

Radiant Care

Recovering,
Restoring,
Rebuilding

2022-2025 Strategic Plan



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 2022-2025 Radiant Care Strategic Plan.

The onslaught of the COVID-19 pandemic presented our world, our sector, and our organization with many challenges. But often with challenge, comes opportunity.

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 Radiant Care will continue to be a leader 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, 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 set before us.

We are thankful to our Heavenly Father for the work He started over 50 years ago and seek His glory as we serve Him in carrying out our work to serve senior citizens with excellence, love and dignity.

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

At no other time in history has long-term care and seniors care been so firmly planted into the collective conscience. The impact of the COVID-19 pandemic was felt most acutely within this sector, with many frail seniors dying as a result of this disease. Responses by federal and provincial governments resulted in unprecedented resources being flowed into this sector to manage the impact of virulent strains of COVID-19.

The aftermath of the COVID-19 pandemic will continue to have reverberatory effects within this sector for years to come, likely involving more controls over long-term care homes. The Fixing Long-Term Care Act, 2021, which received royal assent, will be a key tool in Ontario's plan to fix long-term care by laying the foundation for long-lasting reforms over time and will demonstrate government's commitment to improving resident experience and restoring public trust in the long-term care sector. The not-for-profit sector is poised to play a pivotal role in the reshaping efforts of the sector.

The global pandemic has had far-reaching effects in all areas of life. Resulting effects on production, supply chain, and cost for goods and services has been unprecedented. Skyrocketing building costs and increased demand for services in an underfunded sector will drive organizations to carefully assess redevelopment plans against financial constraints and seek ways for the consumer to assist in paying for care, such as through private pay options.

Successive lockdowns, mandates, and outbreaks have all taken a toll on people's psyches. Clients and workers have become weary and they long for a time when life can return to "normal". Inasmuch as we acknowledge the repercussions of the pandemic, we also acknowledge that the time appears to be nearing when we can direct more of our efforts to recover, restore and rebuild from a most unprecedented time in contemporary human history, but to do so safely and diligently. That will be the focus of the coming three years for Radiant Care.

At Radiant Care, we remain resolute to execution of our Vision and Mission. For over half a century, we have been committed to providing the best services that we can to our seniors, within an atmosphere of community and Christian faith. Over those years, our idea of community continues to expand and embrace the increasing diversity we see in our churches and 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 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

Vibrant Communities That are Sustained and Growing

At Radiant Care, we strive to create communities that are life-affirming by validating and reinforcing the expressed interests of the seniors who have chosen to live at our homes. We select and carry out social activities, events, and programs that support people's faith journeys and need for community connection. We create appealing environments that encourage community. We create desirable destinations!

- Safely reintroducing a schedule of social activities and events that bring people together, thereby supporting our focus on community.
- Expanding the range of activity offerings at our homes.
- Supporting initiatives that encourage community interaction and enhance attractiveness of our existing buildings and properties, as well as expressing these in our designs for new long-term care and seniors housing.





PRIORITY #2

Workplaces That are Affirming and Appreciative

At Radiant Care, we affirm, appreciate, and recognize contributions made by our employees to service excellence in achieving our vision and mission for the seniors who have chosen to live at our homes. This means attracting and supporting staff through ongoing appreciation, education and training, and consistent, stable, and well supported work schedules.

- To provide best care, all staff in all departments must be trained in their respective roles and responsibilities, as well as the mission and how the mission informs direct care and support.
- Expand innovative and meaningful models of appreciation and recognition for our employees.
- Review current work schedules to ensure strength in capacity, consistency of care, and greatest efficiency.
- Develop and implement outreach, marketing, promotions, and communications strategies for attracting and retaining the highest possible quality of new employees to our homes.

PRIORITY #3

Diligent, Progressive Growth

At Radiant Care, we strive to develop housing and services for seniors based on market demand and preference, within our means. We are eager to complete major capital projects at both sites that support current demand for long-term care and housing for seniors.

- Construct and complete redevelopment projects at both sites; Pleasant Manor's 160 bed state-of-the-art long-term care home and Tabor Manor's 120+ unit apartment building.
- Expand outward-looking services at both sites, to serve those already living at each campus, as well as serving the community, either government-funded or private pay, if appropriate.
- Continue working with community partnerships to support capital growth strategy.





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 and thought 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:

- **Stewardship of health human resources**
- **Stewardship of existing capital investments**
- **Exciting, invigorating, meaningful and engaging social activities and entertainment**



- **Diligent, progressive movement on identified capital development projects, increasing housing and service capacity, to create desirable destinations**
- **Promotion of Radiant Care within the region and the province**
- **Exploration of inward and outward focus, increasing service capacity and offerings, including private pay**
- **Recover, restore, rebuild**

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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