



KPMG Report to Hôpital Montfort's Committee

AGAINST RACISM AND FOR EQUITY,
DIVERSITY AND INCLUSION

July 2021

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Introduction

Globally, organizations and governments are stepping up efforts to end systemic racism by implementing a wide range of equity and inclusion initiatives.

Hôpital Montfort (“Montfort”) last year established a Committee Against Racism and for Equity, Diversity and Inclusion (“CRÉDI”), composed of staff members, reporting directly to the CEO. The aim of the CRÉDI is to counter racism in all its forms and create a culture at Montfort that embodies anti-racism, equity, diversity and inclusion in everything it does.



As part of its action plan, the CRÉDI wanted to assess the current state of racism at Montfort. To ensure both objectivity and a thorough, critical analysis, the CRÉDI decided to hire an external consultant. Consequently, a request for proposals to several firms was issued in January 2021, seeking experience with similar projects (anti-racism, equity, diversity and inclusion), and experience doing this work with a healthcare organization. KPMG was retained to evaluate the current state of racism, equity, diversity and inclusion at the hospital.

KPMG submitted a detailed report in July, 2021, on the hospital's current state of racism and its equity and diversity and inclusion (AR&EDI) policies and practices, including training needs, and proposed a methodology to document socio-demographic factors as well as the establishment of a mechanism for monitoring and recording complaints about racism and discrimination. To arrive at its findings, KPMG conducted interviews with senior leadership and surveyed over 420 Montfort's administrative employees and health professionals, facilitated frank and open group discussions with the CRÉDI and people leaders, and thoroughly analyzed related documentation to produce this current state assessment report.



Historical context

As a Francophone academic hospital, Montfort strongly supports the Francophone community in Ontario, which is reflected in the hospital's internal communications. However, KPMG's analysis highlighted that, with the exception of the partnership with an Indigenous health focused organization, other underrepresented groups, such as those historically discriminated against in society at large, do not receive formal recognition and support within the hospital. Having identified this gap, Montfort is therefore beginning its journey towards creating an inclusive and anti-racist environment for staff and patients.



Key Findings

The following section summarizes the hospital's strengths and identifies areas for improvement:

External Relations

In the wake of the global anti-racism protests in the spring of 2020, Montfort reiterated its commitment to anti-racism, equity, and D&I to its staff and the public via its internal and external communications channels. Their commitment to the Indigenous community has been in place for several years and Montfort has paid particular attention to ensure the inclusion and understanding of Indigenous traditional practices.

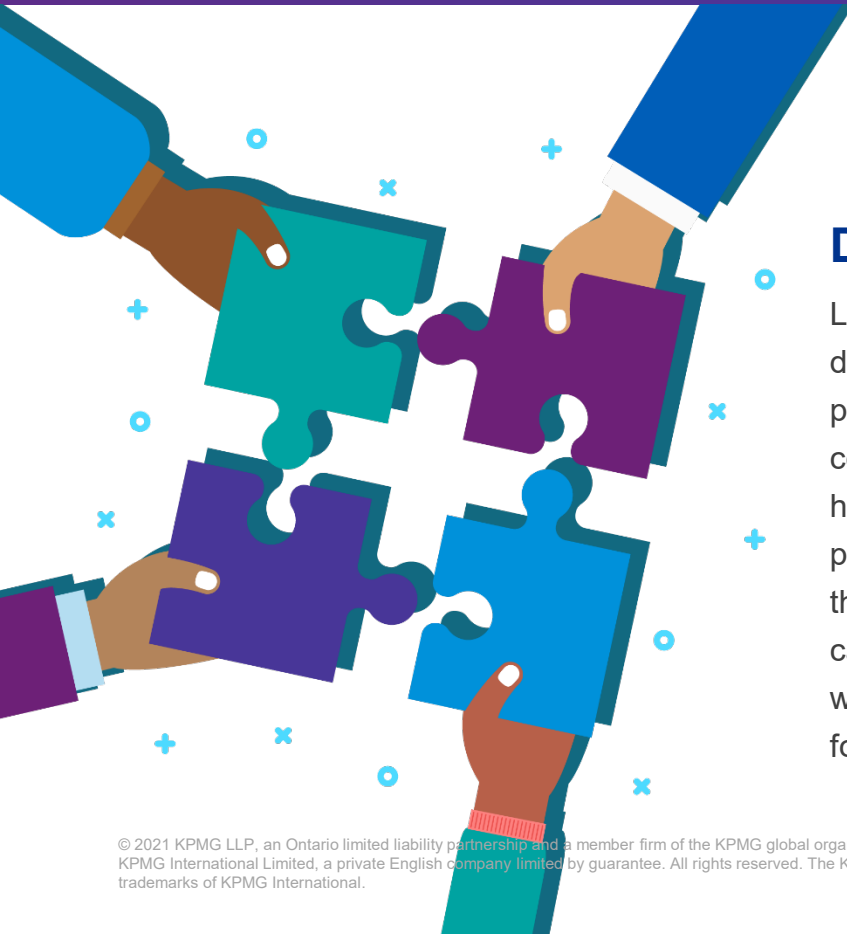
However, despite these community engagements, Montfort lacks a tangible corporate strategy with regards to incorporating anti-racism, equity and D&I guidelines in their policies and procedure.



Workplace Policies

Through previous initiatives put into place to create a healthy work environment, Montfort has striven to support the mental health and well-being of its staff, through various policies including flexible work arrangements, remote work, and other accommodations.

However, Montfort does not have any reports on inequity, racism and D&I. The work environment requires a review of the policies and processes regarding inclusion and anti-racism.



