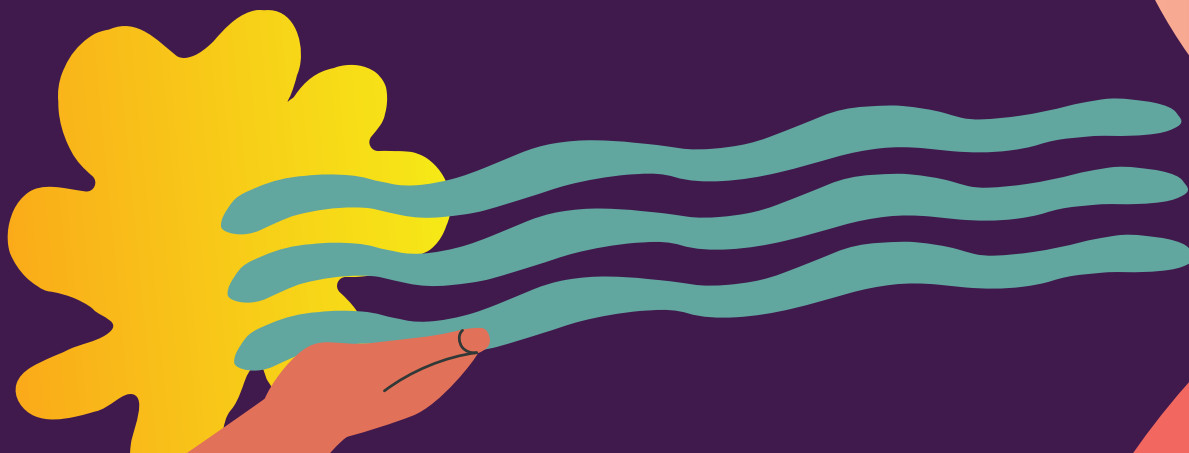


Diversity, — Equity & Inclusion

— 2023 Report



Message from VHA's DEI Leadership



Adam Benn

Director of Diversity,
Equity & Inclusion

Kelley Myers

Vice President,
Human Resources
& Organizational
Development



This is not a moment, or just a phase - Diversity Equity, and Inclusion (DEI) has become a foundational part of the work we do at VHA Home HealthCare (VHA). 2023 has been a year of resilience and expansion for VHA's DEI program as we work toward being leaders in making DEI a priority in homecare, and across the province.

In 2023, we have continued to provide opportunities for our staff and service providers to dive further into what DEI means at VHA. By initiating conversations through our VHA Inclusion Dialogues (VIDs), staff and service providers shared experiences on topics like Understanding Asexuality, Understanding Anti-Semitism in Healthcare, Islam in the Workplace and in Kitchen Table Dialogues focused on reconciliation in Canada.

VHA's 2SLGBTQIA+ Committee and Anti-Black Racism Action Group created opportunities for engagement both online and in-person. These included our continued participation in the Toronto Pride Parade and providing personal support and volunteer services to the festival, and facilitating a culinary-inspired celebration for Asian Heritage Month. VHA staff and service providers have enthusiastically embraced our efforts to create lasting and meaningful change within our organization and the communities that we serve.

We have not been working alone. Gathering with partner organizations, VHA regularly collaborated and shared resources and information. Meeting with others and empowering one another is vital to this important, ever-evolving work. As the host of a DEI Community of Practice for health and community care organizations, VHA is becoming a hub for meaningful examination of areas where gaps exist and identification of thoughtful ways forward to improve equity in our communities. We aim to address the needs of our workforce, while also working to solve prominent concerns across the sector, ultimately striving to enable diverse populations access to equitable healthcare.

As part of the next evolution of our work, we are sunsetting our Anti-Black Racism Action Group and transitioning to a new Diversity, Equity, Inclusion and Anti-Racism Committee. This change reflects the growth of VHA's DEI program and will help to ensure DEI remains front of mind and becomes even more embedded in the operations of the organization.

We want to extend a heartfelt thank you to all past and current members of the Anti-Black Racism Action Group who have helped forge our path thus far. The generosity and creativity of VHA staff and service providers have made our work possible, and for this we are truly grateful.

Our world is constantly changing, and we are all affected by the injustices happening near and far. Violent conflicts, economic uncertainty, and climate change persist, and the most vulnerable populations continue to experience undue harm. Despite these realities, we remain committed to supporting our team members and combatting discord and divisiveness as we work together to elevate vulnerable populations and contribute to a more inclusive world.

