan for all employees, extensive benefits, bereavement days, special and educational leave considerations, Employee Assistance Program (EAP), and a comprehensive performance coaching cycle. Osler maintains a pay-for-performance strategy for staff to ensure that individuals who are top performers are rewarded.

4. Outline the initiatives undertaken that cultivate, promote and foster an inclusive patient experience for disadvantaged and vulnerable patient populations. Demonstrate how these initiatives have impacted the patient populations. Where applicable, include quantitative and qualitative measurements such as engagement scores, or other measurements of success. (25 POINTS)

Osler offers a broad range of supports/services to patients from diverse or marginalized backgrounds including:

- Osler has established formal partnerships with four external partner organizations serving diverse communities - Brampton Multicultural Centre, Indus Community Services, Rexdale Community Health Centre and Polycultural Immigrant and Community Services (Polycultural) through formal Memoranda of Understanding (MOUs). On-site Settlement Workers serve patients/families new to Canada, low income, uninsured or refugees, vulnerably housed, isolated seniors, limited English proficient patients and those requiring language/culturally appropriate day programs, friendly visiting, medication reminders and reassurance checks.

### Settlement Worker Enquiries and Interpretations

<table>
<thead>
<tr>
<th></th>
<th>Total Enquiries</th>
<th>Interpretations</th>
<th>Total Staff</th>
<th>Patients/Families</th>
</tr>
</thead>
<tbody>
<tr>
<td>Settlement Workers BCH</td>
<td>790</td>
<td>10</td>
<td>182</td>
<td>608</td>
</tr>
<tr>
<td>Settlement Workers EGH</td>
<td>157</td>
<td>0</td>
<td>92</td>
<td>65</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>947</strong></td>
<td><strong>10</strong></td>
<td><strong>274</strong></td>
<td><strong>673</strong></td>
</tr>
</tbody>
</table>

*Internal Data collected by the William Osler Health System Office of Health Equity & Inclusion.*
• Health equity planning and implementation is incorporated in the corporate Quality Improvement Plan
• The Uninsured Patient Working Group is developing a specific protocol to ensure that all uninsured/refugee patients are treated fairly with consistency in processes
• Osler’s Patient Experience Working Group ensures equity is reflected in patient protocols and practices, in partnership with patients and their families
• Assistive devices are available to staff, physicians, volunteers, patients, families and visitors including pocket talkers, closed captioning, baby monitors, volume control on phones, etc.
• Osler offers both gender-neutral/gender-segregated washroom facilities
• Multilingual 'welcome' posters and way finding aids are throughout Osler including on internal television screens
• Patients/families can access diverse menu options through patient food services and the cafeterias, e.g. Halal or Kosher, South Asian vegetarian and Chinese

All patients are contacted by Osler’s Call Centre to understand the patient experience. It is staffed by newcomers or internationally-trained professionals and full-time staff modified duties (e.g. as a result of injury/temporary disability). The Centre is a top user of certified interpreters as they seek out the patient’s voice in the patient’s home language.

Would you recommend this hospital to your friends and family?
Percentage of total responses coded “Yes, Definitely”, FY 15/16

<table>
<thead>
<tr>
<th>Inpatients</th>
<th>Emergency Department</th>
</tr>
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<tbody>
<tr>
<td>84.37%</td>
<td>72.83%</td>
</tr>
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</table>

Data retrieved from the William Osler Health System Patient Experience Call Centre

5. Provide examples of community engagement by the organization and/or its employees that helps to foster understanding between cultures, and assists in building bridges within the community. (10 POINTS)

Osler has a longstanding track record of engaging its diverse stakeholder communities and building bridges. This was recognized nationally by Accreditation Canada for a Leading Practice in ‘Cultivating Collaboration across the Continuum of Care through Diverse Clinical and Community Partnerships.’

In addition to the partnerships listed in Section 4:

• Annual on-site Multi-faith Diversity Days inviting organizations serving diverse communities. 45-50 community organizations help staff/physicians better understand community resources for discharged marginalized/disadvantaged patients. 2017 will mark the 8th Annual Multi-faith/Diversity Day. Organizations include faith groups serving Muslims, Sikhs, Christians, Buddhists, Jehovah’s Witnesses, etc. as well as those serving people with disabilities/health issues (Deaf, deafened, hard of hearing, mental health) and language/culturally appropriate health and social services
 Osler’s senior leadership meets regularly with diversity community organizations. E.g. in 2015 and 2016, the President and CEO and Regional Director, HE&I, visited the CEOs, staff and clients of eight diverse community organizations to strengthen partnerships and discuss opportunities/needs. Organizations included the Brampton Multicultural Community Centre, Polycultural, Indus Community Services, Punjabi Community Health Services, African Community Health Services, Malton Neighbourhood Services, Rexdale Community Health Centre, Rexdale Women’s Centre and CANES Community Care

