TAHSN Guiding Principles for Local Implementation of the Introduction to Anti-Black Racism eLearning Module

Background

The Introduction to Anti-Black Racism e-Learning module was created by Women's College Hospital (WCH), with embedded expert Dr. Notisha Massaquoi, as part of their ongoing commitment to dismantling structural Anti-Black racism and oppression faced by patients, staff, physicians and community. WCH shared the module with the TAHSN and Toronto Region Anti-Racism Education and Training Working Group to support organizations in their Anti-Black Racism learning journey.

The module offers an introduction to the historical roots and ongoing legacy of Anti-Black Racism in Canada, insight into the forms that Anti-Black Racism can take in people's lives, and opportunities for reflection and/or discussion on how to address Anti-Black Racism in work and personal life. The module offers a strong foundation for the ongoing development of organizational knowledge regarding the legacy of Anti-Black Racism underpinning the health system, and the vital actions required to create an equitable and inclusive future.

TAHSN and the Toronto Region's Anti-Racism Education and Training Working Group, with design and development support from Sunnybrook Health Sciences Centre and the TAHSN Secretariat, led the work to update the module and ensure its' accessibility and broader applicability to TAHSN and our diverse health service provider community. With the Introduction to Anti-Black Racism eLearning module, organizations will be able to:

- Offer foundational education that facilitates and encourages continued learning and unlearning
- Implement strategies to utilize the module as a complimentary and/or mandatory resource to support new or existing Anti-Racism and/or Anti-Black Racism education
- Monitor the uptake and completion of the module

Guiding Principles for Implementation:

The module should be implemented as part of the organization's overall strategy to dismantle Anti-Black Racism and it is part of the beginning stages of an individual's learning journey. It is critical that the module is not implemented in isolation of an Anti-Black Racism strategy, that it is accessible to all employees, and that it is not utilized as part of a corrective or punitive measure.

Each health service provider is encouraged to assess its overall readiness to make the module available to employees and to support employees in engaging in dialogue and action (see Appendix: 1).

The following principles are further considerations as organizations develop their plans to implement the module locally:

Senior Leadership Support

Senior Leadership is instrumental in creating the conditions that support teams in examining all levels of racism – individual, institutional, and structural. The module should be a part of a larger organizational strategy to dismantle Anti-Black Racism and it is important that senior leaders develop a comprehensive strategy that includes committed resources to ensure the action plans of the organization are actualized.

Evaluation

Clearly defined corporate goals are important mechanisms that can support organizations with monitoring progress, measuring impact, and identifying next steps. Organizational resources should be committed to appropriately support the implementation of the module, measure the impact, and to develop mechanisms to support the growth and development of learners, staff, and physicians. Each organization should be clear about the implementation approach, tools for evaluation, the goals for completion, and how the module is positioned within the larger educational offerings.

In their work to advance health equity and dismantle Anti-Black Racism, the West Toronto and Mississauga Ontario Health Teams collaborated to develop an organizational self-assessment tool to assist with evaluation (see Appendix: 3). The OHT's noted that establishing a baseline prior to implementing Anti-Black Racism education can assist with:

- Understanding the organization's starting point with respect to addressing Anti-Black Racism
- Identifying the challenges, gaps, and opportunities to addressing Anti-Black Racism at the individual and institutional level

- Strengthening the capacity to engage in collaborative initiatives that dismantle systemic Anti-Black Racism
- Supporting the advancement of health equity

An example of an organizational self-assessment tool from work done by the West and Mississauga OHT is included in the appendices.

Local Context

Corporate policy, plans, and resources that support the organization's commitments to dismantling Anti-Black Racism can be incorporated into the module to meet the unique culture and values of the organization. The module can be customized by directly modifying (LMS version) or supplementing (web version) the module with the organization's policies and resources. This type of awareness/education can help build and/or strengthen a culture of transparency and accountability within the organization, and appropriately position the module as part of a broader learning trajectory for individuals and teams within the organization. (see Appendix: 2)

Additional Supports/Resources

Consider how the organization works to create safe spaces for staff and learners to come together to engage in critical dialogue and reflections about their thoughts and feelings. In addition to spaces that support all staff, establishing affinity groups/employee resource groups (ERG) can support organizations with building capacity to safely and critically identify concerns as well as collectively build a sense of belonging and wellbeing.

