



The Glebe Centre

Equity, Diversity, Inclusion and Anti- Racism Plan

Revised April 2025

Contents

Introduction to The Glebe Centre.....	1
Community Programs and Support Services.....	1
Vision Statement.....	1
Definitions	1
Priorities, objectives and activities	3
Management priority #1: Personnel recruitment and retention	3
Management priority #2: Inclusive organizational culture	4
Management priority #3: Employee training and development.....	4
Communication Strategy.....	0
Action Plan: Targets, indicators and timelines	0



Introduction to The Glebe Centre

The Glebe Centre has been the cornerstone of care for older residents of the Glebe and surrounding Ottawa area for over 130 years. Beginning in 1886 as Ontario's first Home for the Aged, the Glebe Centre has continued its dedication to seniors through the provision of services, facility-based care, and personal support.

The Glebe Centre is a CARF accredited, not for profit, community-based organization dedicated to providing the highest quality of programs and services. Programs and services are designed to respond to the individual's physical, emotional, social, cultural, and spiritual needs while encouraging and facilitating the maximum degree of independence possible.

Community Programs and Support Services

The Glebe Centre's Community Programs at Abbotsford House Seniors Centre offer a comprehensive range of programs and services to seniors living in the community. These are all located at 950 Bank Street, a historic building with a rich history. All our community support services are dedicated to helping people remain in their own homes. The community programs that are run out of Abbotsford House offer fitness, recreation and artistic programing and clubs as well as lectures and special events.

The Glebe Centre recognizes and promotes the active participation of older adults in the development and modification of policies and programs that affect them. The Centre also works in partnership with other organizations and institutions involved in the field of aging to improve programs and services and respond to the needs of our aging population.

This Equity, Diversity, Inclusion and Anti-Racism plan is guided by the 2025-2030 strategic plan's goals and directions.

Vision Statement

In the Glebe Centre, it is imperative that all people be treated with dignity and respect, regardless of their differences.

We recognize that a diversity of identities and perspectives can foster creativity, innovation, and success in our organization. This is why our work environment is inclusive: All individuals are valued, supported, and can reach their full potential.

Definitions

Ally: Someone who is not a member of a specific group but supports the rights of a marginalized person or group and takes responsibility for changing patterns of discrimination and oppression of that group. This often stems from a self-awareness of privileges or inequities one has experienced. An ally takes action supporting, including and/or speaking out for groups experiencing social injustice.

Anti-racism: Encompasses a range of ideas and political actions which are meant to counter racial prejudice, systemic racism, and the oppression of specific racial groups.

Culture: The customs, behaviours, arts, social norms, achievements, values, and beliefs of a particular nation, social group or person. Culture can be passed down from generation to generation.

Diversity: A wide range of attributes within an individual, group or community. The various dimensions of diversity include ethnicity, race, gender, sexual orientation, ancestry, age, socio-economic status, gender identity, gender expression, physical abilities, political beliefs, religious beliefs, and other ideologies. Understanding and respecting these differences among each other can foster a mutually supportive environment.

Equality: Providing every person with fair, equal and identical treatment regarding services, access, goods, opportunities, etc., without discrimination and regardless of their current needs or assets.

Equity: Providing every person with fair and equal treatment, while at the same time, striving to identify and eliminate barriers that prevent full participation. Improving equity requires increasing justice and fairness within the policies, procedures, practices, and distribution of resources within an institution or system.

Identity: The characteristics of a person that make them unique from others. It consists of the way you think about yourself, the way the world views you and what qualities define you.

Inclusion: Ensuring that all individuals, regardless of their abilities, disabilities or health care needs, are respected as valuable members of their community. In practice, this includes engaging residents in decision-making and initiatives. To be fully inclusive, it is important to empower residents and to remove any barriers to participation for members of marginalized groups.

Intersectionality: The complex, cumulative way in which multiple forms of inequalities and discrimination a person can experience that compound, overlap or intersect. With an intersectional lens, the emphasis is on the interconnected nature of social categorizations (i.e., class, race, sexual orientation, gender, religion).

Person-Centred Care: When emphasis is placed on understanding the needs and preferences of the person as a unique individual beyond their medical diagnosis. In person-centred care, the focus is on enabling people receiving care to collaborate with the team and to direct their care planning and provision whenever possible. This definition also acknowledges the personhood of others in the circle of care, including service providers, family members and students. Within the culture change movement, there is a shift towards the term 'Person-Directed Care', where the emphasis is on the person receiving the care as the director of what, when and how services are provided. For example, residents wake up, go to bed, eat, and bathe when they choose to. Team members alter their work routines to honour residents' preferences.

Privilege: Unearned advantages experienced by certain people and groups, but not by others. It is the experience of rights, benefits, freedoms, advantages, access, and/or opportunities being granted to members of a dominant group in society. Privilege can be illustrated by the reality that some people are able to learn about racism and the way it operates, rather than experiencing racism throughout life.

Relationship-Centred Care: This emphasizes the relationships between the care team, the resident and their family, and focuses on how to enhance these relationships. It also includes community health resources and peer resident support. While person-centred care focuses on the resident and their inclusion, relationship-centred care focuses on strengthening the resident's associated relationships for the benefit of all care partners.

Stereotypes: Generalizations of an individual or a group of people based on incorrect assumptions that everyone in a particular group shares the same characteristics. By doing so, we ignore unique differences among individuals.