HE&I’s Regional Director is a founding member of the region’s Regional Diversity Roundtable, co-chairs Central West LHIN’s Diversity and Equity Core Action Group and is a member of Brampton City’s Inclusion and Equity Committee. HE&I staff participate in external committees and incorporate feedback/suggestions to better meet diverse needs. Osler is an active partner in the region’s Diversity and Inclusion Charter Committee

Partnership with Polycultural led to the Post-Discharge Project (2016), filling gaps for diverse patients ready for discharge - isolated seniors or newcomers to Canada with complex health needs and/or face language/cultural barriers. Services include language/culturally-appropriate Day Programs, Friendly Visiting, Telephone Reassurance Checks and Medication Reminders.

Osler’s Call Centre partners with Polycultural to provide training and experience to internationally-trained professionals

Community members are incorporated into DAC meetings and quarterly Health Equity Education Forums. Each DAC meeting includes education often provided by external community members. E.g. in 2016, a presentation on the barriers to care for patients with Sickle Cell Anemia was by an external community member with sickle cell anemia

Osler hosts annual Ethics and Equity Conferences attended by interdisciplinary professionals from across the country

Osler’s diverse physicians and senior leaders provide language/culturally appropriate education to community groups, e.g. on End of Life or Palliative Care, Advance Care Planning, Substitute Decision-Making, Use of Emergency Departments and Osler’s new Global Health Program

6. Discuss how the organization educates its workforce on equitable and social engagement with and between people of varying ethnic or religious backgrounds, socioeconomic status, sexual orientation, gender, and/or physical and mental capabilities. (10 POINTS)

Staff education on equity and engaging with patients/colleagues of different backgrounds begins at orientation. The President and CEO reinforces that all staff, physicians, volunteers and patients are valued at Osler and that all are accountable. The Patient Experience and HE&I teams explain the impact of diversity and inequities on patient outcomes and on work environments (e.g. the use of different languages at work).

Working with managers/directors and Human Resources, HE&I provides training to teams/departments including: Diverse & Inclusive Teams (organizational values, cultural competence and intercultural teamwork); LGBTQ 101: Inclusive Language; Barriers to Care; Palliative Care from Different Cultural Perspectives; and the Interpretation Model.

E-modules available to all staff include 15 Cultural Competence modules, AODA compliance, Accessibility and Customer Service and Indigenous Cultural Safety.

HE&I work with clinical managers/front-line staff to identify diversity needs, develop policies and provide education. E.g. Religious and Cultural Accommodation impacting mental health patients/visitors.
Bi-annual Health Equity Forums are organized – needs are identified by the DAC/leaders and presenters are often physicians and staff.

In 2016, formal/informal leaders underwent Experience-Based Co-Design training to better orient planning and service design toward the unique needs of patients/families.

Staff have the opportunity to engage with cultural organizations, service providers and faith groups at the Annual Multi-faith and Diversity Day, Equity Forums and the Ethics, Equity & law Conference (see Section 5).

Displays are organized quarterly celebrate and explain significant dates/events including National Aboriginal Day, LGBTQ Pride, International Women’s Day, Black History Month, etc.

Staff engagement in committees/councils, e.g. the DAC, WOW!, LGBTQ Advisory, Patient Experience Working Group and PAHHR) enables staff to learn from peers and develop more inclusive practices (Section 3) Combined, these groups have over 300 members.

Staff receive training to reduce risks for vulnerable populations, e.g. 593 received training on language barriers, cultural competence, or diverse and inclusive teams during the 2015/2016 fiscal year.

7. Discuss the sustainability of the initiatives outlined in sections 3; 4; 5 and 6. (15 POINTS)

Sustainability is achieved through the deeply embedded commitment to diversity and inclusion across the organization in Osler’s Vision, Values, policies, processes and practices.

Osler’s sustainability and progress in this area has been recognized nationally and internationally through best diversity practices and innovation, e.g. one of Canada’s Best Diversity Employers for four consecutive years, two international Diversity Journal Awards and two Leading Practices from Accreditation Canada.

The multi-year Health Equity Plan (2014-2018) is reviewed bi-annually by Senior Leadership. See further details in Section 2.

Policies and guidelines are developed using a diversity/equity lens and are disseminated/posted, for example policies such as: Anti-harassment/anti-violence/Human Rights in the Code of Conduct, Languages in the Workplace, Access to Interpretation, Respectfully Moving a Body after Death, and Treatment of Uninsured Patients and Religious/Cultural Accommodation.

