

LUMENUS DEI Plan 2024





Territorial Acknowledgement

We would like to acknowledge the sacred land on which we work, live, and connect communities is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Haudenosaunee, the Chippewa, and the Wendat peoples, and is now home to many diverse First Nations, Métis, and Inuit peoples.

Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands. We thank and honour the traditional territory of the closest Indigenous communities, on which our offices in the North (Finch offices), East (McNicoll), South (Church and Wellesley) and West (Etobicoke) are located.

DIVERSITY, EQUITY AND INCLUSION (DEI) PLAN

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CEO MESSAGE



For the last three years, Lumenus staff and leaders have collaborated to create a unified agency that provides access to consistent, high-quality community services for infants, children, youth, and families.

We know, however, that various barriers can still make it difficult or even impossible for some individuals and families, particularly within racialized and marginalized populations, to get the mental health support they need from us.

Our agency is not alone. The mental health sector as a whole has recognized the need to prioritize diversity, equity and inclusion (DEI) if we are to make progress in breaking down these barriers. As part of that imperative, Lumenus has created our inaugural DEI plan. This document

is a first step towards changing the status quo and eliminating the disparities in mental health access and program and service use.

This multi-year plan is the result of thoughtful input by agency staff and leaders regarding our services, processes and staffing gaps. It is also informed by the DEI-related results from our 2023 employee engagement survey. We have also looked beyond our walls to examine the best practices in the mental health service landscape to inform the steps we take. The objective of these activities is to create clear, accessible pathways for everyone who seeks our programs and services, and to improve their experience at every stage of their engagement with Lumenus.

We understand that an engaged and empowered workforce is vital to providing exceptional service to our clients and communities. Our DEI plan therefore sets out a range of initiatives to create a culture of inclusion and engagement, and to strengthen our staff's DEI awareness and competence, particularly in service delivery.

Building a strong foundation for DEI at Lumenus requires that we invest the time, talent and funds needed

to make sure we get this right. We want our current and future clients and staff to know that they belong at Lumenus and their input is valued. In sharing this plan with you, we commit to ongoing transparency and accountability. Today, these are the DEI ambitions and the actions we believe will turn into reality. Measuring our progress and outcomes and acknowledging our shortcomings have been intentionally built into the plan so that we can continue identifying and addressing barriers, adapting processes to do better, and celebrating our successes together.

I am inspired by the staff team at Lumenus and our ability to adapt and grow together. I'm confident that we are on our way to creating an environment where every staff member and job candidate is aligned with our DEI objectives, feels and fosters a sense of belonging, and embodies the values we espouse. Next year, we will produce a follow-up report that lets you know our progress in achieving these aspirations.

Andrew Obee
CEO

Lumenus Community Services

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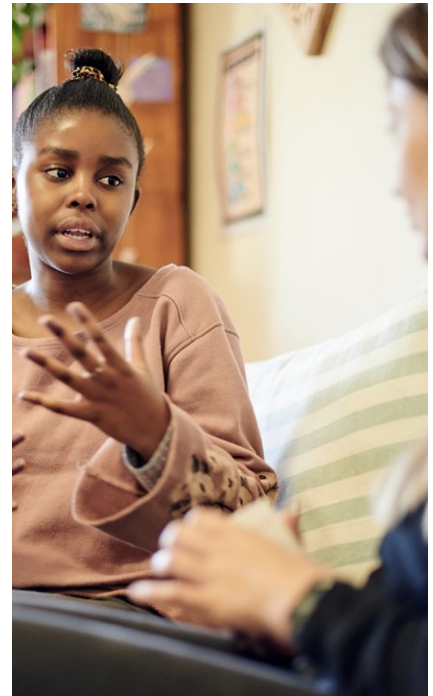
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CULTIVATING A CULTURE OF INCLUSION AND ENGAGEMENT



By providing a variety of DEI communications and opportunities for education and community-building, we will cultivate a culture that aligns with our values and supports the emotional, physical and psychological well-being of our people.