Recognizing and valuing the diversity of our team members, our clients and families and our community members, and ensuring equitable and inclusive practices in all aspects of our work continue to be core priorities at VHA. Reflecting the diversity of the community we serve is crucial to building understanding and providing appropriate care and supports. In 2023, we are very proud to share that VHA has met the **50-30 Challenge** at the Board and senior leadership levels. We look forward to continuing this journey and we appreciate your support and involvement along the way.



Dr. Kathryn Nichol

President and CEO



Our Work in 2023



Organizational Culture

- ✓ Self-reported demographic information embedded into onboarding and exit interviews
- ✓ Engagement sessions held with Black leadership staff
- ✓ Black Townhall held for all Black staff and service providers to explore promotion and retention opportunities
- ✓ Engagement sessions with Asian leaders



Policy & Communications

- ✓ Updated policy to address discriminatory client service requests
- ✓ Communications strategy developed to expand awareness of our policies and training
- ✓ Improvements in perceptions of fairness in the internal promotion process among equity deserving groups
 - Black Women +11% ▲
 - Black, African, or Caribbean Men +7% ▲
 - 2SLGBTQIA+ +6% ▲

Despite this improvement, Black staff are about half as likely as others to believe that employees with diverse backgrounds are treated fairly in the internal promotion process.



Data Collection & Reporting

- ✓ 2023 survey updated following consultation and launched
- ✓ Intersectional analysis completed
- ✓ 84% agreement 'VHA will take appropriate action in response to incidents of discrimination and bias'
 - +3% ▲
- ✓ 83% agreement 'I am comfortable reaching out to my supervisor/manager if I experience workplace discrimination or bias'
 - Overall +2% ▲
 - Black Women +9% ▲
 - Black, African or Caribbean Men +9% ▲
 - 2SLGBTQIA+ +2% ▲



Education & Training

- ✓ 84 leaders participated in inclusion training
- ✓ 30 leaders participated in implicit bias training
- ✓ 1,020 individuals participated in 12 VHA Inclusion Dialogues



Advocacy

- ✓ East Toronto Health Partners Ontario Health Team 3-Year Anti-Racism/ DEI Framework created



KEY DEMOGRAPHICS

The Anti-Black Racism Action Group reviewed the questions and results from previous years and modified questions to deepen our understanding of the diversity of our workforce, and better understand how staff and service providers experience inclusion at VHA.

The 2023 DEI survey was administered to VHA’s entire workforce and volunteer Board of Directors. Participants were asked to self-identify in a number of key areas, including ethnicity, age, gender identity, sexual orientation, place of birth, disability, language, religion and international health care education experience.

In this, our third year of administering a DEI survey with our team members, we were pleased to receive 1,346 responses which represents a response rate of 46%. This aligns with participation rates in our workforce engagement surveys. Going forward, we are continuing to consider strategies to collect information from our community-based staff and service providers.

JOB GROUP	Participation Rate
Board of Directors	100%
Management	94%
Supervisors	80%
Child and Family Support	63%
Office Staff	50%
Personal Support	46%
Home Support	42%
Rehab	41%
Extreme Cleaning	38%
Nursing	37%





KEY DEMOGRAPHICS

We engaged in a year-over-year comparison of key data points related to inclusion and an analysis of that data to explore key intersections between race and gender identity/expression, as well as 2SLGBTQIA+ identities.

The demographic results of our 2023 DEI Survey reveal little change year over year. VHA continued to be home to a unique and highly diverse workforce. This diversity includes Women, Black and Racialized communities and individuals born outside Canada.

Here are some of our key findings...

80%
of staff and service
providers identify as
Racialized

55%
of respondents
identified as
being affiliated
with a religious or
spiritual group