Please note that affinity groups/ERG are NOT organizational committees, with terms of reference that support the organizational objectives, but rather spaces centred around recognizing and supporting those most impacted by anti-black racism, and the additional traumas and concerns that may arise through increased organizational dialogue on this topic. Affinity and ERG's should be positioned in addition to supports that are available to employees through employee assistance programs and counselling services.

Commitment to Measuring Impact

HSPs are encouraged to move beyond addressing individual behaviour to critically analyzing institutional structures and practices. As part of implementing the module, your organization is committing to sharing data on its use and impact.

The TAHSN and the Toronto Region Anti-Racism Education and Training Working Group will help guide the development of mechanisms that support a collective system of reporting and accountability for organizations that utilize the module. With the working group's guidance, the TAHSN secretariat will implement and manage the tools to support reporting and sharing data regarding implementation and use across hospitals. The TAHSN secretariat will collaborate with health service providers that utilizes the e-module to collectively report the following information about its' use, the impact, and the next steps annually:

Monitor

- How many people within your organization completed the module?
- How does your organization intend to evaluate impact of this education offering?
- How is the module positioned among other educational offerings within your organization?

Measure impact

- What lessons were learned in implementing and offering this module at your organization?
- What organizational improvements have been made as a result of offering this module (eg. change in policy, change in practices, etc.)?

Identify next steps

- What additional educational supports are necessary to take the conversations on Anti-Black Racism beyond what is covered in the e-learning module?
- What is next in the organization's journey?

Access to the eLearning Module

There are two options for accessing the Introduction to Anti-Black Racism eLearning Module:

1. **Local Implementation via Learning Management System (LMS)**
   - Organizations can integrate the module into their local LMS to appropriately administer, monitor, and evaluate staff participation
   - The files are SCORM compliant and allow the module to be tailored to include organizational policies, practices, and commitments (see Appendix: 2).

     i. Customized versions of the module must include the Intellectual Property (IP) statement noting that: "*The following is from original material developed by Women's College Hospital, and is reproduced with permission. Any alterations to the original material are the sole responsibility and liability of our organization*"

- Health service providers can access to the files by completing the **LMS request form** on the TAHSN website

2. **Web Version for any health service providers that do not have a formal Learning Management System (LMS)**
   - Organizations can supplement the module with their policies, practices, and commitments to tailor module to the unique needs of the organization.
   - A certificate is automatically generated and issued to those completing the web version, which can be utilized by organizations as proof of completion
   - The web version of the module can be accessed via the TAHSN website at the following link: **Web version via TAHSN website**

Acknowledgements

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Appendix

1. Implementation Readiness Checklist

The following should be in place in the organization prior to making the module available to employees. Organizations preparing to implement the module should document and review its approach(es) to each points with leadership in order to assess its readiness for implementation.

Organizational commitment and communication

- ☐ Senior leadership has a strategy that includes addressing Anti-Black Racism, along with committed resources to support actualizing the plan.
- ☐ Senior leadership has communicated the organization-wide priorities to dismantle Anti-Black Racism to staff.
- ☐ Implementation of the module is guided by a robust communication strategy that aligns with the organization's strategic priorities

Availability of supporting tools, resources and policies for staff

- ☐ Organizational policies, plans, resources that clearly outline the organization's commitment to dismantling Anti-Black Racism are identified to help tailor the module to the organization's needs.
- ☐ The organization has identified and/or developed safe spaces for people to engage in critical dialogue and reflection

Readiness to collect, monitor, and share data related to the module's use and impact

