

# HOLLAND BLOORVIEW KIDS REHABILITATION HOSPITAL

## CRC EQUITY, DIVERSITY AND INCLUSION ACTION PLAN

Holland Bloorview is committed to fostering a climate of equity and diversity and welcomes and respects the diversity of all our clients, families, staff, trainees, volunteers, trustees and partners. Creating fair and equitable recruitment and selection processes as well as cultivating an equitable, diverse and inclusive work environment is a priority for the organization and consistent with our new [No Boundaries](#) strategic plan.

As an affiliated hospital of the University of Toronto (U of T), with an allocation of two Canada Research Chairs, our Action Plan is a complement to the [University of Toronto's CRC Equity, Diversity and Inclusion Action Plan](#) and will guide our efforts in ensuring the representation of individuals from the federally designated groups—persons with disabilities, Indigenous peoples, visible minorities and women—among our Canada Research Chair holders at Holland Bloorview. For consistency and transparency, Holland Bloorview will comply with and/or adopt the U of T policies and practices related to equity, diversity and inclusion, wherever possible. This document will highlight specific initiatives that Holland Bloorview will take on that differ or are in addition to the actions the U of T has outlines in their Action Plan.

<p><b>Targets 2017-2019</b></p>	<p>As Holland Bloorview has an allocation of two chairs, we will contribute to the overall targets the University of Toronto has set for the appointment of CRCs between 2017 and 2019, based on its current count of 247 filled Chairs:</p> <ul style="list-style-type: none"> <li>- <b>Women:</b> Continue to meet and work to exceed national target of 32%/ 79 CRCs</li> <li>- <b>Visible minorities:</b> Achieve national target of 15% / 37 CRCs</li> <li>- <b>Persons with Disabilities:</b> Achieve national target of 4% / 10 CRCs</li> <li>- <b>Aboriginal Peoples:</b> Continue to meet and work to exceed national target of 1% / 2 CRCs</li> </ul>
---------------------------------	---

### EQUITY DIVERSITY AND INCLUSION OBJECTIVES AND MEASUREMENT STRATEGIES

<p><b>Unconscious bias training</b></p>	<p><b>Objective: Ensure all scientists and staff involved with a CRC nomination complete unconscious bias Training</b></p>
	<p>All scientists and staff involved in the CRC nomination process are required, at minimum, to complete the <a href="#">online training module</a> provided by the national CRC Secretariat. Internal guidelines and checklists will be created to support the search committee chair in ensuring all members have the required training.</p> <p>Holland Bloorview will leverage the training programs offered by U of T through <a href="#">TIDE</a> to support search committee chairs and scientists involved in the recruitment and nomination process.</p>

<b>Review of internal administrative processes</b>	<b>Objective: Complete a review of Holland Bloorview administrative processes for CRCs</b>
	Holland Bloorview processes for CRC nominations will be reviewed and assessed to ensure that the Action Plan requirements are clearly and frequently communicated and that hospital administrators, scientists, staff and nominees are appropriately informed about processes, requirements and supports in place at Holland Bloorview.
<b>Guide to CRC nominations</b>	<b>Objective: Develop an online guide to CRC nominations</b>
	We will rely on and follow the guide U of T develops to outline the process for CRC nominations and will develop any additional content that is relevant to Holland Bloorview recruitment and employment policies and practices,
<b>Tools for data collection</b>	<b>Objective: Encourage CRC applicants and nominees to complete the Holland Bloorview's employment equity survey</b>
	<p>In consultation with our Human Resources Department and our Equity, Diversity and Inclusion Committee, Holland Bloorview is in the process of developing a voluntary and confidential mechanism for collecting employment equity metrics, for existing staff to gain an accurate understanding of the representation of diversity among current employees at Holland Bloorview. We are examining the possibility of leveraging our bi-annual Staff Engagement Survey for this purpose.</p> <p>We are currently in the process of investigating the possibility of leveraging our existing Applicant Tracking System to collect applicant pool data for all new internal and external CRC applications. Applicant pool data will be collected for all new CRC calls.</p> <p>Confidentiality of this data is of paramount importance to us and therefore we will ensure that all tools used to collect and store employment equity and applicant pool data will be designed to ensure privacy, security and anonymity.</p>
<b>Recruitment and support of racialized scientists</b>	<b>Objective: Develop strategies to recruit and support racialized persons/persons of colour to CRCs</b>
	Holland Bloorview will leverage and adopt strategies that will be outlined in the U of T Guide to CRC nominations to promote and support our inclusive recruitment practices and resources for creating a supportive and inclusive environment for scientists of colour.
<b>Recruitment and support of persons with disabilities</b>	<b>Objective: Develop strategies to recruit and support persons with disabilities to CRCs</b>
	Accessibility for persons with disabilities is a key priority for Holland Bloorview as outlines in our <a href="#">Multi Year Accessibility plan</a> . In accordance with the AODA, Holland Bloorview communicates our commitment to inclusive and accessible employment practices through job postings on our career site. Candidates are encouraged to contact Human Resources, should they require accommodation during any stage in the