11%
of participants
identified as
2SLGBTQIA+

8%
of participants
identified as a person
with a disability

3%
of participants
identified as
Indigenous

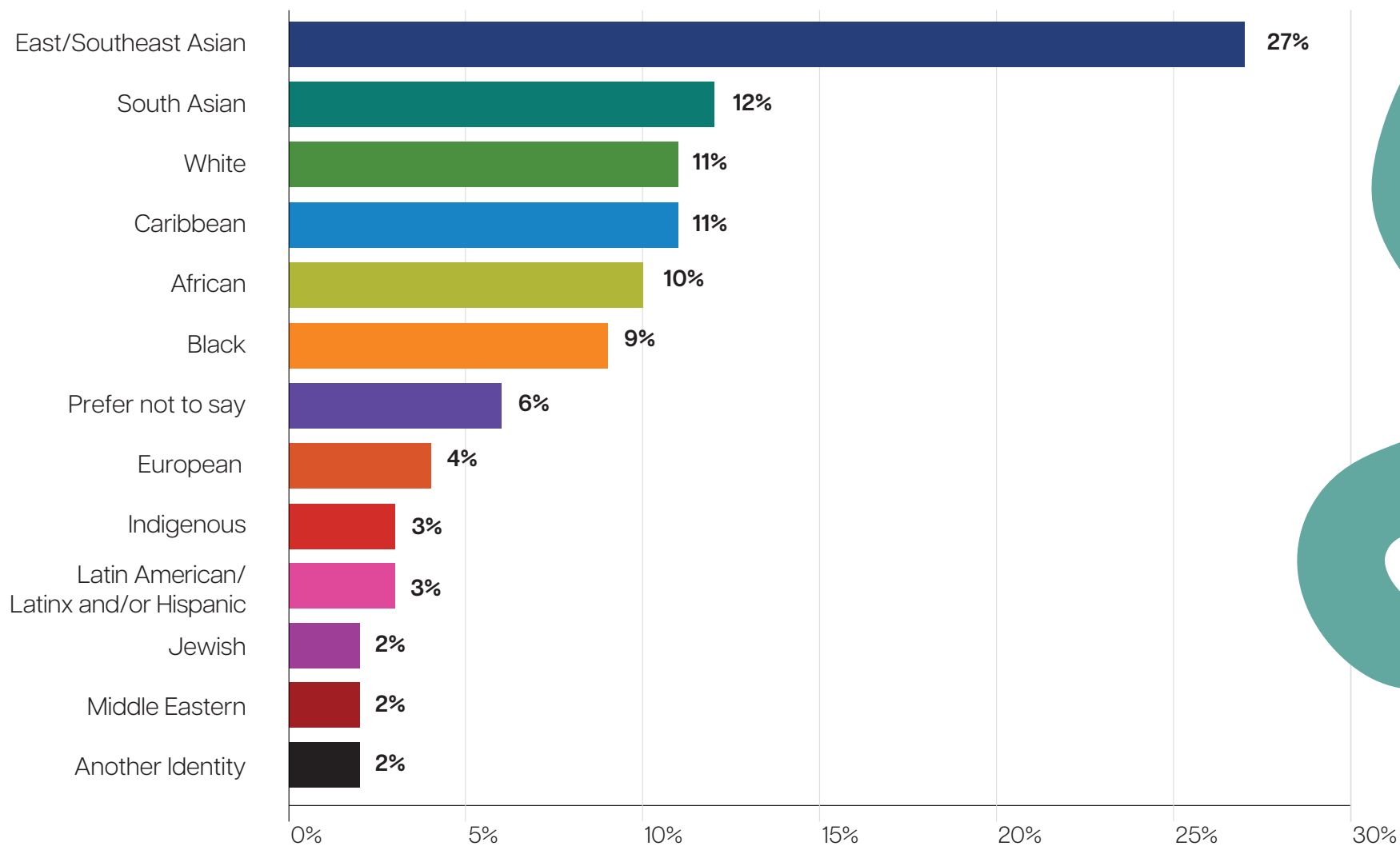
77%
of respondents
were born
outside of Canada

The proportion of
Inuit, First Nations,
and Métis
respondents
increased
from 2022

