



Holland Christian Homes

CULTURAL COMPETENCY, DIVERSITY and INCLUSION PLAN (DEI)

2024/2025

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DEI Commitment Statement: Holland Christian Homes is committed to fostering diversity, inclusion, and cultural competency. Holland Christian Homes seeks to identify opportunities for ongoing enhanced education and training in the following areas: cultural competency, age, gender identity/expression/orientation, spiritual beliefs, socioeconomic status, disability, and language. When resources are not available internally, Holland Christian Homes will seek to develop resources so that all team members are provided the opportunity to develop a greater awareness and sensitivity to the needs of person's served, stakeholders, and the community.

Accountability – Compliance with and oversight of the DEI Plan is the responsibility of the Cultural Competency, Diversity and Inclusion Committee (see Terms of Reference).

PREAMBLE

Mission

We are a Christian seniors' community, providing a professional, supportive, and safe environment, respecting individuality and dignity, and living out our faith in all that we do.

Vision

To be recognized for exemplary and innovative seniors care on a community where Jesus Christ is honored and glorified.

Values

- We are Christians
- We are respectful
- We are supportive
- We are empathetic
- We are caring
- We are accountable
- We are collaborative

The above values are what Holland Christian Homes employees stand for.

The respect employees have for each other, customers and the people we serve is rooted in Holland Christian Homes' Values. Employees demonstrate them in the way they build relationships and how they make decisions. The Code incorporates Holland Christian Homes' Values and guides employees to live them in day - to-day work.

'Living Holland Christian Homes' Values' means that employees act without malice, judgment, or to seek benefit. It means having the courage for difficult conversations, putting trust in laws, legislation, policies, and procedures, having integrity and standing up for what one believes in, and about showing compassion in times of need.

Living Holland Christian Homes' Values can be challenging at times. It requires strength, knowledge, resilience, and perseverance. It is more than just being aware of the Values or following the Code - employees need to weave them into operations and behaviours to ensure respect, lawfulness and compliance. These foundational pieces will build and sustain trust - the core of the relationships with each other and the community we serve.

Goals and Objectives of the DEI Plan

1. To encourage and support employees to bring their whole selves to work, every day.
2. To ensure employees conduct themselves at work with fairness and equity while fostering an inclusive culture that provides an accessible, safe and respectful work environment that is free from harassment, discrimination, violence or any unacceptable behaviour.
3. To ensure that employees accept, respect and value individual differences within the workplace and commit to equitable opportunity for advancement and growth.
4. To ensure that employees combat unconscious biases to increase innovation, productivity, and creativity.
5. To ensure employees recognize and mitigate biases to enhance relationships, build community, and garner a greater appreciation for equity, diversity, and inclusivity in the workplace.

Plan Statement

Holland Christian Homes provides the following to assure sensitivity, demonstrate accommodation and cultural competency in working with individuals from diverse cultural groups:

- Recognizes that cultural considerations are not limited to ethnicity but include spiritual beliefs, language, financial status, gender identity/expression/orientation, disability, and other attributes.
- Values individuality and cultural differences among board members, persons served, employees, stakeholders, and community members.
- Ensures that diversity competency, and culturally competent considerations are addressed in care planning.
- Requires that all persons served, and employees are treated fairly and respectfully.
- Values employees from diverse backgrounds that bring different perspectives, ideas, and solutions to the organization; and
- Collaborates and supports stakeholders and other community partners in addressing diversity issues.

Our Code of Conduct - Strengthening Diversity, Equity and Inclusion

Holland Christian Homes wants employees to bring their whole selves to work, every day. Employees will conduct themselves at work with fairness and equity

while fostering an inclusive culture that provides an accessible, safe and respectful work environment that is free from harassment, discrimination, violence or any unacceptable behaviour.

Employees accept, respect and value individual differences within the workplace and commit to equitable opportunity for advancement and growth.

Employees will combat unconscious biases to increase innovation, productivity, and creativity. By recognizing and mitigating biases, employees will enhance relationships, build community, and garner a greater appreciation for equity, diversity, and inclusivity.

Be more diverse and inclusive:

- Learn about unconscious bias and engage in self-reflection to uncover personal biases
- Tell stories...and listen to the stories of others
- Avoid stereotypes and over - generalizations
- Separate feelings from facts
- Have a diverse group of people around the decision-making table
- Develop safe and brave spaces and be an active ally
- Practice patience and empathy
- Speak English at all times while in the workplace, unless the language being used benefits the resident and/or tenant for effective communication
- If involved in meal service in the Manors, stop what you are doing and remain silent until the end of devotions

DEFINITIONS

Diversity: Diversity refers to a broad range of attributes including but not limited to social, economic, racial, cultural, age, gender, sexual orientation, disability, geographic, and religious factors.