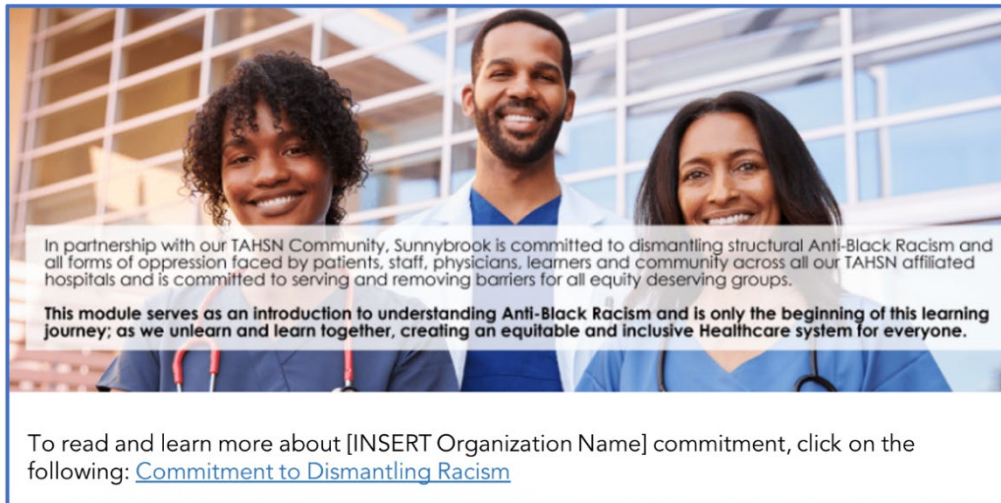- ☐ The organization has plans, tools, and resources in place to monitor the use, to collect relevant data and measure impact, and to identify actionable next steps for the organization to help dismantle Anti-Black Racism
- ☐ Organizational pre-assessment conducted to evaluate the organization's starting point and identify challenges, gaps, and opportunities to address Anti-Black Racism at an individual and institutional level.

2. Inserting organization specific statements and policies

The following are suggestions on where to include your organization's statements and policies in the Introduction to Anti-Black Racism eLearning module.
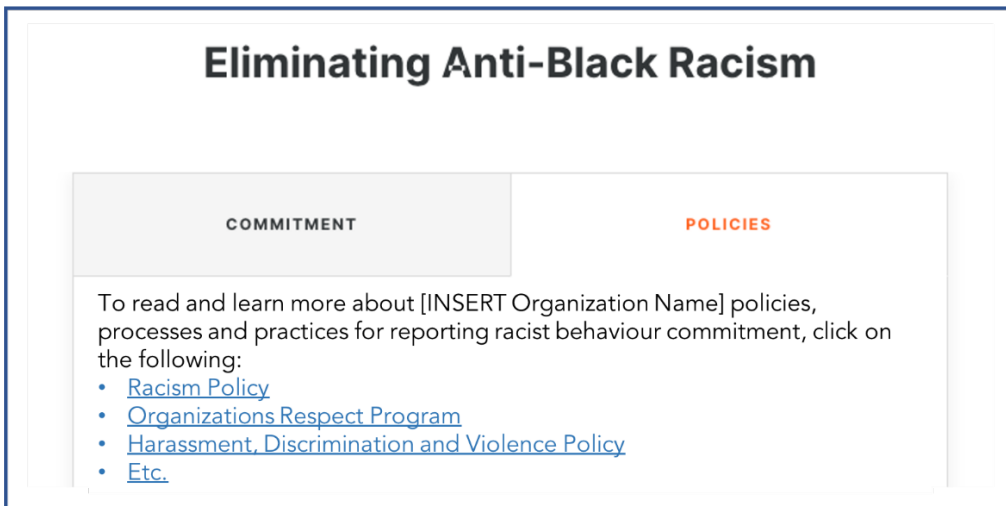
Organizational Statement

Lesson – Introduction: Insert and provide access to your organization's statement, as seen below (figure 1.0). Hyperlink the heading "Commitment to Dismantling Racism" to your organization's page, to reinforce solidarity and partnership with the TAHSN statement.

In partnership with our TAHSN Community, Sunnybrook is committed to dismantling structural Anti-Black Racism and all forms of oppression faced by patients, staff, physicians, learners and community across all our TAHSN affiliated hospitals and is committed to serving and removing barriers for all equity deserving groups.

This module serves as an introduction to understanding Anti-Black Racism and is only the beginning of this learning journey; as we unlearn and learn together, creating an equitable and inclusive Healthcare system for everyone.

