

## DiverseCity Counts **8** in brief

NOVEMBER 2013

### Featured Report

# A Snapshot of Diverse Leadership in the Health Care Sector

This research, conducted by Dr. Samir Sinha of Mount Sinai Hospital and the University Network Hospitals, examines diversity on boards and in senior management of health care institutions in the Greater Toronto Area (GTA).

In this eighth report of the DiverseCity Counts series examining diversity in senior leadership positions in the GTA, we focus on health care institutions. Specifically, we look at local health integration networks (LHINs), hospitals, and community care access centres (CCACs).

While past reports have focused on visible minorities, this edition broadens the scope of diversity to include sex/gender identity, visible minorities, disability, and sexual orientation.

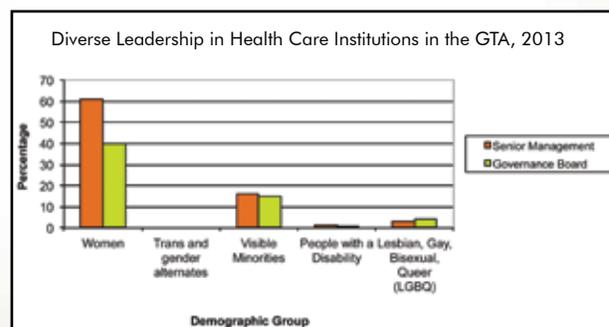
### Health care leadership is diverse in some respects, but many groups are under-represented

We surveyed the five LHINs, 28 hospitals and five CCACs in the GTA, and found:

- Women are well represented in leadership positions – Women make up the majority (61%) of senior management positions, and 40% of governance board members. No gender alternates (transgender, transsexual, intersex) were reported in senior management teams or on boards of any of the institutions surveyed.
- Visible minorities are under-represented, but this varies widely between institutions – Only 16%

of those in senior management positions and 14% of board members were reported to be visible minorities. Four in ten institutions reported no visible minorities in senior management positions, as did nearly one-fifth of boards.

- Few people with a disability are in leadership positions – Across the health care sector, in senior management and on boards, only 1% of leaders were reported to be people living with a disability.
- Few lesbian, gay, bisexual or queer (LGBQ) individuals are in leadership positions, with a few exceptions – About 3-4% of leaders were reported to be LGBQ individuals, though this includes a few institutions that reported many individuals, and a majority of institutions that reported none.



## The Business Case

Diverse leadership results in:

- Links to new global and domestic markets
- Increased innovation and creativity
- Better access to talent here and abroad
- Strengthened social cohesion and social capital

Source: *The Value of Diverse Leadership*. Conference Board of Canada, 2008.

## Diversity in the Health Care Sector

- Helps institutions better serve diverse populations
- Develops new partnership and fundraising opportunities
- Improves the reputation of the institution
- Is a reflection of the sector's values

## Ten Tips to Maximize the Benefits of Diversity

1. Articulate the business case for diversity
2. Make diversity a strategic priority across the organization
3. Make a public commitment to diversity in your leadership
4. Develop a practical plan to diversify your leadership
5. Set targets and report on your progress
6. Recognize the range of talents that diverse leaders bring to your organization
7. Measure the impact of diversity in your organization
8. Use promising and innovative human resources practices to develop pipelines for talent
9. Work with the broader community to help grow the pool of potential board members
10. Be a champion for diversity

Read the full report at [diversecitytoronto.ca/counts](http://diversecitytoronto.ca/counts)

DiverseCity: The Greater Toronto Leadership Project is a partnership of Maytree and the Greater Toronto CivicAction Alliance



Maytree promotes equity and prosperity through leadership building.



Transforming the Greater Toronto region through collective leadership.

## Past DiverseCity Counts Research

### A Snapshot of Diverse Leadership

This multi-year research project, undertaken by the Diversity Institute for DiverseCity Counts in 2009, 2010 and 2011, studied visible minority representation in leadership in the Greater Toronto Area in elected office, education, and in the public, corporate and voluntary sectors. In the spring of 2011, the research examined 3,330 leaders in Toronto, Mississauga, Brampton, Markham and Richmond Hill and found that 14.5% were visible minorities, compared to 49.5% of the population in the area studied.

#### Visible Minority Representation Over Three Years By Sector



This research was prepared by Wendy Cukier, Margaret Yap, Kristin Aspevig and Lennie Lejasaks at the Diversity Institute at Ryerson University.