As we navigate our path toward a cohesive and unified Lumenus, defining, establishing and fortifying a culture marked by inclusion and engagement is a top priority for our DEI plan. Our aim is to foster a workplace built on compassion and respect, in which individual differences are accepted and celebrated. This must be a shared effort in which everyone at Lumenus understands and embraces these objectives and is able and willing to achieve them. Through clear and transparent communications, educational tools and opportunities, and community-building events, we aim to enrich our organizational culture and boost employee satisfaction.

Ensure Inclusive and Transparent DEI Communications

Through open, clear and honest communication, we hope to foster a culture of trust and inclusion at Lumenus that encourages employees to create courageous spaces for their colleagues and teams, to engage in dialogue and build community, while remaining empathetic and respectful of our differences. Our communication channels will be essential tools in developing a culture of respect and understanding, where employees (and clients) from diverse backgrounds can be their authentic selves without judgment or fear. This DEI Plan is one communications initiative that demonstrates our intention to be transparent. We will continue to provide bi-annual updates on our progress in achieving our stated activities and goals.

We will reinforce our culture of appreciation and celebrate the diversity of Lumenus' staff by developing a dynamic Diversity Calendar that reflects and honours the diversity of our employees. Acknowledging and celebrating socio-cultural observances will be essential demonstrations of our core values as an organization. In early 2024, staff will be invited to participate in a diversity survey, identifying observances that

are meaningful to them so that Lumenus can commemorate these occasions internally. Sharing our culture of appreciation more broadly, Lumenus will also use the Diversity Calendar to determine public acknowledgements on our social media and through engagement events.

Promote Learning and Education

Providing ample learning opportunities to our staff will be the cornerstone of our DEI efforts at Lumenus. We will hold mandatory training sessions to enhance our employees' knowledge of diversity, equity, inclusion, anti-ableism, and anti-racism. Through our partnership with the Canadian Centre for Diversity and Inclusion (CCDI) and providing access to its educational sessions, staff will be able to deepen their understanding

of DEI topics and will have opportunities to practice their skills to gain confidence in using best practices at work.

Lumenus will also launch an online resource centre that will include information and links to DEI webinars and educational opportunities, as well as best practices for delivering client services.

By ensuring our staff are well-educated and supported, we aim to achieve a workplace in which staff feel confident in their knowledge of DEI and exemplify our core values. The effectiveness of these educational efforts will be evaluated in the employee engagement survey, our DEI scores, and a reduction in equity-related complaints or incidents against staff, whether they originate from peers or clients.



Build Community

Through our various staff-focused engagement events, we aim to create a strong sense of belonging in everyone who works at Lumenus, starting with a new hire's first days in our organization. We will develop initiatives that transform the staff onboarding process into a cohesive, inclusive and welcoming experience for every staff. Onboarding will introduce new hires to Lumenus'



DEI resources and programs to foster a sense of belonging and create alignment with our organizational priorities.

Another initiative is our Changemaker Recognition award. Acknowledging and celebrating staff who make valuable contributions to the inclusive culture and success of Lumenus is one of the objectives of this award. We will continue this program to provide positive reinforcement of DEI practices. In addition, Lumenus will hold engagement events related to our Diversity Calendar, including Black History Month, the National Day for Truth and Reconciliation, the International Day of Persons with Disabilities, and Pride Month. These events will serve as both engagement opportunities and as educational forums to highlight DEI issues.

The DEI Committee (DEIC) and Employee Resource Groups (ERGs) play important roles in building community at Lumenus and driving our DEI objectives forward. Our DEIC is composed of staff members who are champions of diversity, equity and inclusion within the agency and are actively involved in moving the needle on DEI initiatives. They provide ongoing consultation, feedback, and recommendations related to DEI matters. Together with the ERGs, they enhance staff connectedness, awareness and understanding of the role of DEI in our organization. In 2024, their work will continue to contribute to the sustained, responsive, and reflective DEI program we are cultivating to meet the needs of our staff and the communities we serve.

Cultivating a Culture of Inclusion and Engagement

ACTIVITY HIGHLIGHTS

Release DEI plan and publish bi-annual DEI progress reports.
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Launch survey of staff to develop a Lumenus Diversity Calendar.
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Launch mandatory DEI training program for all staff.
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Launch online DEI Resource Centre as a hub of educational tools and opportunities.
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Embed DEI in the onboarding process for new hires.
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Host events to foster staff engagement with and education on DEI topics.
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Leverage and support the ERGs and the DEIC.