**Top
languages**
at VHA include
Tagalog, Hindi,
French and Spanish

KEY DEMOGRAPHICS

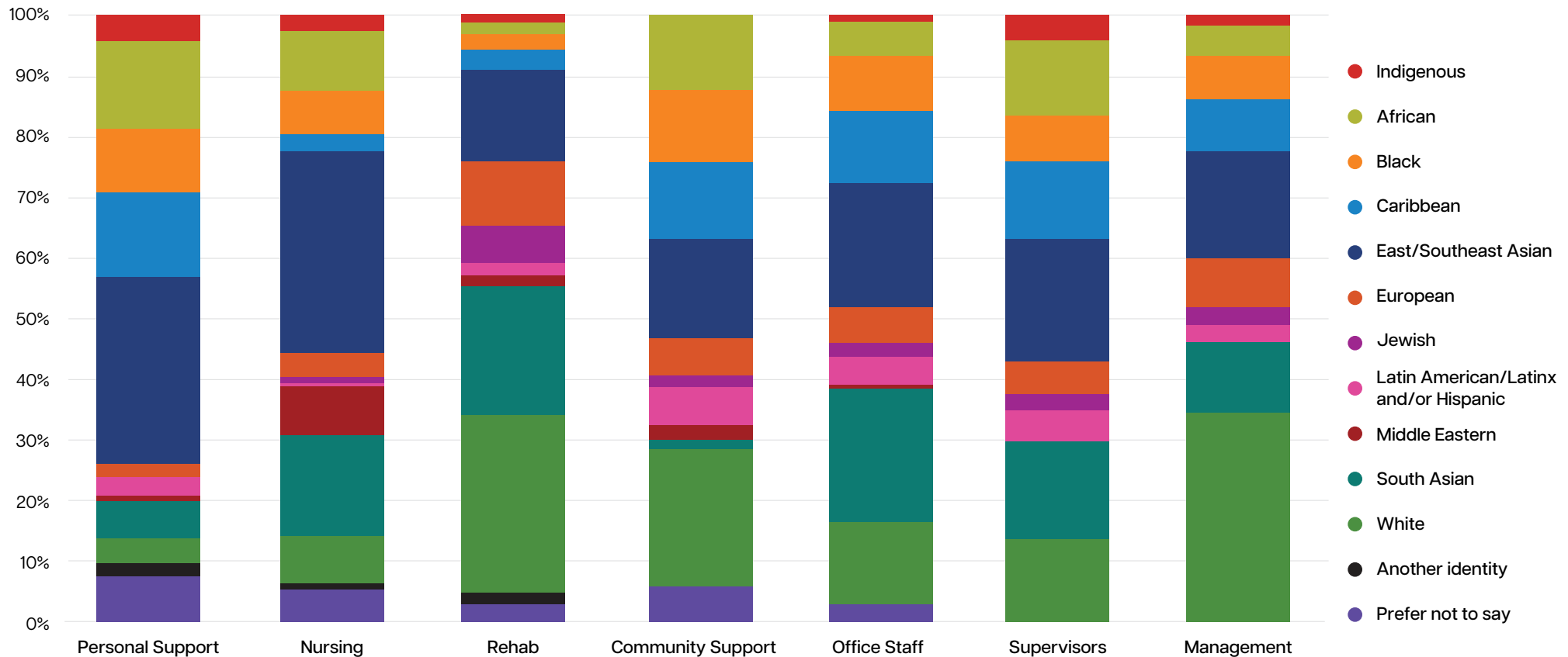
Our survey results indicate that the diversity across our team continues to position us well to serve diverse clients and families in Ontario. The top ethnic groups at VHA include East/Southeast Asian, South Asian, White, African, Black and Caribbean.



KEY DEMOGRAPHICS

VHA is a diverse organization, but some jobs are more diverse than others.

Certain job groups, including Personal Support and Office Staff have ethnocultural diversity that mirrors the representation of the full sample, and greater overall diversity. While other job groups, such as Management and Rehab, see variation from the overall sample, with greater numbers of participants identifying as White or European and lower numbers of individuals identifying as East/Southeast Asian.

