

Radiant Care

Leaders in Growth,
Leaders in Community

STRATEGIC PLAN 2019 – 2022



Message from the Board President and the CEO

Glen Unruh

President, Radiant Care Board of Directors



Tim Siemens

Chief Executive Officer, Radiant Care



We are pleased to share the 2019-2022 Radiant Care Strategic Plan.

As an organization, we face a time of great change and great opportunity. Health care in Ontario is evolving at a rapid rate. The care needs of seniors are increasing. Our Radiant Care supporting community is broadening and becoming more diverse.

This Strategic Plan prepares us to embrace the challenges that lie ahead. By committing to excellence in the way we serve our seniors, welcome our employees and take advantage of opportunities to expand and grow, we believe that Radiant Care will continue to be leaders in care in Niagara and the province of Ontario.

We thank everyone who provided input and ideas into the development of this Strategic Plan. The support of our community partners, our constituency churches, our residents, tenants and their families, our volunteers, and our wonderful staff, will provide the passion and energy to fulfill the goals and commitments we have set before us.

Above all else, we give honour and praise to God who is at the centre of everything we do.

Whenever you did one of these things to someone overlooked or ignored, that was me – you did to me (Matthew 25:40)

Right now, therefore, every time we get the chance, let us work for the benefit of all, starting with the people closest to us in the community of faith (Galatians 6:10)

Strategic Plan In Context

Ontario's healthcare delivery system in general and the seniors care segment in particular will be the focus of profound changes during the term of the strategic plan. The Wetlauffer inquiry can be expected to result in more controls over long-term care homes, not less, and those controls will be exercised through financial means (e.g. tying funds to performance). Bill 74, now before the Ontario Legislature but expected to become law largely 'as is', can be expected to be destabilizing in the short term and will trigger far-reaching changes in how healthcare is organized and delivered in Ontario and will enable the Government of Ontario to exercise unprecedented control over the organization, funding and delivery of healthcare. These changes will occur and these controls will be exercised in an environment of fiscal constraint, forcing providers to maximize efficiencies. The continued growth of the seniors demographic (which is project to continue on an upward trajectory until 2035) will continue to have a profound influence on healthcare policy, delivery and funding.

Although 30,000 new long-term care bed licences are promised to be rolled out over the next decade, alternatives to seniors care and seniors housing will have to be developed as more innovative and cost-effective alternatives to long-term care homes. The fact is that the fiscal framework and seniors' (and their families') expectations simply do not support a 'business as usual' approach to long-term care. Those providers who are able to develop, launch and operate such innovative and cost effective alternatives will be successful. Those that don't or can't won't be successful. One tactic is to look for opportunities to collaborate with local hospitals, CHCs and public and private providers of healthcare (e.g. Family Health Teams, rehabilitation clinics, home care providers) to become part of one or more 'local health teams' under Bill 74.

In the midst of the rapidly evolving environment described above, we at Radiant Care continue to stay focused on our Mission. For over fifty years, we have been committed to providing the best services that we can to our seniors, within an atmosphere of community and of Christian faith. Over those years, our idea of community has expanded to embrace the increasing diversity we see in our churches and in our neighbourhoods.

Our Board of Directors reviews the Radiant Care Mission Statement every three years, to ensure that the language of the Mission Statement reflects the spirit of Radiant Care.

**Serving Seniors with
Excellence, Love
and Dignity**

VISION STATEMENT

We will be a leader in senior's support services. Continued development in accommodation and program services is seen as an integral component to achieving this. The strength of our staff is based on continued professional development. This, together with our heritage, Christian philosophy, and embodying a Christ-like love in our actions, will provide a unique form of service.

MISSION STATEMENT

To provide with Excellence, Love and Dignity, a full continuum of affordable housing and services to senior citizens. We serve seniors who wish to live in a community of Christian faith.

CORE VALUES



Love

We demonstrate love in our homes by choosing to act lovingly in each interaction and treating others the way we would want to be treated and by placing other's needs ahead of our own. Love demands action!

Respect

We demonstrate respect in our homes by acknowledging individuals and their opinions for who and what they are, for what they can teach us, and what we can learn from one another. We speak, act, and listen with respect!

Quality

We demonstrate quality in our homes by being accountable to God in how we do our jobs.

