

# **Momiji Health Care Society Strategic Planning Day Report**



**Momiji**

*Respect, Dignity  
and Independence  
for Our Seniors*

**Saturday September 17, 2016**

**Facilitated by James Meloche**

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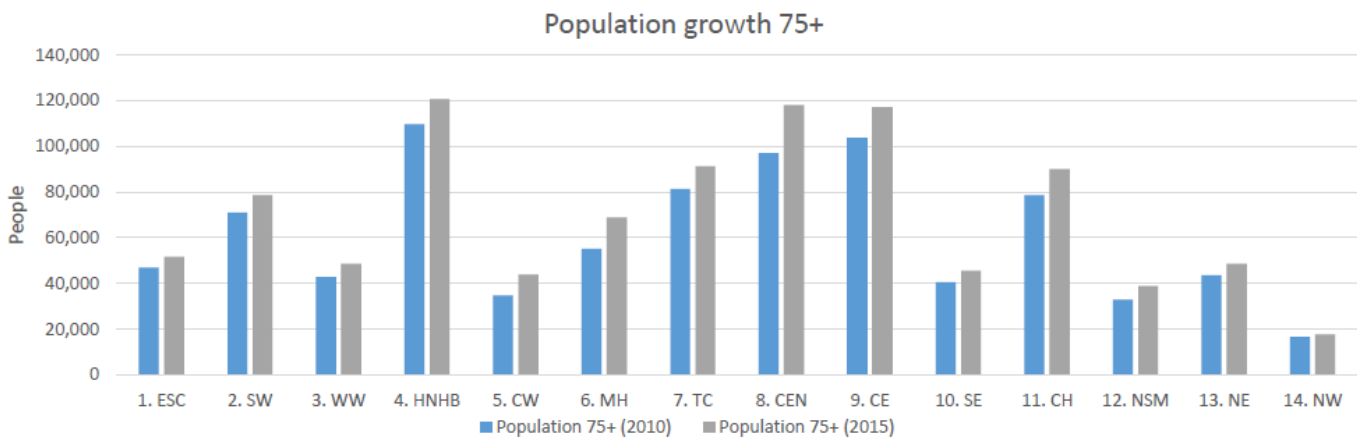
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# Environmental Scan

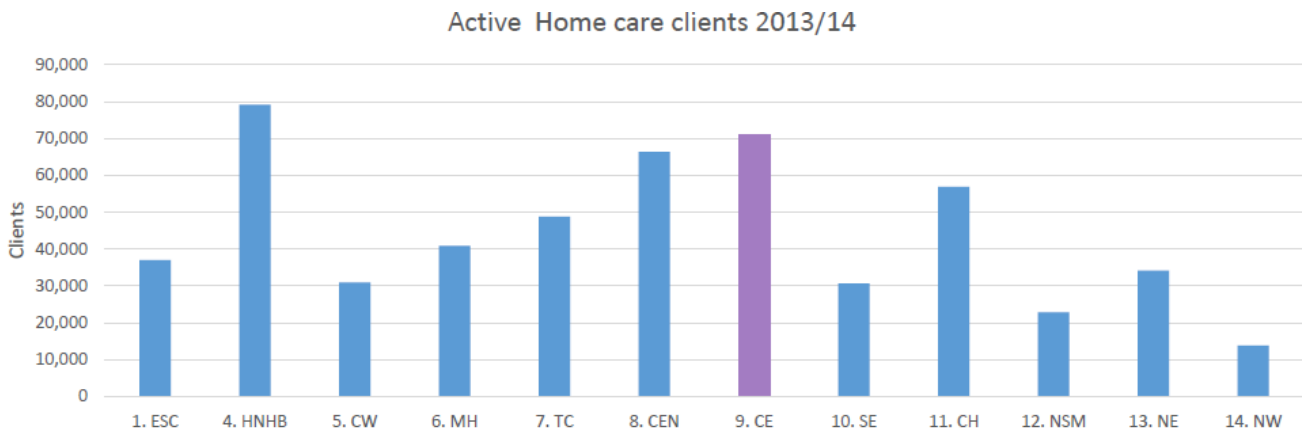
The CE LHIN does not gather data for community services and supportive housing or if they do it is not included in any of the environmental scans. I have attached our strategic planning day slides of the environmental scan as a reminder for any discussion that may need this data. In addition I have included a few data slides from the CELHIN environmental scan that has a great impact on Momiji. The first set of data shows the growth in the senior population. The second set of data clearly shows why we have such difficulty received even mandated services from the CCAC. In addition data set 3 to 5 indicates why even if seniors need long term care they are not able to move into an LTC facility.