Sustainable leadership in diversity, equity and inclusion is cultivated through staff engagement and the development of Diversity Change Champions (see Section 3). Educational opportunities build staff capacity to constantly improve and review equity/diversity practices/processes.

Formal MOUs with community partners who provide supports and referrals to patients within the hospital ensure that inter-organizational relationships have a clear structure and accountability; these partners provide regular feedback.
8. Conclusion

Osler’s commitment and dedication to diversity, equity and inclusion has been interwoven into the fabric of the organization. It is lived on a daily basis by all members of the Osler community from its Board of Directors, to front-line service providers.

Expectations and responsibilities are built into Osler’s Vision of Patient-Inspired Health Care without Boundaries, its Values of Respect, Excellence, Accountability, Diversity and Innovation and policies and procedures.

Stakeholder/community/patient engagement is actively sought in a language/culturally appropriate manner as needed.

Osler constantly innovates and looks to national/international promising practices to improve the way it delivers care to its diverse communities (patients and staff). It conducts research through a diversity lens for evidence-based planning and decision-making.

Finally, Osler regularly evaluates and incorporates feedback into its health equity planning for barrier-free, equitable, inclusive and respectful patient care and for inclusive team environments. As Matt Anderson, previous President and CEO said, “Diversity is in our DNA.”
Friday, January 27, 2017

Dear Ms Bruyère,

I am writing to nominate William Osler Health System (Osler) for the Canadian College of Health Leaders 2017 Excellence in Diversity and Inclusion Award. I have been a member of the College since 2014 (Member ID# 26229) and have been employed at Osler since 2007. Diversity and Inclusion are longstanding priorities at Osler, which are supported by the Senior Leadership Team, as well as by physicians, staff, and the diverse communities we serve in Brampton and Etobicoke.

I have held a number of clinical and non-clinical positions while at Osler, through which I have been engaged in and have seen the positive influence of Diversity and Inclusion efforts firsthand. For example, in 2015, in my role as Manager of the Pre-Admission Clinic, Day Surgery & In-Patient Surgery, I collaborated with Osler’s Health Equity & Inclusion team (then known as Diversity) to revamp the admission process to be more inclusive and welcoming of our patients who were unable to communicate in English. All important patient documents were translated into the top spoken languages of the region, and my staff were trained to access and use interpreters contracted by Osler, which are available to all staff. This improved our ability to ensure patients were receiving the information they needed, were giving informed consent, and were feeling more comfortable about the procedures they were preparing to undergo.

I was also given support when providing care to patients who were encountering barriers to accessing care, and who required special accommodations. This enabled my team to help these patients move seamlessly through the organization and to focus on their wellbeing.

I believe that Osler is uniquely positioned to provide care to its diverse patient population as well as to support its diverse staff. This ability has been cultivated over many years and it has been a pleasure to participate in Osler’s journey in supporting diversity and inclusiveness.

Thank you for your time and consideration of this nomination.

Sincerely,

Catherine Renaud, RN, BScN, MHM, CHE
Senior Project Manager, Capital Development
William Osler Health System
Phone: (905) 494-2120 ext. 22438
Email: Cathy.Renaud@williamoslerhs.ca

2100 Bovaird Drive East, Brampton ON L6R 3J7  (905) 494-2120  www.williamoslerhs.ca
January 27, 2017

Julie Bruyère  
Coordinator, Corporate Partnerships & Events  
Canadian College of Health Leaders  
292 Somerset Street West  
Ottawa, ON K2P 0J6

Dear Ms. Bruyère:

It is with great honor and pride that I submit this letter to you on behalf of the Board of Directors of William Osler Health System in support of the hospital’s submission for the Excellence in Diversity & Inclusion Award.

Over the past number of years, William Osler Health System has been on a transformative journey of learning, reflection and inclusion. Organizationally, tremendous effort has been made towards fostering deeper and meaningful connections with all of our staff, physicians, volunteers and community, focusing our thoughts, activities and services on meeting the needs of those we serve and care for each day.

Living our vision of patient-inspired health care without boundaries and values of diversity and inclusiveness has become a second nature to all of us at Osler as we continue to evolve and transition our practices, being deliberate as we deliver care to the unique and diverse population. Specific attention has been placed on embracing each other’s similarities and celebrating our differences; approaching all diverse ideas, views and perspectives with open minds and continuing to build and support an inclusive, caring and compassionate work environment.