Diversity Competence: A diversity competency is the knowledge, skill, or behaviors required to be successful in the role of creating an organization that values differences. It is the process by which individuals and systems respond respectfully and effectively to people of all cultures, languages, classes, race, ethnic backgrounds, religions, and other diversity factors in a manner that recognizes, affirms, and values the worth of individuals, families, and communities, and preserves the dignity of each.

Culture: Culture is the characteristics and knowledge of a particular group of people, that include language, religion, food, social habits, music, and arts. Culture is learned, dynamic and evolving and is a big part of how an individual defines who they are.

Inclusion: Inclusion is creating an environment where everyone feels a sense of belonging and is able to develop to their full potential. It involves active participation, intentional behaviour, openness to difference, etc.

An inclusive environment maximizes:

- Creativity and innovation
- Employee productivity
- Engagement
- Performance

An inclusive environment enables:

- An engaged and diverse work force and Client base
- Talent attraction, development, and retention
- Empowerment of team members, persons-served, and stakeholders

DIVERSITY, INCLUSION, AND CULTURAL COMPETENCY IN EMPLOYMENT

Holland Christian Homes is an Equal Employment Opportunity employer. We are committed to the elimination of barriers that restrict the employment opportunities. Holland Christian Homes provides equal employment opportunities for the good of the public without regard to race, color, national origin, ancestry, sex, religious creed, age, mental or physical disability, veteran status, socioeconomic status, medical condition, marital status, sexual orientation, sexual harassment, or pregnancy.

Our commitment to equal employment opportunity extends to all job applicants and employees and to all aspects of employment, including recruitment, hiring, training, assignment, promotion, compensation, transfer, layoff, reinstatement, benefits, education, tuition assistance, and termination. This includes Holland Christian Home's Board of Directors.

The monitoring aspects of Holland Christian Home's Equal Employment Opportunity Action Programs are the responsibility of Holland Christian Home's Leadership Team working closely with the Director of Human Resources and the CEO. The Equal Employment Opportunity Plan and Program are evaluated and monitored regularly. The Director of Human Resources presents periodic reports on the progress of this evaluation to the Leadership Team. The CEO will provide updates to the Board of Directors, as required.

Holland Christian Homes is totally and irrevocably committed to a good faith effort to provide the opportunity for all employees to perform at full capacity in accordance with their qualifications, abilities, and interests.

Equal Employment Opportunity Action Programs

1. Recruitment

Holland Christian Homes actively recruits qualified applicants for all job postings. All job vacancies will state the position and qualifications and are:

- Posted to the HCH website;
- Emailed to various member associations and organizations as appropriate;
- Advertised in various job board outlets/media indicating Holland Christian Home's status as an equal opportunity employer; and
- Posted through email and staff schedule care and designated staff bulletin boards within Holland Christian Homes.
 - a. Holland Christian Homes will endeavor to hire employees from all backgrounds.
 - b. Holland Christian Homes will comply with all relative employment legislation and The Human Rights Commission when addressing all phases of the selection process:
 - i. Any testing or screening procedures will be reviewed on a continuing basis (within resources available) to ensure their job relatedness and validity. Information acquired from the position audits will be used to construct valid job-related tests and screening procedures.
 - ii. All employment interview questions will be reviewed for job relatedness. Non-job-related questions and those items which may tend to screen out a particular ethnic or racial group will be eliminated. All interview questions have to be approved prior to the interview.
 - iii. Written interview results will be maintained for each posting to assess our compliance with this policy and in the provision of equal employment opportunities.
 - iv. Training programs will be provided to increase promotional opportunities for employees. On-the-job training and cross-training will be provided to expose employees to a broad range of job duties and experiences.
 - c. When regular channels of recruitment are not supplying enough individuals, then alternative initiatives will be instituted to better identify, educate and encourage application of candidates of merit.

2. Hiring

- a. Resumes will be requested from each applicant. An objective criteria and minimum qualifications will be pre-established for each vacancy. The resumes will be screened according to the pre-established criteria without regard to race, ethnicity, age, gender, color, religion, national origin, sexual orientation, veteran's status, or disability.