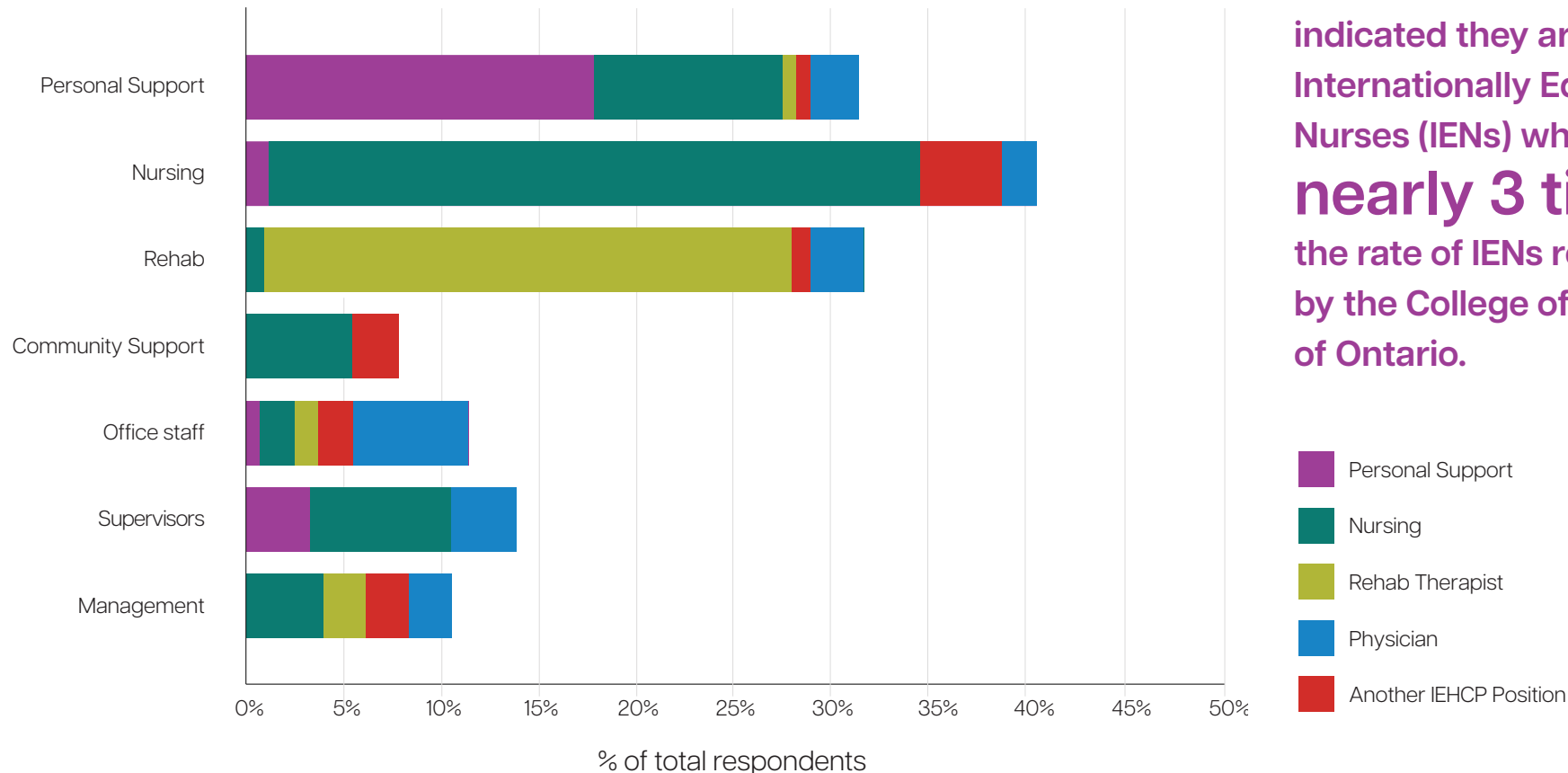


KEY DEMOGRAPHICS

Our 2023 survey gathered data on the international healthcare education credentials of our workforce for the second time. 33% of survey respondents indicated that they are internationally educated healthcare professionals (IEHCP).

This chart highlights the roles IEHCP are currently in at VHA as well as the professional roles they were educated for internationally.

Internationally Educated Health Care Professionals role/status
by occupational group



34%
of VHA nurse respondents
indicated they are
Internationally Educated
Nurses (IENs) which is
nearly 3 times
the rate of IENs reported
by the College of Nurses
of Ontario.

KEY INITIATIVES

Engagement with Black Staff and Service Providers

In 2022, we completed our first intersectional analysis that focused on the differing experiences of staff and service providers based on their identity. Overall, Black women had lower proportions agreeing with the statements compared to the full sample and other selected groups, with statistically significant differences across many statements. These trends were also observed across some indicators for Black/African/Caribbean men.

In light of these findings, we initiated specific engagement with Black, African and Caribbean staff and service providers to better understand these differences and how we might begin to address these gaps. We held three targeted engagement sessions, two of which were specifically focused on Black leaders and one Black Town Hall open to all Black staff and service providers.

Our 2023 intersectional analysis revealed similar trends with Black women experiencing lower rates of inclusion across all measures. 61% of Black women respondents agree that different opinions and perspectives are valued by other workers, which is 16% lower than the full sample and a significant contrast to the experience of East/Southeast Asian men.