It is for these reasons that the hospital Board of Directors fully supports William Osler Health System’s submission for consideration for the Excellence in Diversity & Inclusion Award.

Sincerely,

Vanita Varma
Chair, Board of Directors
William Osler Health System
January 31, 2017

Julie Bruyère
Coordinator, Corporate Partnerships & Events
Canadian College of Health Leaders
292 Somerset Street West
Ottawa, ON K2P 0J6

Dear Ms. Bruyère:

It is with great honor and pride that I submit this letter to you on behalf of the Senior Leadership Team at William Osler Health System (Osler) in support of the hospital’s submission for the 2017 National Awards Program at the Canadian College of Health Leaders under the category of Excellence in Diversity & Inclusion Award.

Diversity is an important core value for Osler. Given the increasingly diverse populations we serve, our goal is to provide quality health care, making sure that all patients have access to respectful and appropriate care that meets their individual needs, no matter their race, ethnic origin, gender, gender identity, mental or physical disability, religion and belief, sexual orientation, age, maternity or social class. This commitment to diversity and to inclusive practices extends to our staff, physicians and volunteers, who equally represent a rich mosaic of cultures and backgrounds. An inclusive workplace culture, in which workplace diversity is promoted and all members are valued and recognized for their unique qualities and skills, further enables the organization to achieve its goals.

Osler’s unwavering commitment to cultivating a culture of diversity is woven into the fabric of everything we do, and this is evident having won consecutively for four years: Canada’s Best Diversity Employers Award. It’s our commitment to promote a workplace environment where diverse life experiences are respected and embraced. Where people grow from each other’s unique perspectives and where what makes you different makes all of us better.

It is for these reasons that William Osler Health System requests your consideration for the Excellence in Diversity & Inclusion Award.

Sincerely,

Kiki Ferrari
Interim, Executive Vice President, Clinical Services
William Osler Health System
Monday January 30, 2017

Dear Ms Bruyère,

I have been an employee at William Osler Health System (Osler) since 1998 and I am writing to share some of my personal experiences in support of Osler’s application for the Excellence in Diversity & Inclusion Award from the Canadian College of Health Leaders.

I have been an active member of the Osler Diversity Advisory Council (DAC) since its inception in 2008. My main objective in participating in this group is to learn from my peers and to disseminate this information to the Diagnostic Imaging Quality Committee, Osler Professional Advisory Committee and to the front line staff of Diagnostic Imaging (DI). I do this in order to foster a culture of inclusiveness to benefit our staff and our patients. The DAC has provided education on many great topics - sickle cell disease awareness and the intersection of homelessness and palliative care, to name a few.

The DI department is a great example of inclusiveness at Osler and we have been working toward this vision for many years. We always consider and adapt to diversity when working with our patients. Some of our relevant initiatives include:

- Each staff member in DI carries a lanyard card that provides quick access to telephone and in-person interpretation to reduce risks for patients who are not proficient in English
- Our CT scanner technicians speak the top 10 languages of our local communities and provide breathing instructions to our patients in their preferred language to ensure optimal diagnostic images
- Ongoing investment in translation of informed consent forms for pregnancy status, contrast injections and MRI screening to ensure that our patients feel confident and informed about the procedures they are undergoing
- Education on emerging topics related to our diverse patients and their needs, including sickle cell awareness education and dealing with diverse patients in Diagnostic Imaging with respect to consent, using language lines as a continuing education session.
- Creation of new evening obstetrical appointments in the EGH Ultrasound Department to ensure that partners can accompany patients to their appointments without having to miss work during the day

Some recent examples of great patient care include:

- A patient required informed consent information for a CT scan in an uncommon language. I called the telephone interpretation service, through which an interpreter was provided and we proceeded with the consent process as well as any questions the patient had. The patient was grateful and had not experienced this service at other hospitals they had been to. This encounter allowed the patient to be in control of their care without
having to call a family member to help them understand what was going to happen to them.

- A refugee patient from Syria came for a diagnostic test alone, and was only able to speak Arabic. The type of procedure being performed required explicit instructions throughout to perform the test correctly. The technologist in DI called the telephone interpretation service, put the interpreter on speakerphone and they were able to successfully perform the test without having to rebook the patient.

The work of diversity and inclusion at Osler is something that I have enjoyed participating in and my colleagues in DI and I use many of the programs put in place on a daily basis. This has had a positive influence on my practice as I strive to be a leader in my department.

Sincerely,

Lysa Lecky
Professional Practice Leader Diagnostic Imaging
William Osler Health System
Phone: (905) 494-2120 ext. 58224
Email: Lysa.lecky@williamoslerhs.ca