- b. Interviews and employment applications will be offered to qualified applicants. The immediate supervisor will conduct the job interviews. After consultation with Human Resources, the most qualified applicant will be offered the position (and/or by seniority if a unionized position).
 - c. When the finalists are equal in qualification but one represents a minority group, they will be offered the job.
- 3. **Promotions**

Every consideration will be given to internal promotion when seeking to fill vacancies

 - a. A review of present staff will be made in search of a pool of qualified staff.
 - b. Job openings and requirements will be posted and application encouraged.
 - c. Promotions will be made without regard to without regard to race, ethnicity, age, gender, color, religion, national origin, sexual orientation, veteran's status, or disability.
 - d. Factors to be considered when offering a promotion from within are: qualifications for the position, past work performance, and willingness of the employee.
 - e. Each unsuccessful internal applicant will be provided with a critique and recommendations of ways to better qualify in the future.
- 4. **Lateral or Internal Transfers**

Transfers will be made without regard to without regard to race, ethnicity, age, gender, color, religion, national origin, sexual orientation, socioeconomic status, veteran's status, or disability.
- 5. **Demotions**
 - a. Demotions will be made without regard to without regard to race, ethnicity, age, gender, color, religion, national origin, sexual orientation, veteran's status, socioeconomic status, or disability.
 - b. May occur if the employee has demonstrated poor work performance in a position for which they are not qualified for any reason.
 - c. Demotions will be made only in cases where an employee was placed into a position of responsibility above their ability to perform.
 - d. Demotions will not be used for disciplinary reasons.
- 6. **Training**
 - a. Training requirements for staff are listed in Holland Christian Home's employee manual.
 - b. Elective training registration costs may be considered on an individual basis and related to the job position and responsibilities of the employee.
 - c. Training will not be influenced by race, ethnicity, age, gender, color, religion, national origin, sexual orientation, veteran's status, socioeconomic status, or disability.

INDIGENOUS LAND ACKNOWLEDGEMENT

Land acknowledgements are the first step to reconciliation because they allow us to recognize how colonialism continues to impede on the lives of Indigenous generations. Acknowledgement gives us the opportunity to reflect on our privileges as settlers on traditional territory. At Holland Christian Homes, we approach this land acknowledgement with the commitment to walk side-by-side with Indigenous communities by listening and learning from Indigenous voices towards the road to reconciliation.

A plaque is displayed in the entrance to each Manor and TNO offices stating the following:

“Holland Christian Homes acknowledges that its operations are located within Treaty 19 (Ajetance Treaty) territory, the treaty lands of the Mississaugas of the Credit. We further recognize that these lands comprise the traditional territory of several indigenous peoples, including the Wendat, Haudenosaunee and Anishinaabeg (including the Mississaugas of the Credit First Nation). We are grateful to work and provide care within these lands, which continue to be home to many diverse First Nations, Métis and Inuit peoples. With a spirit of reconciliation, Holland Christian Homes is committed to walking side-by-side with indigenous communities, respecting their long-standing relationships with the land, and learning from their traditions and stewardship practices.”

The above acknowledgement is read and acknowledged at special meetings of the organization and whenever external partners meet at HCH.

CULTURAL COMPETENCY, DIVERSITY, AND INCLUSION ANNUAL GOALS AND OBJECTIVES

To further enhance Holland Christian Homes commitment to cultural competency, Cultural Competency, Diversity, and Inclusion Annual Goals and Objectives are developed, reviewed and updated annually.

The Annual Goals and Objectives are updated as needed to ensure that our team members, residents, tenants, and other stakeholders develop awareness and sensitivity specific to the diversity of our service population. The goals and objectives address diversity in terms of culture, age, gender, identify/expression, sexual orientation, spiritual beliefs, socioeconomic status, language, and other factors relevant to Holland Christian Homes service population.

Annual Goals & Objectives of the Cultural Competency, Diversity, and Inclusion Committee

1. Assess the cultural diversity of stakeholders within Holland Christian Homes (HCH)
2. Recognize cultural and multi-faith celebrations

3. Recognize that food plays a significant role in cultural diversity and faith traditions
4. Develop and maintain communication tools to enhance team member and resident/tenant engagement
5. Continue to engage and develop partnerships with community stakeholders to further enhance our tag line of “Here to Care”
6. Advance Indigenous health strategies and outcomes
7. Advance equity, inclusion, diversity, and anti-racism strategies to improve health outcomes by recognizing that cultural considerations are not limited to ethnicity but include spiritual beliefs, language, financial status, gender identity/expression/orientation, disability, and other attributes.

Monitoring and Progress

Once the Annual Goals & Objectives of the Cultural Competency, Diversity, and Inclusion Committee are updated, regular meetings are held to keep the team informed on the progress made towards meeting these deliverables.

ATTACHMENTS

- Diversity, Equity and Inclusion Committee (DEI) – Terms of Reference
- Annual Goals & Objectives Cultural Competency, Diversity and Inclusion