Proportion (%) of respondents from each group reporting 'Strongly Agree' or 'Agree' with each statement	Full sample	Black women	Black African, or Caribbean men	East/Southeast Asian women	East/Southeast Asian men	2SLGBTQIA+	White
I feel that I am an integral part of my team at VHA.	82%	75%* (-7)	93% (+11)	85% (+3)	89% (+7)	83% (+1)	84% (+2)
The inclusion of all employees/service providers is very much a part of VHA's culture.	82%	75%* (-7)	73% (-9)	85% (+3)	86% (+4)	79% (-3)	88% (+6)
VHA fosters a workplace that allows employees/service providers to be themselves at work without fear.	80%	73% (-7)	80% (0)	83% (+3)	92% (+12)	76% (-4)	86% (+6)
At VHA, the different opinions, ideas, and perspectives brought by employees/service providers are valued by other workers.	77%	61%* (-16)	80% (+3)	81% (+4)	92% (+15)	75% (-2)	87% (+10)
I believe employees/service providers of diverse backgrounds are treated fairly in the internal promotion process.	74%	63%* (-11)	60% (-14)	78% (+4)	81% (+7)	74% (0)	78% (+4)

Key 90% - 100% 80% - 89% 70% - 79% 60% - 69% *statistically significant

In 2024, we will continue engaging with Black staff and service providers to explore strategies to improve upon these experiences. We will implement policies related to VHA's internal promotion process as outlined in the 2024 Action Plan, and will facilitate inclusion events with a focus on Black culture to create more visibility to these issues.

KEY INITIATIVES

Religious Accommodation

Our 2023 survey was the first time that we asked staff and service providers to identify whether they had any religious affiliations. Respondents were asked if they were affiliated with a religious or spiritual group, and whether they required workplace accommodations.

This new data is raising awareness across the organization of the religious diversity that exists at VHA and our obligation to provide appropriate workplace accommodations.

In 2023, VHA broadly consulted staff and service providers around their needs for an interfaith space. Following these consultations, an enhanced interfaith room was created at our head office as an intentional space to support the spiritual needs of all team members, regardless of creed or religious affiliation.

In 2024, we will be exploring training opportunities for VHA leaders on the duty to accommodate and required actions in the event they receive human rights related complaints, as well as strategies to support interfaith rooms at regional offices.



KEY INITIATIVES

Education and Training

In 2023, we continued building our DEI education and training offerings, delivering comprehensive training more broadly to the workforce. This included more focused identity-based workshops delivered to teams, as well as our larger “VHA Inclusion Dialogues”, or VIDs, which are open to the entire VHA workforce. We also facilitated sessions with our 2SLGBTQIA+ training partners at [The 519](#) and continued to support the enrollment of VHA leaders in the [San'yas Indigenous Cultural Safety Program](#).

Respondents expressed satisfaction with the availability of DEI educational offerings, particularly spotlighting VIDs. VIDs were indicated as being valued for providing topic/population focused learning and discussion. Resources available on VHA's intranet site, The Loop, and VHA-led cultural celebrations were also recognized as important engagement activities that gave respondents a sense of belonging.

Respondents expressed the importance of leaders being prepared and trained to support different cultural and religious groups as well as the importance of timely responses when discrimination or harassment experiences are reported. In 2024, we will be exploring more training opportunities for VHA leaders on what steps to take if they receive human rights related complaints.



1,383

team members from across the organization engaged in DEI training in 2023

1,020

staff and service providers participated in 12 VIDs

KEY INITIATIVES

VHA signs on to participate in the Government of Canada's 50 – 30 Challenge



VHA is proud to have achieved the 50-30 challenge through representation of equity-deserving groups on both our volunteer Board of Directors and Senior Management Team.