Excellence

We demonstrate excellence in our homes by striving for continuous improvement through education, attention to detail, and putting forth our best effort. We assess and review our performance against ambitious benchmarks and always seek to raise the bar.

Faith

We live out our faith on a day-to-day basis as we find in our theme verses. Our Christian faith embodies servanthood and fellowship with other believers. (Matthew 25:40, Galatians 6:10)

Community

We demonstrate community in our homes by strongly encouraging a sense of belonging. We accomplish this by maintaining a home-like atmosphere that provides warmth and support.

Empathy

We demonstrate empathy in our homes by being understanding and sensitive and expressing a genuine concern for the welfare of others.



Accountability

We demonstrate accountability in our homes by acting responsibly with our resources and by openly communicating to our stakeholders. We foster an atmosphere of learning from one another.

Community Leadership

We demonstrate community leadership in our homes by being involved in regional and provincial organizations that serve seniors. We are involved in our community and share best practices with those around us.

PRIORITY #1

Excellent, top-quality
client experience,
delivered responsibly;
evidence-based and
verified by robust data

At Radiant Care, we strive to remain on the cutting edge of the leading programs and practices in seniors care. We select the best programs, ensure that our employees are proficient in delivering these programs, and track the results in order to foster continuous improvement.

- Design and incorporate Key Performance Indicators to measure the success of Montessori Approach to Dementia Care in our homes
- Continue to train staff in Palliative Care, and infuse a culture of care and dignity into all aspects of end-of-life care
- Ensure that the organization remains nimble, in order to be able to respond effectively to changes in the healthcare delivery system (e.g. as a consequence to Bill 74)
- Ensure that our mission is focused on inclusivity rather than exclusivity, outward focused, rather than inward focused





PRIORITY #2

Human Resources development, centred on the recruitment and retention of passionate, qualified and dedicated employees

As our homes and services grow, we remain firm in our commitment to provide excellent care. This means attracting employees who share our passion for our vision and mission, and providing the training and development that will support our employees and ensure the highest standard of service.

- Develop community partnerships that serve to raise the profile of Radiant Care, support the recruitment of appropriate employees, add value to the lives of employees in our organization
- Focus on retention of appropriate, qualified employees through strategically targeted support and appreciation of the work they do in serving our mission
- Develop and implement outreach, marketing and communications strategies for attracting the highest possible quality of new employees to our homes

PRIORITY #3

Methodically planned growth, ambitious but measured, to meet consumer and market demand and preference

We are dedicated to meeting the needs of seniors in a variety of ways, and recognize that growth and innovation can bring the Radiant Care experience to more and more people. We are eager to examine the possibilities of expanding our organization to include more housing as well as different modes of service delivery and business models.

- Embark on development projects at both sites that add housing and services capacity, with an immediate priority being the Pleasant Manor Long-Term Care Redevelopment project
- Expand outward-looking services at both sites, to serve those already living on each campus, as well as serving the community, either government-funded or fee-for-service, if appropriate
- Work with community partnerships to support growth strategy and demonstrate to our funders that our organization welcomes a spirit of collaboration in order to operate with maximum impact and efficiency





APPENDIX: STAKEHOLDERS INPUT

Participants were asked to envision the boldest possible future for Radiant Care, in ways that would positively impact our programs and services and best support the people we serve and employ.

Radiant Care began the strategic planning process by inviting friends, colleagues, and other stakeholders to have their say regarding the road map that will guide our organization for the next three years.

A representation of residents, tenants, families, employees and volunteers participated in focus group discussions. Community partners from the health, government and education sectors in Niagara, as well as business leaders who know Radiant Care well, also were invited to participate.

Participants were asked to envision the boldest possible future for Radiant Care, in ways that would positively impact our programs and services and best support the people we serve and employ. Out of these focus group sessions, seven themes emerged that would guide the development of our three key strategic priorities:

- **Aggressive, planned growth to meet consumer and market demand and preference**
- **Intentional workforce planning and a culture of recognition and appreciation**
- **Measured outcomes and evidence of value for dollar to the end user**



- **Partnerships that support strategy**
- **Inward/outward, reaching in/reaching out**
- **Promotion, preservation and sustainability**
- **Becoming a more nimble organization**

These themes guided the discussion and decision-making process of the Board of Directors. We thank each participant for their support and insight.

Radiant Care

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