ENSURING EQUITABLE OPPORTUNITIES, ACTIONS AND OUTCOMES



To live our organization’s values and demonstrate the inclusive behaviours of accepting, welcoming and respecting everyone, we must focus on equitable opportunities and actions to achieve better outcomes for all. This means taking steps to ensure that DEI principles are embedded in our policies and that our leaders are fully competent in inclusive behaviours. It also means striving to reflect the diversity of the communities we serve by establishing and maintaining equitable hiring and advancement strategies. Through these DEI efforts and others, we will set a strong foundation to create a workplace in which everyone feels a sense of belonging and can deliver excellent care to our clients.

We will review and update our organization’s processes and policies to ensure our opportunities, actions and outcomes are equitable for all employees.



Equitable Policies and Talent Processes

To ensure that diversity, equity, inclusion and belonging are central to the work life and service experience at Lumenus, it is imperative that we formally support our DEI efforts with policies and processes that wholly reflect this commitment. Our DEI Policy Checklist will build organizational capacity and ensure consistency in our application of a DEI lens to our policies. In addition, DEI representation on the Policy Advisory Committee (PAC) will ensure that DEI is an integrated consideration in our approach.

DEI-related questions in our 2023 employee engagement survey illuminated some of the gaps that exist in our culture and talent processes. Specifically, we learned

that we need to do better for our employees with disabilities and ensure that they have the supports they need to feel included and valued at Lumenus. We will conduct a follow-up pulse survey to more fully understand the needs of our employees with disabilities so that we can effectively respond to them. Our target for the 2025 staff engagement survey is to increase our DEI favourability scores from 66% to the industry average of 72%.

Strengthen Leadership Capabilities

Even though fostering an inclusive workplace depends on everyone's contributions, our organizational leaders must set an example and model our core BRIGHT values: Being Bold, Responsive, Inclusive, Generous, Humble and

Trusted. Our objective in 2024 is to ensure that our managers and leaders have the tools to develop inclusive leadership qualities, and have the skills to navigate difficult conversation related to equity and inclusion. Launching an inclusive and culturally competent leadership training series is an example of this. Furthermore, to address the findings of our employee engagement survey, we will pay particular attention to topics related to anti-ablism and accessibility.

Managers will also have access to a new DEI toolkit that will help strengthen their DEI skills in all aspects of leadership. The toolkit will cover various talent management concepts and responsibilities—from hiring, developing and mentoring staff to conducting performance reviews and holding inclusive team meetings and events. With these supports in place, we hope to achieve significantly positive feedback from staff regarding inclusive leadership by the end of 2025.

Enhance Representation

As a community organization focused on providing services to individuals from different walks of life, we know it is important for our staff to reflect the demographics of our clients. We will develop targeted initiatives to attract a

Ensure Equitable Opportunities, Actions and Outcomes

ACTIVITY HIGHLIGHTS

Launch inclusive leadership training and DEI toolkit.

Conduct review of selection and recruitment practices to ensure equity.

Track socio-demographic data on job applicants and conduct applicant surveys.

Improve supports to staff with disabilities through mentorship program

Review and adhere to DEI Policy Checklist.

Ensure DEI representation on Policy Advisory Committee (PAC).

Increase staff DEI favourability rating to 72% by 2025.

broad range of qualified talent and foster a diverse workforce that represents the communities we serve. We will review each step of our employee hiring process to ensure that our interviewing, selection and recruitment activities are equitable and inclusive, and attract qualified individuals from diverse backgrounds. Tracking the demographic makeup of our employees and job applicants will enable us to monitor our progress in diversifying our workforce.

With the objective of achieving an applicant pool that mirrors the demographics of the city of Toronto, we will launch an applicant survey that tracks demographic data and obtains feedback from applicants on their experience during the recruitment process. This information will also be collected from new hires through a survey gauging their

initial impressions and experiences at Lumenus, which will help us refine our hiring and onboarding practices. By the end of 2025, our goal is to obtain high scores from staff on our inclusive recruitment metrics.