Data Collection

Little documentation exists on demographic data about Montfort's professional body, its patients or the community it serves. At this time, the hospital does not have a process in place to collect this data. In addition, the method of collecting, categorizing, and tracking complaints with respect to racism is not formalized.

Current Environment

According to its mission, vision, and values statement, Montfort is guided by five values: compassion, respect, mutual support, excellence, and accountability. These are omnipresent in the hospital's communications. However, there is little evidence of how these values are interpreted or lived by staff members.



The current state shows that the organization lacks both formal and informal processes aimed at fostering a diverse group of senior staff at the management and board level. This results in a lack of diversity at these levels.

While the hospital recognizes the importance of anti-racism, equity, diversity and inclusion in its communications, Montfort has a limited number of initiatives and no formal overall strategy in place to ensure anti-racism, equity, diversity and inclusion in the workplace. Although a policy to counter discrimination is in place, the hospital has no specific policy related to racism, including systemic racism.

According to the KPMG survey of hospital and administrative staff, those who identify as Black showed less confidence in speaking to their immediate supervisor on issues relating to respect, inclusion and racism at a rate of thirty per cent compared to staff members identifying as a white person (4.6 per cent).

The importance of creating a psychologically safe environment, where people feel welcome and respected, is recognized, but there is no documentation specifically related to this and it is not clear "if, where and how" it is put into practice or understood. In this regard, a majority of Montfort staff are not comfortable denouncing situations of racism.

Further, there is no clarity in defining the roles and competencies of staff members with respect to an organizational anti-racism, equity, D&I strategy. In addition, Montfort's human resources (HR) policies and programs, although present, do not include any key performance indicators to be able to track progress in those areas, with a specific focus on equity. The lens of anti-racism and equity is not incorporated into the policies, programs or strategy of the organization.

Anti-Bias / Anti-Racism Training & Performance Review

Montfort has an extensive performance management program that incorporates goal setting and multiple sources of feedback. However, nothing associated with anti-racism, equity and D&I is included. There are no learning and development programs for all staff members to learn about bias and recognize discriminatory behaviour. Only recently have these types of training have been made available to leadership. Further, our survey revealed that Black staff are more likely to report being treated unfairly in terms of their performance appraisal.



That said, the hospital makes a concerted effort to ensure a fair division of work and the staff seem comfortable in expressing their feelings about their workload. In addition, social gatherings are encouraged, and are open and welcoming to everyone, and based on the information provided to KPMG, staff members feel comfortable participating. There are no formal affinity or alliance groups at Montfort, although informal staff groups may exist, they are not transparent to the rest of the organization.

Conclusion

In this summary, KPMG has broadly outlined the key issues to help equip Montfort on its journey to counter systemic racism and racism. To that end, KPMG offers 10 recommendations:

1 Develop a detailed anti-racism organizational strategy and action plan

It is important that anti-racism, equity, diversity and inclusion are integrated into the larger Montfort strategy. This will be essential for defining areas of strategic focus, initiatives and developing an action plan on how to move forward.

3 Plan workshops devoted to a deep analysis on the identified themes

It will be important to dig deeper and get a more precise and detailed level of analysis and information, with a view to understanding the root causes of the experiences of racism described by staff members, as well as how best to move forward.

4 Set the tone from the top to change usual behaviors

KPMG recommends that Montfort make a concrete commitment to a cultural transformation. It is essential that senior staff prioritize anti-racism and non-discriminatory behavior, as well as promote inclusivity in order to achieve real change. In this sense, it is important that senior staff lead by example.

2 Review policies and procedures

KPMG recommends that the hospital implement an annual review of its policies and procedures and introduce into them the components of anti-racism, equity, diversity and inclusion and systemic discrimination.

5 Devote an organizational structure to the cause

Another key recommendation is to create a separate organizational structure which falls outside the human resources department and the CRÉDI (which holds more of a governance role), and whose efforts focus solely on anti-racism, equity, diversity and inclusion. This organizational structure requires different expertise and focus that is not directly related to the HR function.

6

Provide experience-based, tactical and active training to combat anti-racism and promote inclusion

KPMG recommends emphasizing training to improve anti-racism, equity, diversity and inclusion. Multiple types of training, such as tactical training, as well as experiential and active learning should be considered to educate staff and expose them to their implicit biases, thereby helping them to better recognize their own potentially discriminatory behaviours.

7

Address signs of racism

As part of its journey towards acknowledging and accounting for situations of racism, KPMG recommends that Montfort set up a process to address racism within its institution, in all instances – with staff and with patients. During the development of their anti-racism, equity and D&I strategy, Montfort will need to consider how to best create a safe and respectful place for staff and patients to express themselves without fear of reprisal. Montfort will also need to reflect on how to ensure that complaints are handled efficiently, quickly and confidentially.

8

Establish methods for collecting, analyzing, and reporting data

In order to inform decision making, KPMG recommends that Montfort implement a data collection system to document socio-demographic factors, as well as to collect, track and analyze incidents or complaints of anti-racist behaviour.

9

Evaluate career advancement and development

KPMG recommends Montfort introduce policies and procedures to support anti-racism, equity, diversity and inclusion in its talent management programs.

10

Establish further partnerships

KPMG recommends Montfort develop new relationships with other community organizations specializing in anti-racism, equity, and D&I, particularly those who have trusted and established relationships with Black, Indigenous, and people of colour, as well as other underrepresented groups.

Montfort has reviewed the report, understands the importance of moving forward in this journey, and is working towards implementing the recommendations to continue building a sense of belonging for everyone. The slogan “We can and must do better” has been repeated several times over the past year. Now is the time to take more concrete action.





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Let's do this.