

Radiant Care

Excellence in Care
and Community!

2025-2028 Strategic Plan



Message from the Board President and the CEO

John Krause
President, Board of Directors



Tim Siemens
CEO, Radiant Care



We are pleased to present the 2025-2028 Radiant Care Strategic Plan.

We thank everyone who provided feedback and ideas leading to this strategic plan's development. The support from our community partners, our constituency of Christian faith and heritage, our Long-Term Care residents and their families, our housing tenants and their families, our volunteers, our waitlist applicants, and our employees will provide the passion and energy to fulfill the goals we set before us in the coming three years.

The three strategic priorities identified within this plan will guide Radiant Care's process toward achieving goals that align with our vision, mission, and core values. This focus is best captured in the words of the Apostle Paul, as found in Galatians 6:10, "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." The Radiant Care community is reflected in the predominantly Christian faith values of seniors who call Pleasant Manor or Tabor Manor home. As such, the priorities that drive the next three years will be aligned to meet the needs of this community.

We are most thankful to our Heavenly Father, who has presided over the affairs of Pleasant Manor and Tabor Manor since their development almost six decades ago. The focus of faith remains high as we serve the seniors who have chosen to live in our homes 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

We celebrate with humility and thanksgiving the several years following the COVID-19 pandemic. In casting out our strategic plan three years ago, it was clear from the feedback we received from internal and external stakeholders that Radiant Care needed to focus on safely recovering, restoring, and rebuilding the things that were stopped or halted because of the pandemic. We did just that!

As we gathered feedback from our internal and external stakeholders in preparing this strategic plan, they conveyed Radiant Care's strong focus for the next three years be, (1) continue creating vibrant destinations for senior citizens who desire a rich tapestry of activities and events geared toward their interests, their age cohort, and particularly the Christian faith they hold dearly, (2) engaging our community in the work we do, (3) specializing in dementia and end-of-life care and to be known experts in this field, (4) to appreciate and recognize our employees, families, and volunteers in tangible and meaningful ways.

Along with specific attention to continued program development geared toward the interests of Christian seniors and specialization, Radiant Care continues to plan a growth trajectory that is mindful and responds to the changing demographic of the local senior population. The specific physical, cognitive, emotional, and contemporary needs of Long-Term Care residents, housing tenants, and life lease occupants must be central to all program and accommodation initiatives. Living spaces must be spacious and offer easy ambulation. They must be bright, airy, and contemporary by design and décor and, most importantly, affordable today and in years to come.

Yet, growth must be balanced and tempered against our current realities. With the upcoming completion of our greatest growth spurt, we must be mindful of our desired growth trajectory against the stabilization period associated with opening the new Pleasant Manor Long-Term Care Home. Also, it will be important for Radiant Care to balance the urge for further capital growth against the reality associated with maintaining the existing physical plant and the required resources. For the coming three years, Radiant Care will focus on developing a targeted strategy that includes capacity planning with tempered growth, and a strong focus on sustainability and stabilization, following a decade or more of considerable capital growth, but this will not be identified as an overt priority within this plan.

The strength and reputation of what we do are directly related to our employees. As we enter the first year of this three-year strategic plan, Radiant Care has 430 employees. This number will blossom to over 650 employees by the end of 2025, with the opening of Pleasant Manor's new 160-bed Long-Term Care Home. As specialists in creating communities that are growing and flourishing, supporting frail seniors, many presenting with cognitive issues, and through the process of dying, it will be imperative for Radiant Care to ensure existing and new employees are highly trained and skilled to thrive in an environment requiring strong relational skills, knowledge and practice in supporting people through cognitive crises, and the clinical skills to support seniors who are actively dying. Radiant Care will continue to specialize in these three distinct and interdependent areas.

Every three years, our Board reviews the feedback from our internal and external stakeholders about Radiant Care's mission statement to ensure our mission remains contemporary, strong, and focused on serving seniors who wish to live in a community of Christian faith. The mission statement found within this plan considers the comments we received. Thank you.

**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

PRAISING AND SUPPORTING THE PEOPLE WHO CARE

At Radiant Care, we acknowledge, appreciate, and recognize our employees, family members of residents and tenants, and volunteers for all the work they do to assist us in fulfilling our mission. The integrated recognition model embraced by Radiant Care includes consideration of individual preferences, consistency, frequency, experiences crafted around individuals, recognition being an everyday part of the culture, recognition of both large and small efforts, and peer-to-peer recognition that is common and frequent. Radiant Care's culture of respect, embodied in our focus on Relational Excellence, and intentionality of visible leadership, help create a positive and supportive environment.

- Supporting our employees through intentional leadership visibility and action strategies
- Creating recognition strategies for families and volunteers
- Continuation of appropriately resourced divisional employee recognition budgets
- Ensuring employees and volunteer spaces are equipped with supportive resources that promote wellness, peace, and calm





PRIORITY #2

BEING THE BEST AT WHAT WE DO

Being the best at what we do requires intentional investment in our employees. To achieve our vision, prioritizing and investing in learning and growth experiences that support our growing expertise in dementia care, palliative care, and relational care is a must. Radiant Care's reputation as a provider of high-quality care is bolstered through the incorporation of leading edge, best practice methods and appropriate contemporary technology in our work. Becoming experts in the field implies continuous quality improvement.

- Ensuring all employees are trained in The Radiant Care Way Curriculum
- Ensuring all employees are trained in the Montessori Method of Dementia Care
- Ensuring all employees are trained in specific and selected courses in palliative care and end-of-life care
- Seeking out models of best practice and appropriate and supportive technology

PRIORITY #3

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

Radiant Care impacts our community of seniors by engaging and partnering with internal and external stakeholders. We foster flourishing relationships between seniors who have chosen to live at our homes and we invite people interested in joining us on our care journey through in-reach and outreach activities. Radiant Care exemplifies and promotes a circle-of-care model through the active involvement of others and crosses generational lines. Our physical spaces are designed to support these initiatives.

- Creating vibrant and meaningful experiences, activities, and events for seniors
- Engaging families in the process of care
- Providing multigenerational activities
- Building, creating, and promoting supportive spaces
- Developing and implementing active promotional strategies that “draw people in”, particularly those in the community of Believers





APPENDIX: STAKEHOLDER 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, volunteers, and waitlist applicants were invited to provide feedback. Community partners from the health, government, and education sectors in Niagara, as well as business and thought leaders who know Radiant Care well, were also 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 the feedback we received from 197 respondents, five themes emerged that guided the development of our three strategic priorities:

- **Community Engagement and Partnerships**
- **Equipping and Supporting our Carers**
- **Being a Leader in High Quality Care**



- **Capacity and Growth – Housing and Upgrades**
- **Capacity and Growth – With Our People**

These themes guided the discussion and decision-making process of the Board of Directors in arriving at our three priorities for 2025-2028. We thank each participant for their support and insight





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