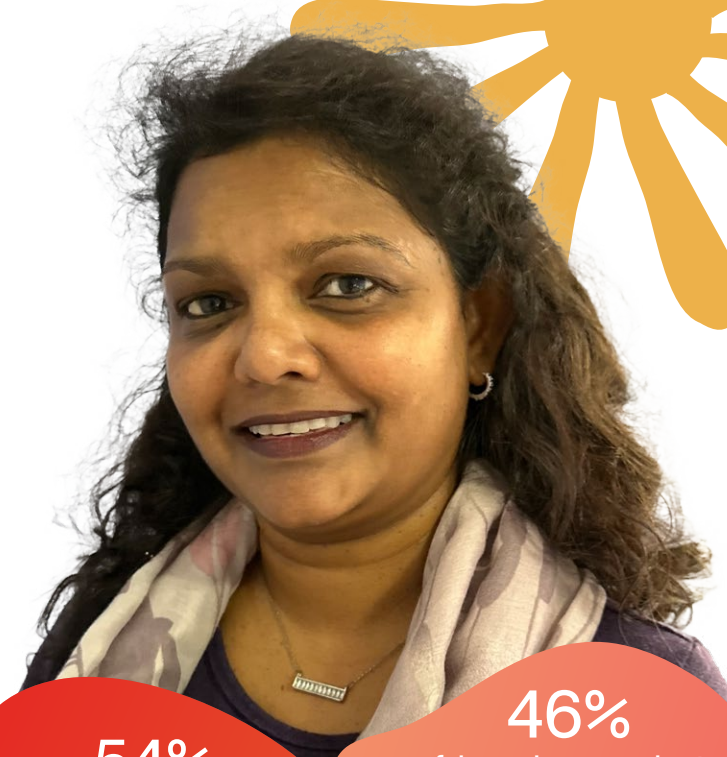
The goal of the program is to challenge Canadian organizations to increase the representation and inclusion of diverse groups within their workplaces, while highlighting the benefits of giving all Canadians a seat at the table.

The 50 – 30 Challenge asks organizations to aspire to two goals:

1. Gender parity (50% women and/or non-binary people) on Canadian boards and/or in senior management; and
2. Significant representation (30%) on Canadian boards and/or senior management of members of other equity-deserving groups, including those who identify as Racialized, Black, People with disabilities, 2SLGBTQIA+, and/or Indigenous Peoples.

Further information about the 50-30 Challenge can be found here:

<https://ised-isde.canada.ca/site/ised/en/50-30-challenge-your-diversity-advantage>



54%
of board respondents
identify as women

46%
of board respondents
reported being members of
equity-deserving groups

KEY INITIATIVES

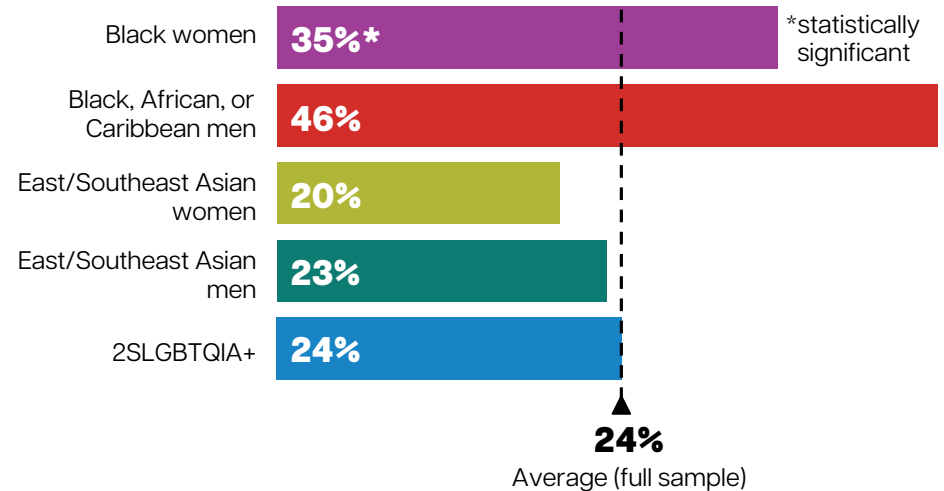
Addressing Microaggressions

In our 2022 survey, 25% of respondents indicated that they had experienced microaggressions at work. In 2023, we facilitated two workshops that looked at addressing racial microaggressions. We also facilitated a number of VIDs focused on how microaggressions manifest and foster exclusion of specific communities - Black, Jewish, Muslim, 2SLGBTQIA+.

In our 2023 survey, we saw a similar number, with 24% of respondents indicating they experienced microaggressions at work. Similar to 2022 results, Black women were significantly more likely to have experienced microaggressions at work, with 35% reporting the experience compared to 24% of the full sample.

This will remain an area of focus for 2024 with plans to roll out education and training for staff, service providers and leaders on dealing with discrimination and harassment in the workplace, including dealing with microaggressions. We will also continue to engage with racialized staff and service providers regarding how VHA can continue to build a more inclusive workplace.

Have you ever experienced microaggressions at work?



KEY INITIATIVES

Inclusion across professions

Our 2022 survey found differences in feelings of inclusion across professions.