To read and learn more about [INSERT Organization Name] commitment, click on the following: Commitment to Dismantling Racism

(Figure 1.0)

Organizational Policies:

Lesson – How to Address Anti-Black Racism: Insert and provide access to your organization's policies, processes and practices as seen below (figure 1.1). Hyperlink each heading to your organization's pages.

Eliminating Anti-Black Racism

COMMITMENT	POLICIES

To read and learn more about [INSERT Organization Name] policies, processes and practices for reporting racist behaviour commitment, click on the following:
- Racism Policy
- Organizations Respect Program
- Harassment, Discrimination and Violence Policy
- Etc.

(Figure 1.1)

ABR Organizational Self-Assessment Survey:
Reflecting on and Addressing Anti-Black Racism

Prepared for: Mississauga OHT and West Toronto OHT

April 5th, 2022

Background

Ontario Health Teams (OHTs) represent a systemic change focused on the health of a whole population. The West Toronto and Mississauga OHTs are collaborating to address Anti-Black Racism (ABR) as a key part of our health equity work.

As a first step to addressing ABR and working towards better serving the needs of Black communities, it is important to understand the context of ABR within our organizations and identify pathways to build capacity. The ABR Organizational Self-Assessment survey is designed to support health and social service organizations in doing this.

The knowledge we gain from the survey will:

- Provide a better understanding of where individual organizations are with respect to addressing ABR
- Allow us to identify challenges, gaps, and opportunities to addressing ABR individually AND as OHT partners
- Strengthen capacity to engage in collaborative initiatives that dismantle systemic ABR
- Support the advancement of health equity

Confidentiality

The survey is intended to be a safe communication tool for you to share your experiences anonymously. All information collected will be confidential and cannot be traced back to you and/or your IP address. The survey data will be collected by a team of researchers and scientists at the Institute for Better Health (IBH), the embedded research institute of Trillium Health Partners. Individual survey responses and all personal statements will be anonymous and only accessed by a few researchers at IBH to allow for data analysis and reporting. To ensure anonymity, results will not be reported for small groups.

If you have further questions about confidentiality or anonymity, please email feedback@wtoht.ca or info@moht.ca.

The survey should take approximately 25 minutes of your time to complete, but please take the time that you need as you reflect and respond. Reflections and discussions about ABR may surface traumatic memories and emotions. Here are some wellness options for you to consider, should you need them:

- Hope for Wellness Chat
- Healing in Colour
- Distress Centres of Greater Toronto
- Wellness Together Canada

Section A

1	Name of the organization you work for	Open ended
2	Do you identify as Black	1=Yes *(if yes, skip Q3)* 2=No 3=Prefer not to answer
3	Which of the following best describes your current role? (select one that is most appropriate)	1=Clinician 2=Staff 3=Supervisor 4=Management 5=Executive Senior leadership 6=Prefer not to answer

Section B		Answer categories
1	Have you experienced or witnessed racism and/or discrimination within your organization?	1=Yes *(go to Q2)* 2=No 3=Unsure 4=Prefer not to answer *If 2-4, go to Q3*
2	To what degree has experiencing or witnessing systemic discrimination and racial micro-aggressions within your organization affected your mental health?	1=Never 2=Rarely 3=Somewhat 4=Mostly 5=Always 6=Don't know 7=Prefer not to answer
3	Have you experienced or witnessed anti-Black racism within your organization?	1=Yes 2=No 3=Unsure 4=Prefer not to answer
4	Do you feel uncomfortable in your workplace settings because of your race?	1=Very Uncomfortable 2=Uncomfortable 3=Neutral 4=Comfortable 5=Very Comfortable 6=Prefer not to answer
5	How comfortable do you feel with raising the issue of racism with your direct manager or senior leaders from your organization?	1=Very Uncomfortable 2=Uncomfortable 3=Neutral 4=Comfortable 5=Very Comfortable 6=Prefer not to answer
6	How comfortable do you feel filing a formal complaint about anti-Black racism in your organization?	1=Very Uncomfortable 2=Uncomfortable 3=Neutral 4=4=Comfortable 5=Very Comfortable 6=Prefer not to answer
7	If you have filed a complaint, do you feel it was addressed appropriately?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer 8=Not applicable