As noted previously, our staff engagement survey identified areas in which Lumenus could improve our supports for staff who have disabilities. In response to the feedback, we will launch a mentorship program to support equity-deserving staff and, in particular, staff with disabilities. Through the mentorship program, mentees will gain opportunities for professional growth and skills enhancement and will build confidence in preparation for leadership roles.

We are committed to ensuring that every facet of an employee's

journey with us reflects our commitment to diversity, equity, and inclusion. To this end, attracting, retaining, and developing a diverse pool of qualified talent will be a priority, as diverse teams strengthen our innovation and ability to respond to community needs.



EMBEDDING DEI IN CLIENT SERVICE



Over the next year and beyond, we will implement initiatives to understand gaps and find opportunities to improve the experiences of our clients by delivering inclusive, culturally competent services.

Supporting our clients to make meaningful changes in their lives is ultimately why we do our work. Our DEI plan would not be complete without specifically examining our services and addressing the diverse needs of our clients. Through a combination of data gathering and analysis, deliberate efforts to reflect the diversity of our client communities in our staffing, and enhancing DEI in our services, we aim to be a place of genuine comfort for clients. We will engage clients directly in this work so that every individual who comes to Lumenus, regardless of their identity or circumstance, will feel valued, respected, and empowered to achieve growth and wellness.

Deepen Client Engagement

To ensure our client service embodies the values of diversity, equity and inclusion, we must first deepen our understanding of our clients' experiences and their perceptions as they relate to DEI. We will start by enhancing our feedback channels to ensure we have effective ways to gather qualitative and quantitative input from clients. With the right data collection mechanisms in place, we will be able to identify gaps in service, effectively respond, and track our progress.

We will also seize opportunities to integrate DEI into Lumenus' client engagement advisory bodies to ensure that it is consistently embedded in our client-related processes.

Improve DEI Competence in Service Delivery

Lumenus will launch a comprehensive DEI resource centre and a toolkit focusing on best practices in inclusive care for our client-facing staff. The resource centre will give staff access to internal and external webinars and educational resources that are responsive to current socio-cultural trends and issues. The toolkit will guide staff through the

various considerations and best practices regarding delivering inclusive and culturally competent client support. Both the resource centre and the toolkit will provide our teams with tools and insights to enhance the quality of their service delivery and ensure that inclusivity is at the forefront of our practices. Through annual client satisfaction surveys, we will gather feedback to identify areas in our service that need targeted intervention and then explore related DEI training options that would most benefit our client-facing staff.

Enhance Data Collection and Analytics

As we pursue our DEI objectives, we need to have a clear picture of whom Lumenus serves, who needs our services but is not

using them, and how well our staff represents the diversity of the communities we serve. To understand the socio-demographic makeup of our clients and staff, we will introduce effective survey tools for both groups. In 2024, we will administer a client survey that captures socio-demographic insights about the diverse populations we serve.

As previously mentioned, we will also capture staff and job applicants' socio-demographic data. This will enable us to evaluate and improve our recruitment practices to ensure our service teams reflect our client communities.

With the information we gather from both staff and clients, we will cultivate a more representative workforce and enhance our service delivery.



Embedding DEI in Client Service

ACTIVITY HIGHLIGHTS

Enhance client feedback channels to identify and respond to gaps in our service.
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Integrate DEI into client engagement advisory bodies.
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Launch and maintain comprehensive Resource Centre and DEI Toolkit for client-facing staff.
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Conduct annual client surveys to assess our DEI progress and identify needs.
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Capture client socio-demographic data to benchmark and assess diversity needs in our staff.
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We are on a journey toward wholly embracing diversity, equity and inclusion in all aspects of Lumenus' operations so that DEI is not simply a superficial addition to our processes and practices, but a catalyst for positive change in our internal culture and the care we provide to our clients.

Our role as an organization is to provide pathways to support that are seamless and easy to navigate, regardless of identity or personal circumstance. The ultimate objective of our DEI strategy is to reduce barriers, address systemic inequalities and optimize access for those who need our services the most.

We recognize that we are all on this path of learning and evolution together and we hope to continually engage with our staff and clients to ensure everyone feels heard, inspired, empowered and valued.”

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lumenus

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