

**The Pines Long-Term Care Home
Inclusion, Diversity, Equity, and Anti-Racism
Cultural Competency Plan**

1. Introduction, Vision, and Values

The Pines Long-Term Care Home is committed to fostering a culture of equity, diversity, inclusion, anti-racism, and multiculturalism across all aspects of its operations. This includes everyone connected to our home—residents and their persons of importance, family members, essential caregivers, employees, and community partners.

This plan presents assessment data and highlights ongoing initiatives that support a welcoming and inclusive environment. It outlines how The Pines recognizes and celebrates the diverse backgrounds, experiences, and contributions of all stakeholders.

We aim to build a workplace and care environment where differences are respected and similarities are embraced. Through education, collaboration, and open dialogue, The Pines promotes cross-cultural understanding and encourages all individuals to value each other's beliefs, preferences, and practices.

2. Definitions

Culture refers to the collective experience, beliefs, values, knowledge, economy, and ways of life of a group of individuals who share certain historical and/or present experiences. It means different things to different people.

Diversity refers to an assorted group of individuals from a variety of backgrounds, styles, perspectives, values, visions, and beliefs. The collective similarities and differences of the group are an asset to the teams and organizations they interact with.

Inclusion refers to an individual's sense of belonging and the comfort they find in an organization to develop their full potential. Inclusion allows an individual to actively participate, encourages the acceptance of differences, etc. An inclusive environment empowers and magnifies:

- Creativity and innovation
- Engaged and diverse team(s)
- Employee productivity
- Attraction, development, and retention of employees
- Engagement and Commitment

- Empowerment of staff, residents, and stakeholders
- Performance and achievements
- More resident-centred focus

3. Diversity with the Pines Resident and Employees

NOTE: All percentages reported in the subsequent tables are based on the total number of respondents associated with the respective question and do not necessarily reflect the total number of residents, staff, or volunteers at The Pines.

Resident Assessment Data (2025)

<i>Age Distribution</i>	• Under 61: 6 residents (4%) • 61 – 90: 108 residents (68%) • Over 91: 43 residents (28%) • Average Age: 84.1 years
<i>Gender Distribution</i>	• Female: 113 residents (72%) • Male: 45 residents (28%)
<i>Marital Status</i>	• Married: 55 residents (35%) • Divorced: 19 residents (12%) • Widowed: 69 residents (44%) • Never Married/Unknown: 15 residents (9%)
<i>Sexual Orientation</i>	Several residents have self-identified with same-sex preferences in the past few years.
<i>Religious Affiliation (Noted on Admission)</i>	• Agnostic/Atheist/No Religion: 74 residents (47%) • Anglican: 12 residents (8%) • Baptist: 5 residents (3%) • Catholic: 23 residents (15%) • Christian: 6 residents (4.5%) • Jehovah Witness: 3 residents (2%) • Presbyterian: 3 residents (2%) • Protestan: 4 residents (2.5%) • Salvation Army: 3 residents (2%) • United: 17 residents (11%) Other: 5 residents (3%) [Pentecostal, Lutheran, United Church of Canada, Greek Orthodox, Mormon]
<i>Ethnicity</i>	• Detailed data is not available, but the resident population is largely Caucasian

Languages	English is the dominant language in the home English as a second language: 4 residents (2.5%) Primary languages: • Portuguese • Polish • German
Veterans	• 2 residents (1.25%)

Staff Assessment Data (2025)

Gender Distribution	• Female: 210 staff (89.74%) • Male: 24 staff (10.26%) • Other: 0 staff (0%)
Marital Status	• Data Unavailable
Languages	• Data Unavailable

Volunteer Assessment Data (2025)

Gender Distribution	The majority of volunteers are female
Age Distribution	There is a large age distribution among volunteers
Languages	Two volunteers are fluent in sign language

4. Cultural Competency Plan Goals and Objectives

All residents receive resident-centered care that accommodates their cultural needs and preferences. All residents and their people of importance, employees, agency staff, volunteers, students, contractors, caregivers, and family members will feel a sense of community at The Pines.

The Pines aims to achieve this goal by pursuing the following objectives:

Persons Served	With appropriate consent, a summary of each resident's "All About Me" information will be compiled upon admission and shared with staff to support personalized care. This summary may include religious or spiritual preferences, cultural background, interests, and other meaningful details, in
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	alignment with Montessori Methods for Dementia Care. Person-centered care plans will be developed collaboratively with each resident, respecting their choices and preferences. If the resident wishes, this information can also be displayed in their room to help foster meaningful conversations and deepen staff understanding of the residents' identity and values. The Pines will incorporate data from the Resident & Family Engagement Survey annually to better understand and accommodate cultural preferences, wherever possible. Ongoing feedback will be actively sought from residents and families to ensure that cultural preferences are respected and reflected in care practices, programs, and services.
Care	The "All About Me" poster will be offered to all residents. Those who are interested will be supported by staff in creating their personalized poster, which helps orient staff, visitors, students, and volunteers by sharing meaningful insights into each resident's preferences, values, and identity.
Processes	To bring The Pines Long-Term Care Home's mission, vision, and values to life, intentional efforts will be made to embed them within the Cultural Competency Plan. This alignment ensures that our commitment to equity, diversity, and inclusion is reflected in everyday practices and interactions. The Strategic Plan will be designed to actively support the successful implementation of the Cultural Competency Plan, ensuring that organizational goals and priorities are informed by cultural awareness and inclusive principles.
Pastoral Care	The Pastoral Care Committee will convene as needed to review and respond to the spiritual needs of residents, ensuring that any unmet needs are identified and addressed through thoughtful planning. When additional support is required, the leadership team will proactively engage with external spiritual and faith-based organizations to help meet the diverse spiritual needs of those we serve.
Palliative Care	The Palliative Care Committee continues to meet regularly to support the needs of residents, their people of importance, essential caregivers, and family members throughout the palliative journey—from admission through to end-of-life care.

	The committee recognizes that each individual brings a multifaceted identity shaped by factors such as race, ethnicity, religion, gender, sexual orientation, and socioeconomic background. In response, the committee is committed to honoring each resident's unique life story, dignity, and personal wishes. Development of the end-of-life Butterfly Program remains a priority. This initiative fosters a compassionate, resident-centered environment that offers comfort and support to both residents and their persons of importance. The program emphasizes physical comfort, personalization, privacy, emotional support, open communication, and culturally and spiritually responsive care.
Dietary Team	The Pines will continue to promote a homelike congregate dining experience, including providing a dedicated table for visiting families who wish to share meals with their loved ones. The residents will have input into tablemates with whom they eat their meals. The Activities and Dietary Teams will collaborate to create themed dining experiences that reflect holidays and seasonal events, incorporating resident input throughout the planning and implementation process. Residents' favorite foods will be identified and, where feasible, incorporated into the menu to reflect personal preferences and cultural traditions. Resident feedback will be actively encouraged and gathered through the home's Food Committee, ensuring that dining services remain responsive to residents' needs and preferences.
Life Enrichment	The Pines will ensure that gender-specific preferences are respected and incorporated into care planning by utilizing personal profiles created during admission. These profiles help capture each resident's unique preferences, identity, and values. Special programs will continue to be offered throughout the year to honor Veterans and celebrate relationships of all kinds—including those between spouses, partners, siblings, friends, chosen family, and people of importance—reflecting the diverse ways people connect and find meaning.
Financial	The Finance Manager and Administrative Clerk will continue to provide education and support regarding the rate reduction process upon request. This service will be offered

	to all residents and their financial power of attorney (POA) during the admission process to ensure transparency and understanding of available financial options.
Language and Communication	Staff will ensure that residents with disability-related needs receive appropriate assessments and interventions. This includes access to communication supports such as assistive devices and sign language interpreters, when available and appropriate. The Pines will continue to promote the use of The District's Inclusive Language Guide (developed in 2024), a pocket-sized resource designed to support respectful and inclusive communication. Staff will receive an overview of the guide during general orientation, and copies will be made available throughout the home. Resident-centered care plans will remain a foundational practice, ensuring that each resident's unique needs, preferences, and identity are reflected in their care. Where required, The Pines may access French Language Services through the Province's program to support residents whose preferred language is French.
Music Integrations	The Pines will expand its Music & Memories Program to integrate musical programming throughout the home, using each resident's personal background and music preferences to create meaningful experiences. Genres such as country, 1950s classics, rock, and artists like Elvis will be incorporated based on individual interests, fostering connection, comfort, and joy through music.
Nursing Team	The Pines will accommodate residents' preferences for gender-specific care to the greatest extent possible, making scheduling adjustments as needed to support comfort, dignity, and personal choice.
Environment	The Pines remains committed to providing each resident with a private bedroom, supporting dignity, comfort, and personal space. Staff will continue to respect residents' privacy by consistently knocking before entering any resident's room. An inclusive and welcoming environment will be fostered throughout the home—one where every individual feels a sense of belonging. Staff will ensure that practices align with current legislation and policies, while also supporting the unique abilities, strengths, interests, and wishes of all stakeholders. In 2024, in collaboration with the Residents' Council, the