	<p>recruitment process.</p> <p>We will work closely with our Human Resources, scientists and staff with disabilities, and scientists working in the area of disability studies to expand and enhance our strategies to recruit and support persons with disabilities to CRCs.</p>
<b>Recruitment and support of Indigenous CRCs</b>	<b>Objective: Develop strategies to recruit and support Indigenous CRCs</b>
	Holland Bloorview will leverage and adopt strategies that will be outlined in the U of T Guide to CRC nominations to promote and support inclusive recruitment and employment practices for Indigenous researchers.
<b>Additional strategies to recruit and support women faculty and CRCs</b>	<b>Objective: Ensure that additional best practices to recruit and support women to CRCs are integrated into current processes and practices</b>
	<p>Women are currently not underrepresented within the research institute at Holland Bloorview. Seventy seven percent of all scientists and investigators and 75% of senior scientists are women. Further, both current CRCs are filled by women scientists.</p> <p>That being said, Holland Bloorview is committed to monitoring the representation of women in CRC positions to ensure we continue to provide women with equal opportunities.</p> <p>We will leverage and implement any recommendations from U of T on how to evaluate candidates in ways that do not exclusively consider measures, metrics and outputs that reflect the traditional career experiences of mainly male scientists and enhance our mentorship program to ensure our women scientists are endorsed and supported for CRC nominations and other career enhancing opportunities.</p>
<b>Career development and mentoring for CRCs and potential CRCs</b>	<b>Objective: Continue to build a supportive and inclusive culture by offering career development workshops by fall 2018</b>
	<p>The Holland Bloorview Scientific Advisor policy highlights the importance of mentorship and mandates that all scientists and investigators receive mentorship and engage in a formal review process during the first three to six years of their appointment to the research institute. The purpose of this policy is to support the development of the highest caliber of scientists and investigators in the Bloorview Research Institute and promote success and productivity through grants, awards, honours, CRCs and other endowed chairs etc).</p> <p>All Holland Bloorview scientists and investigators have appointments at the U of T and therefore will have access to the professional development workshops for early and mid-career faculty on career development and how to plan for future opportunities (e.g., grants,</p>

awards and honours, CRCs and other named chairs, etc) that U of T is in the process of developing. We will encourage and promote attendance at these workshops.

## MANAGEMENT OF CANADA RESEARCH CHAIR ALLOCATIONS

**Allocation of CRCs at U of T and affiliated hospitals** The Vice-President, Research and Innovation, in consultation with the Vice-President & Provost, is responsible for managing the University’s allocation of CRCs, including the distribution of Chairs (by Tier and Council) across hospitals and academic divisions.

The Vice President Research at Holland Bloorview is responsible for determining the research areas in which a CRC would best advance Holland Bloorview’s research priorities.

Updates to the Research Chair policy will be made to ensure the allocation and nomination process is clear and transparent to internal and external stakeholders.

**Advancement, renewals and phase-out of chairs** Consistent with U of T, as per Holland Bloorview’s Research Chair policy, normally chair holders are eligible for a maximum of one renewal. This restriction creates opportunities for emerging, stellar scientists to substantially advance their research programs through discretionary chair funds. In exceptional circumstances, where an incumbent has demonstrated sustained, outstanding accomplishments, subsequent terms of renewal may be considered. In such cases, a mandatory external review will be conducted.

**Institutional support for chair holders** The conditions of employment at Holland Bloorview are negotiated at the time of appointment and follow the hospital’s standard employment practices. All CRC nominees are required to sign an acceptance letter that outlines the institutional support provided to Chair holders. This letter is being reviewed by U of T as part of U of T’s Action Plan.

**Institutional support for academic administrators involved in CRC nominations** As stated above, all staff involved in the CRC nomination process will be required, at minimum, to complete the [online training module](#) provided by the national CRC Secretariat. Internal guidelines and checklists will be created to support the search committee chair in ensuring all members have the required training. Holland Bloorview will leverage the training programs offered by U of T [TIDE](#) to support search committee chairs and faculty involved in the recruitment and nomination process.

## COLLECTION OF EQUITY AND DIVERSITY DATA

**Employee equity data:** As stated above, in consultation with the Human Resources Department and the Equity, Diversity and Inclusion Committee, Holland Bloorview is in the process of developing a voluntary, confidential mechanism for collecting employment equity metrics, for existing staff to gain an accurate understanding of the representation of diversity among current employees at Holland Bloorview. We are examining the possibility of leveraging our bi annual Staff Engagement Survey for this purpose.

**Internal/External applicant pool data:** We are currently in the process of investigating the possibility

of leveraging our existing Applicant Tracking System to collect applicant pool data for all new internal and external CRC applications. Applicant pool data will be collected for all new CRC calls.

Confidentiality of this data is of paramount importance to us and therefore we will ensure that all tools used to collect and store employment equity and applicant pool data will be designed to ensure privacy, security and anonymity.

## **RETENTION AND INCLUSIVITY**

It is an organizational commitment and priority to define the required leadership, structures and objectives for equity, diversity and inclusion at Holland Bloorview within the next 18 months. Through this work we will remove barriers and support a climate of equity and diversity that welcomes and respects the diversity of our clients, families, staff, trainees, volunteers, trustees and partner and enhance our recruitment and selection processes. Through this Action Plan and our ongoing strategic initiatives in the area of Equity, Diversity and Inclusion, we will strive to create an inclusive environment for all our staff, trainees and volunteers, including our CRCs.

Holland Bloorview policies that govern the staffing of scientists and investigators, including CRCs include:

- Responsible Conduct of Research
- BRI Conflict of Interest
- Scientific Advisor Appointment
- Research Chair
- Scientist, Senior Scientist, Clinician Scientist
- Performance Evaluation BRI Scientists, Senior Scientist, Clinician Investigators
- Employee Requirements
- Recruitment and Selection