## 1. Seniors – Population growth 75+



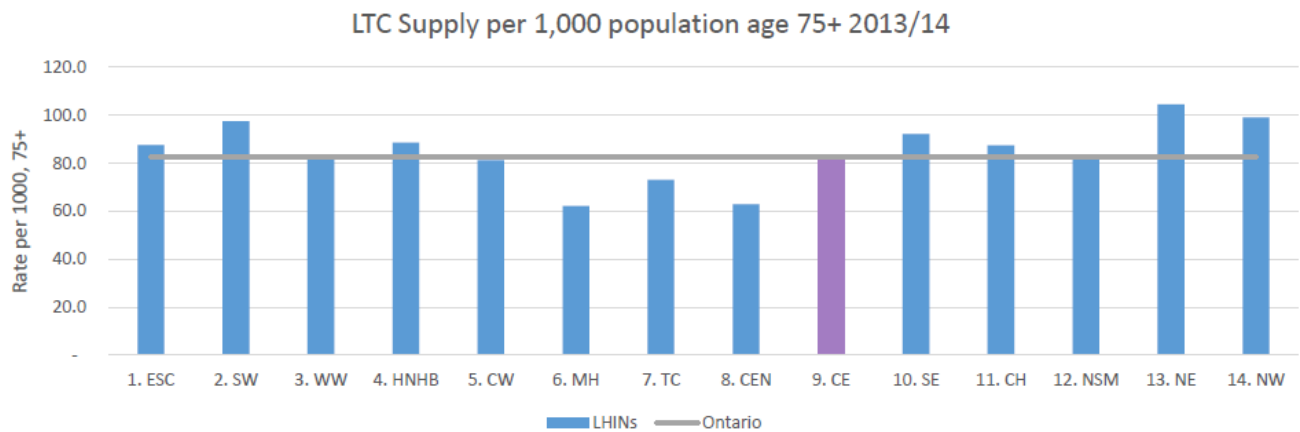
The Central East LHIN population for residents over the age of 75 increased by 12% from 2010 to 2015. The Central East LHIN ranked 3rd highest or 75+ population size in 2015. In 2010 the Central East LHIN had the 2<sup>nd</sup> highest population aged 75+.

## 2. Seniors –Active home care clients



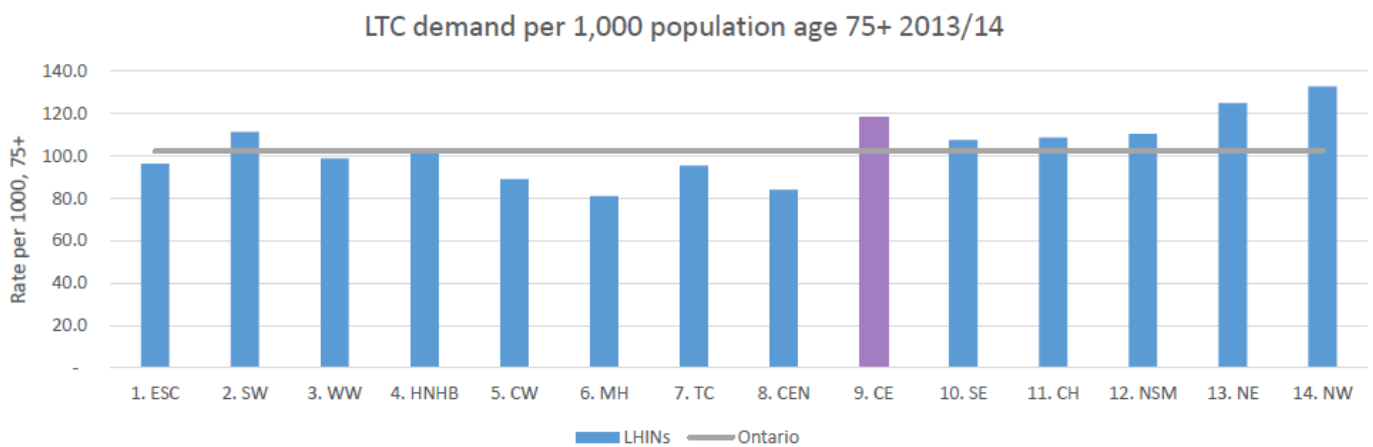
Central East LHIN has the 2<sup>nd</sup> highest number of active home care clients. Home care cases have increased by 13.9% since fiscal year 2010.