Our 2023 analysis of inclusion across professions revealed variations in the experiences of staff groups. Personal Support Workers reported lower levels of agreement that they were an integral part of their team, that inclusion was a part of VHA's culture, that differing opinions were valued, and that VHA fosters a workplace that allows them to be themselves. This is in contrast to Nurses, Rehab providers and Management who reported higher levels of inclusion than the full sample.

Proportion (%) of respondents from each group reporting 'Strongly Agree' or 'Agree' with each statement	VHA Full Sample	Personal Support	Nursing	Rehab	Community Support	Office Staff	Supervisors	Management
I feel that I am an integral part of my team at VHA.	82%	80%* (-2)	86% (+4)	83% (+1)	81% (-1)	83% (+1)	87% (+5)	93%* (+11)
The inclusion of all employees/service providers is very much a part of VHA's culture.	82%	79%* (-3)	85% (+3)	86% (+4)	84% (+2)	81% (-1)	85% (+3)	91% (+9)
VHA fosters a workplace that allows employees/service providers to be themselves at work without fear.	80%	77%* (-3)	86%* (+6)	84% (+4)	84% (+4)	76% (-4)	80% (0)	89% (+9)
At VHA, the different opinions, ideas, and perspectives brought by employees/service providers are valued by other workers.	77%	73%* (-4)	81% (+4)	85%* (+8)	87% (+10)	72% (-5)	82% (+5)	89% (+12)
I believe employees/service providers of diverse backgrounds are treated fairly in the internal promotion process.	74%	72% (-2)	77% (+3)	72% (-2)	78% (+4)	67% (-7)	82% (+8)	89%* (+15)

Key

90% - 100%

80% - 89%

70% - 79%

60% - 69%

*statistically significant

2024 ACTION PLAN

Our Action Plan for 2024 has 4 priority areas: Education and Awareness, Community Inclusion, Inclusive Work Culture and Data and Assessment.

Education and Awareness

- **San'yas Indigenous Cultural Safety Training** for leaders
- Human Rights Training for leaders
- Implicit Bias Training for leaders
- Training for frontline staff related to responding to discriminatory service requests
- **The 519** 2SLGBTQIA+ Training for Staff/Service Providers
- Facilitate 4 VHA Inclusion Dialogues (VIDs) for all staff and service providers

Community Inclusion

- Coordinate rollout of Year 1 East Toronto Health Partners Ontario Health Team Anti-Racism Framework
- Support engagement of Indigenous and equity-deserving clients and families to partner with our Client and Carer Advisory Council
- Participate in the Downtown East Toronto Ontario Health Team Health Equity & EDI Group

Inclusive Work Culture

- Build inclusion through celebration of cultural diversity days at VHA
- Develop leadership pathways for Black and Asian leaders at VHA
- Enhance the transparency of our internal promotion process

Data and Assessment

- Track and report on completion rates for education training
- Identify barriers and develop strategies for the collection of staff demographic data
- Promote greater self-reporting of incidents of verbal aggression and workplace harassment by PSWs



VHA HOME HEALTHCARE DIVERSITY STATEMENT

VHA is committed to ensuring that:

- We foster a culture where diversity, equity and inclusion is respected and valued while maintaining confidentiality and privacy;
- Staff at all levels/service providers, volunteers and board members reflect the diverse communities we serve;
- Our services are accessible and sensitive to the needs of diverse clients and groups;
- We promote health equity and strive to recognize and eliminate barriers that may lead to healthcare disparities;
- VHA is an equal opportunity employer;
- VHA is an 2SLGBTQIA+ (two-spirit, lesbian, gay, bisexual, transgender, queer, intersex, asexual plus) inclusive and supportive environment;
- Individuals at all levels of the organization are trained in managing and understanding diversity, equity and inclusion through orientation and continuing education opportunities;
- VHA is committed to eliminating all forms of discrimination at all levels of the organization;
- All VHA communications present a positive and balanced portrayal of diverse groups and perspectives.





VHA Home HealthCare
30 Soudan Avenue, Suite 600
Toronto, ON M4S 1V6
www.vha.ca

VHA Home HealthCare would like to acknowledge that we are living and working on Indigenous land. This includes the territories of the Un-ceded Algonquin Anishinabe, the Attawandaron, the Anishinaabeg, the Haudenosaunee, the Lunaapeewak, the Mississaugas of the Credit and the Wendat peoples.