

MOUNT SINAI HOSPITAL



Workplace Environment Study

A project of the Mount Sinai Hospital
Diversity and Human Rights Committee

PIs and Co-PIs:

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Current job:
 juggler





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 and Human Rights Office

- Diversity and Human Rights Committee:
 - Advances human rights and equity issues at Mount Sinai through training, complaint resolution, policy development and review of systems and procedures.
- Major initiatives:
 - D & HR policy
 - Fair employment opportunity policy
 - Workforce census
 - Workplace environment study
 - Made in Sinai Competencies
 - Training: D & HR, Health equity, Talk to Me, Defusing Hostility, Accommodation, Bias free hiring, MD, Bullying, Workplace Violence

Rationale for the Research Project

Promote and maintain a just and respectful work environment at MSH

- Inform the Hospital of the perceptions of staff in relation to :
 - Diversity & H R issues in the hospital
 - Effectiveness of current policies and practices
 - Opportunities for improvement

"I come to a meeting, there is even an agenda but sometimes my item will get skipped and it goes to the next person and they have this long discussion... Then I'm left with like 2 minutes or less before the meeting is over."



The Focus Groups

- Exploratory, non-experimental qualitative study
- Approval from Hospital's Research Ethics Board
- Approximately 100 staff members in focus groups of 4-8 participants
- Participants selected following phone screening



Focus Groups

- Focus groups organized according to specific identity groups + general groups
- Focus groups include:
 - Race
 - Gender
 - Sexual Orientation
 - Disability
 - Status/Role
 - Ethnicity/Religion
 - Managers of Colour
 - General Groups

Pretend your **current** work environment was a person. What kind of person would it be?



The Focus Group Process


- Participants asked for opinions about their own experience
- Participate in group exercises
- Discussion recorded and transcribed



*Male looking down on female
female looking up to male
female always giving
male always taking*

If your work environment was a person...

Pretend your **current** work environment was a person.
What kind of person would it be?



Optional: Circle 5-7 Adjectives

- Approachable
- Energetic
- Business like
- Caring
- Disrespectful
- Distant
- Fair
- Forward-thinking
- Free of discrimination
- Good Listener
- Hands On
- Helpful
- Honest
- Knowledgeable
- Narrow Minded
- Old Fashioned
- Personal
- Professional
- Egged
- Sloppy
- Traditional
- Trustworthy
- Other _____
- _____
- _____

Findings

What staff value at MSH

- Accommodation
- Culture of diversity
- The existence of a D&HR Office and Committee
- Multicultural calendar
- D&HR training
- D&HR celebrations
- Interpreter Services
- Lobby displays & programs
- Program's uniqueness, leadership in this area
- Chaplains

Findings

- While a number of participants characterized their experience working at the hospital as “hectic, busy, fun, exciting and changing”, participants in identity groups comprised of women and racialized people were more likely to report their experience as “challenging, stressful or pressured”

Fair & Equitable Work Environment

- Lack of demonstrable equity in an organization, especially where the face of authority is almost exclusively that of the dominant culture, is a key feature of an unfair work environment
- Unresolved conflict exacerbates inequity

Fair & Equitable Work Environment

- Respectful structure & accountability
- Organizational culture of diversity
- Leadership
- Respectful processes
- Fostering the culture of diversity

Pretend your **current** work environment was a person. kind of person would it be?



Barriers to Doing Your Best Work

- Gender
 - Although there are many women in senior positions, there is striking lack of women on the board and the MAC.
- Sexual orientation
 - The only time I've ever [felt discrimination] was in D&HR training... it helped me realize the extent to which my fears were grounded in a reality that the hospital still has a long way to go and we're still living in a very homophobic environment.

Barriers to Doing Your Best Work

Discrimination & harassment on basis of race and ethnicity

- (1) lack of organizational “fit” ,
- (2) rendering person invisible, inaudible; and
- (3) exclusionary process;





Key Issues

- Hidden discrimination - micro-aggressions*
 - Although we have processes, structures and policies in place, staff indicate that their everyday experiences of discrimination continue to occur and have an impact on mental and physical health
 - Organization needs to face experiences of exclusion in our workplace
- Strategies to involve leadership
- Representation at all levels in the hospital
 - Fair opportunity

Micro-aggressions are actions or statements that, while appearing innocent or innocuous, are actually derogatory, insulting or hostile towards a marginalized group or person.



Some Recommendations

- Equity and cultural competencies are evaluated in hiring, performance appraisals, promotions, succession planning
- Targets and timelines set for hiring/promotion of underrepresented groups with managers held accountable
- Equity campaign implemented
- Employment systems review
- Transparent processes to support development of staff
- Assess best practices for appointment of MDs
- Health equity training mandatory for all staff

After the study...

- Findings communicated to hospital community and public
- Accountability in employment systems
- Leading Equity sessions
- *Equity is good for your health* campaign

Equity is good for your health



Studies show that discrimination and bullying affect your mental and physical well-being.

Everyone at Mount Sinai Hospital – patients, visitors, and the people who work here, deserve to be treated with dignity and respect, without discrimination or harassment. All the people who work here are qualified to give excellent care.

This is not the place for:

- Abusive language or angry shouting,
- Comments, jokes or slurs that demean or are hurtful about a person's race, religion, ethnicity, age, sex, gender identity, sexual orientation or disability.



Pretend your **ideal** work environment was a person. What kind of person would it be?

Thank you

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- MSH employees who honestly and courageously shared their experiences of the workplace with us