Unconscious Bias: Assumptions or learned stereotypes that occur automatically and unintentionally. This type of bias is deeply ingrained and has the ability to influence behaviour by encouraging harsh, negative judgments to be made.

Priorities, objectives and activities



Management priority #1: Personnel recruitment and retention

Objectives:

- To foster an environment that attracts the best talent, practices inclusivity, values diversity of life experiences and perspectives, and encourages innovation in pursuit of the organization's vision.
- To ensure that all employees feel valued, included, and empowered to do their best work.

Activities:

- Include appropriate EDIA-R language in all Glebe Centre job descriptions and postings to build trust and strengthen self-identification in recruitment process.
- Train management on inclusive hiring practices, reducing potential of unconscious bias and employment barriers in hiring and employee promotion decisions.
- Enhance the Glebe Centre new employees onboarding process to be welcoming and inclusive.

Version 1.1



Management priority #2: Inclusive organizational culture

Objectives:

- To build a diversity-rich culture that values belonging, and in which everyone can strive and realize their full potential.
- Deepen authentic, respectful, transparent, and accountable relationships.

Activities:

- Conduct a survey to build and promote a Glebe Centre-wide approach for self-identification, through collection, analysis and communication of data.
- Review, update and promote the Glebe Centre's Code of Conduct by including an anti-racism/anti-oppression language.
- Adopt policies that help embed EDIA-R into the organization's values (for example, policies on recruitment, combating all forms of harassment or discrimination, valuing and managing diversity).
- Apply an EDIA-R lens in our work to guide service delivery across the organization.



Management priority #3: Employee training and development

Objective: Create mentoring opportunities and professional development plans that address challenges faced by individuals from under-represented groups.

Activities:

- Provide inclusive training for management to support them in their EDI and anti-racism efforts, plans and activities.
- Address mental health which can significantly be triggered by racism and discrimination, by promoting and increasing awareness of wellness and mental health resources, by fostering inclusive and responsive psychological safety.
- Develop and implement initiatives to promote EDIA-R through continuing education, programming, and creation and sharing of resources using measurable outcomes for success.

Version 1.1



Communication Strategy

The Glebe Centre is committed to:

- Enhancing communication and transparency on its EDI and Anti-Racism Action Plan, and related impacts and progress.

Actions	Key Contributors	Timeframe
Develop and implement a communication strategy that keeps the Glebe Centre internal and external stakeholders informed regarding EDI and anti-racism initiatives, accomplishments and enables their input.	Management	Q2 of 24-25
Continue to develop, implement, and promote opportunities to listen to employees for ideas to improve the Glebe Centre's work environment.	Management	Ongoing
Establish an EDI dashboard with data points/metrics to track and report on results of the Action Plan by measuring the impact of change initiatives.	Management	Q1 2025-26
Develop a sense of belonging internal campaign to increase employees' engagement with the Glebe Centre and create and inclusive and welcoming culture where everyone knows they belong.	Management	Ongoing

Action Plan: Targets, indicators and timelines

Priority	Activity	Status	Key Performance Measures	Target Date
Personnel recruitment and retention	Include appropriate EDIA-R language in all Glebe Centre job descriptions and postings to build trust and strengthen self-identification in recruitment process.	COMPLETE	100% of job descriptions and posting contain appropriate EDIA-R language	December 2024
	Train management on inclusive hiring practices, reducing potential of unconscious bias and employment barriers in hiring and employee promotion decisions.	COMPLETE	100% of management team are trained on inclusive hiring practices	December 2024
	Enhance the Glebe Centre new employees onboarding process to be welcoming and inclusive.		>90% of staff respond Very good/Good to the session survey question “Did you find the information provided during orientation day to be welcoming and inclusive, and respectful of diversity”	September 2025
Inclusive organizational culture	Conduct an employee survey to build and promote a Glebe Centre-wide approach for self-identification, through the collection, analysis and communication of data.		>70% of staff respond Very good/Good to the survey question “My leadership celebrates and respects diversity”	October 2025

	Review, update and promote the Glebe Centre's Code of Conduct by including an anti-racism/anti-oppression language on Policies and Procedures.		100% of all policies and procedures have been reviewed and revised to reflect anti-racism/anti-oppression language	December 2025
	Adopt policies that help embed EDIA-R into the organization's values (for example, policies on recruitment, combating all forms of harassment or discrimination, valuing and managing diversity).			
	Apply an EDIA-R lens in our work to guide service delivery across the organization.	COMPLETE	Develop robust EDIA-R Plan	September 2024
Employee training and development	Provide inclusive training for management to support them in their EDI and anti-racism efforts, plans and activities.	COMPLETE	100% of leaders have been trained on EDI and anti-racism efforts approach and language.	October 2024
	Address mental health which can significantly be triggered by racism and discrimination, by promoting and increasing awareness of wellness and mental health resources, by fostering inclusive and responsive psychological safety	COMPLETE	100% of leaders have completed Fostering Well-being Through Leadership through CMHA	June 2024
		ONGOING: Significant increase in participation of employees in monthly wellness moments.	90% of staff participate in wellness moments program through CMHA	December 2024 and ongoing
	Develop and implement initiatives to promote EDIA-R through continuing education, programming, and creation and sharing of resources using measurable outcomes for success.		100% of staff complete mandatory EDIA-R training on Surge learning.	December 2025



		COMPLETE	Develop culturally inclusive celebration calendar of events.	September 2024
--	--	----------	--	----------------