	Chapel was renamed the <i>Multi-Faith & Contemplation Room</i> to better reflect the diverse spiritual and cultural needs of the community and ensure the space is welcoming to all. The team continues to seek opportunities to enhance the physical environment and make it as home-like as possible. Guided by feedback from the Alzheimer Society and supported by the Pines Support Committee, 32 door decals were added to the Oak Home area to create the appearance of neighborhood-style doors, fostering familiarity and comfort. Additional improvements include updated furniture, increased greenery inside the home, and expanded gardens outside—all contributing to a warm, calming, and beautiful environment for residents and their loved ones.
Leadership and Education	The Pines is committed to fostering a safe, inclusive, and respectful environment for all. Safer Spaces training will continue to be provided to all staff to enhance awareness of diverse abilities and LGBTQ2SIA+ identities, promote acceptance of diversity, and encourage the use of inclusive language and practices. Open communication will be encouraged among staff, volunteers, and contractors—particularly those who identify as LGBTQ2SIA+, individuals with disabilities, visible minorities, religious groups, and other underrepresented communities. Their feedback will help inform ongoing efforts to strengthen diversity, equity, and inclusion across the home. To further support cultural awareness, the team has completed Indigenous Awareness training, reinforcing The Pines’ commitment to serving diverse populations with respect and understanding. Annual training on Respectful Workplace practices will continue to be provided to all staff to reinforce a culture of professionalism and mutual respect. Any concerns related to harassment will be taken seriously and addressed promptly through thorough investigative action, in alignment with organizational policies and values. Staff at The Pines receive training through an online learning system that includes a four-part series on Cultural Competence and Indigenous Cultural Safety, supporting awareness and understanding of diverse identities and experiences. With staff consent, pronouns are added to name badges upon hire to promote inclusive communication and affirm individual identity. The District of Muskoka provides additional training

	opportunities through the Muskoka IDEA Project, including Safer Spaces and Indigenous Awareness training, as well as other cultural diversity education. (See attached information for details.) During general orientation, all staff are introduced to The District's Inclusive Language Guide and the inclusive culture that The Pines is actively cultivating within the home. This guide supports respectful communication and helps reinforce The Pines' commitment to equity, diversity, and inclusion in everyday interactions.
Cognitive Impairment (Dementia)	The Pines is committed to increasing knowledge, understanding, and respect for diverse cultural perspectives on cognitive impairment. Staff education and engagement will continue to reflect the importance of cultural sensitivity in supporting residents living with dementia. The home will continue to support and sustain best practices in Dementia Care and in minimizing responsive behaviours, ensuring that care approaches are compassionate, individualized, and grounded in evidence-based strategies. As part of this commitment, The Pines is working toward the development of a social model of care—one that prioritizes meaningful relationships, resident autonomy, and a supportive environment tailored to the unique needs of individuals with cognitive impairment.
Staff Appreciation and Events – including resident and family engagement	The Pines will continue to include food items that accommodate vegetarian and gluten-free diets, ensuring that dietary needs and preferences are respected. Future menu planning will also consider additional dietary restrictions and cultural food preferences to further support individualized care. Contractors and volunteers will be welcome to participate in staff events whenever possible, fostering a sense of community and inclusion across all roles within the home. The team at The Pines continues to foster an inclusive environment that values both residents and staff. Events are thoughtfully designed to encourage shared participation, strengthening relationships and building a sense of community within the home. To further support a positive workplace culture, staff have developed a recognition program that includes a designated area where team members can pick up small tokens of appreciation to share with colleagues. This initiative promotes kindness, gratitude, and team spirit across all roles.

Staffing	Break areas continue to include common spaces in the home, such as the Common Courtyard, Country Kitchen, designated outdoor spaces, and other home areas. Staff members need to continue to ensure that they are respectful of the resident spaces and allow family/visitors to utilize these spaces first. Only after this can the staff utilize them for their breaks. Our team remains actively engaged with Human Resources to support immigration pathways for prospective staff members.
Care	We continue to actively encourage individuals from all backgrounds and communities to share and apply their unique talents, experiences, and cultural perspectives in the caregiving environment.
Human Resources	Ongoing recruitment and retention initiatives are focused on positioning the home as an employer of choice—one that values diversity, fosters cultural inclusivity, and promotes a comfortable and supportive work environment. For further guidance, please refer to the attached policies
Quality Improvement	The Continuous Quality Improvement (CQI) team is committed to monitoring practices, identifying emerging trends, engaging key stakeholders, and implementing targeted improvement strategies to support the successful implementation and long-term sustainability of the Cultural Competency Plan.

5. Feedback and Improvement

This Plan serves as a guiding framework for employees to engage residents, caregivers, family members, students, people of importance, and other stakeholders in ways that reflect The Pines' commitment to cultural inclusivity and diversity. Through culturally competent, consistent, and respectful interactions, employees will enrich the experiences of all stakeholders and foster meaningful relationships.

To ensure the Plan remains responsive and effective, The Pines will actively seek feedback from stakeholders using engagement surveys and other tools that measure cultural competency, inclusion, and diversity. Insights gathered will inform ongoing adjustments and improvements to the Plan, in collaboration with the Continuous Quality Improvement (CQI) team, Residents' Council, and Family Council.