8	From your perspective, how well does your organization acknowledge the existence of anti-Black racism as a systemic barrier for the Black community?	1=Very good 2=Good 3=Acceptable 4=Poor 5=Very poor 6=Don't know 7=Prefer not to answer
9	Do you feel your organization is committed to tackling racial discrimination against staff from Black communities?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
10	Do you feel your organization is committed to tackling racial discrimination against staff from racialized communities?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
11	In your opinion, does your leadership team reflect the racial and cultural diversity of the population served by the organization?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
12	In your opinion, do staff (i.e., non-leadership) in your organization reflect the racial and cultural diversity of the population served by the organization?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
13	Does your organization have a specific anti-Black racism policy or a general anti-racism policy that recognizes the oppression of Black people?	1=Yes 2=No 3=Don't know 4=Prefer not to answer
14	In your opinion, does your organization consistently communicate the importance of addressing issues of inequity faced by the Black community to your staff, the community you serve, donors or allies?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer

15	In your opinion, do the leaders in your organization demonstrate a desire and a willingness to learn more about anti-Black racism and its impact?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
16	Can you describe how your organization has demonstrated its commitment to address anti-Black racism?	Open ended
17	From your perspective, has your organization allocated resources to address anti-Black racism? (i.e. funding, people and time etc.)	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
18	From your perspective, what presents barriers to addressing anti-Black racism in your organization?	Open ended
19	From your perspective, do current funding requirements create barriers to addressing anti-Black racism?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
20	In your opinion, does your leadership team recognize that being engaged in anti-Black racism is work, and that this work is extra labour for Black staff, volunteers, and partners?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
21	Does your organization mandate anti-Black racism, anti-oppression or decolonization training for all staff?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer

22	Have there been opportunities within your organization for Black and non-Black colleagues to engage with each other in conversation(s) about anti-Black racism and related topics? (e.g. white privilege, inter-generational trauma)	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
23	In your opinion, are Black employees supported by the organization in identifying and participating in leadership development opportunities?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
24	From your perspective, do you feel Black employees are recruited for positions at all levels within the organization?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
25	As far as you are aware, does your organization collect socio-demographic data about its staff, including race?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
26	As far as you are aware, does your organization collect socio-demographic data about the community they serve, including race?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
27	From your perspective, is socio-demographic data, including race and ethnicity considered when developing and implementing programs/services?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer

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28	From your perspective, when planning programs and services intended for the Black community, does your organization make efforts to include the voices of Black individuals, Black service providers, Black community members and Black led/serving organizations in a meaningful way?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
29	From your perspective, does your organization offer services that respond to the needs of Black people in your communities (e.g. accessible, racially and culturally appropriate, and relevant)?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
30	From your perspective, does your organization offer services that respond to the needs of Black staff in your organization (e.g. accessible, racially and culturally appropriate, and relevant)?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
31	Is information about your services or initiatives communicated in the different languages represented in Black communities?	1=No 2=A little 3=Somewhat 4=Mostly 5=Yes 6=Don't know 7=Prefer not to answer
32	From your perspective, which of the following areas of development is your organization currently focusing on to address anti-Black racism? (Check all that apply)	Acknowledging racism Awareness Training Education Creating opportunities to engage in anti-Black racism discussions Developing and implementing policies in collaboration with Black people Developing and implementing programming in collaboration with Black people Supporting engagement of Black people in the community Offering accessible services Developing organizational values that align with anti-Black racism Equitable Human Resource practices, i.e. hiring, wages, professional advancement Other

33	How would you address anti-Black racism or advance anti-Black racism initiatives within your organization?	open ended
34	In your view, what is the single most important next step to actively tackle anti-Black racism within your organization?	open ended
35	From your perspective, what are the two biggest barriers to addressing anti-Black racism within your organization?	open ended
36	In your opinion, what mechanisms should be in place to address complaints about barriers and racial inequities within your organization?	open ended
37	What are ways Black staff can be better supported within your organization?	open ended
38	Is there anything else you would like to mention regarding anti-Black racism and discrimination?	open ended

Thank you for taking the time to complete this survey. If you have any questions about the survey itself or the work of the MOHT and WTOHT, please contact info@moht.ca or feedback@wtoht.ca