### 3. Seniors –Long-term care supply



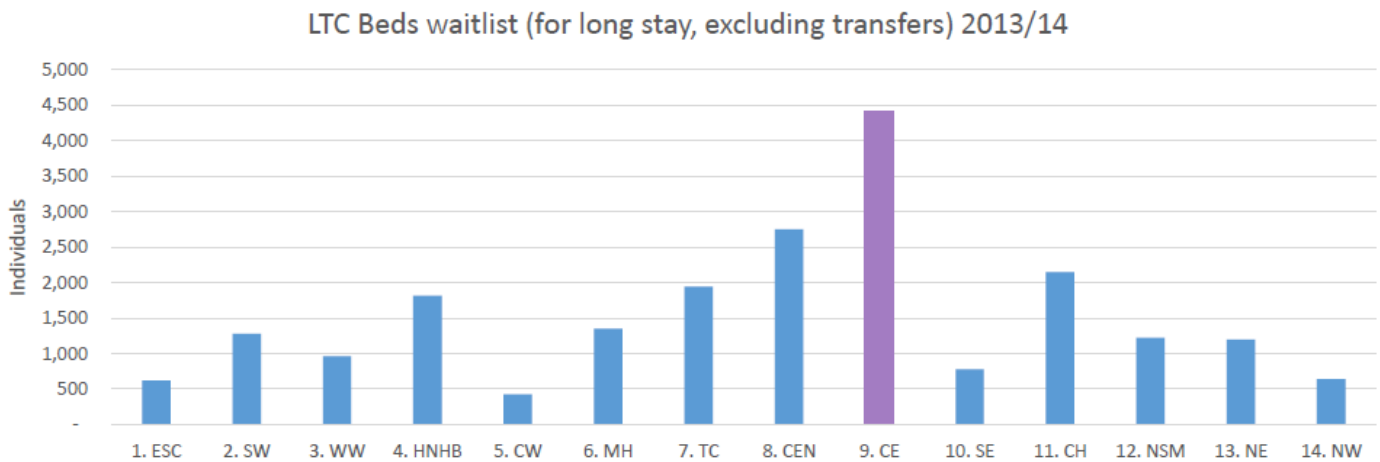
The current LTC home supply for the Central East LHIN (82.9) is similar to the provincial average (82.6). Since fiscal year 2010 the LTC home supply rate has decreased from 90.1 to 82.9 (8.7% decrease), which is due to an increasing population and the number of beds remaining constant.

### 4. Seniors –Long-term care demand



Central East LHIN has the 3<sup>rd</sup> highest demand for long term care, Central East LHIN demand (118) is higher than the provincial average (102.4) and has decreased by 3% since fiscal year 2010.

## 5. Seniors –Long-term care beds waitlist



Central East LHIN has the highest wait list among the 14 LHINs and the wait list has increased by 17.1% since fiscal year 2010.

### Strategic Planning Introduction

The strategic planning process includes thinking about goals in a practical, realistic and achievable manner. Strategic planning is more than using our existing strategic plan year after year and just add new deliverables for each goal. This becomes no more than an operational plan.

There were several questions posed in order to position us to answer what is Momiji's **core** business i.e. What is Momiji's to do? What is **not** Momiji's to do?

#### Momiji's core business and philosophy are:

- To serve seniors in our community with excellence
- To serve primarily Japanese Canadian seniors
- Enhance the quality of life for our seniors, "Happiness Factor"
- Provide services for seniors to live comfortably in their own homes
- Help seniors live independently here, not in LTC
- Give seniors the support they need to keep their independents
- Create some sense of community
- Excellence in operations of community and residence

#### Momiji's core (what we do) CELHIN funded "Services":

- Assisted Living
- Congregate Dining
- Friendly Visiting, Transportation, Client Intervention, EPC
- Caregiver support
- Community Outreach
- Housing
- Fall prevention
- Excises

### **Momiji non-core “Services” (not funded):**

- Leisure, education programs, community activities
- Nursing care
- Physician Care
- Foot Care (paid by clients)
- Physio
- Don't provide adult day programs
- Environmental security
- Assisted living services outside Momiji
- Graduated care
- Palliative Care
- Bereavement support
- Mental health counseling
- Caregiver support

### **What questions should Momiji (we) ask ourselves?**

What services and programs does the Japanese Canadian community realistically need as compared to what does the community want. In analyzing and researching the needs, what would be the opportunities to generate revenue from meeting the community needs? Part of that analysis would include investigating the revenue sources from the private sector, public sector and from our community. This would become part of our service vision for the future.

### **Momiji's Brand**

- We put our people first
- Celebrate cultural dream and capacity to serve the Japanese community
- Passion to serve

### **Summary**

Momiji has a unique connection and identity to the Japanese Canadian community. Momiji should be aware of what is changing in the Japanese Canadian community. Momiji needs to look at what needs we are able to respond to within our core business and still have it be sustainable. Momiji may look to do something different with other communities in order to provide that core service to our identified community.

## **Strategic Decision – Goals**

### **What will success look like in 3 or 10 years?**

#### **3 years**

- Maintain current services
- Create earlier awareness of our services in the community (reach the younger generations)
- Reduce reliance on fundraising and donations – so we can find a way to operate on a more secure financial foundation – endowment that will fund our operations
- Restore sense of stability to the organization
- Challenges – dealing with generational change in the community
- Expand Support Services staff and maintain quality of care

## 10 Years

- More emphasis on outreach - provide more focused services to the community
- Reduce reliance on government funding
- Export our brand, be more available
- Financial Stability

## Summary

Momiji serves the Japanese Canadian community and we create community. However, the community that we serve is changing and in order to survive we cannot lose that connection. It could be an opportunity for Momiji, it is essential to leverage that. Momiji's brand is that we care/we put people first, could we generate the revenue that is based on Momiji's value of that. We need to delineate our model of care in writing, which we can take back to our funder and sell our brand. One suggestion of a proposed brand identity is *"Excellence in living independently in the community, with a comprehensive care plan that manages all the various needs of individuals"*.

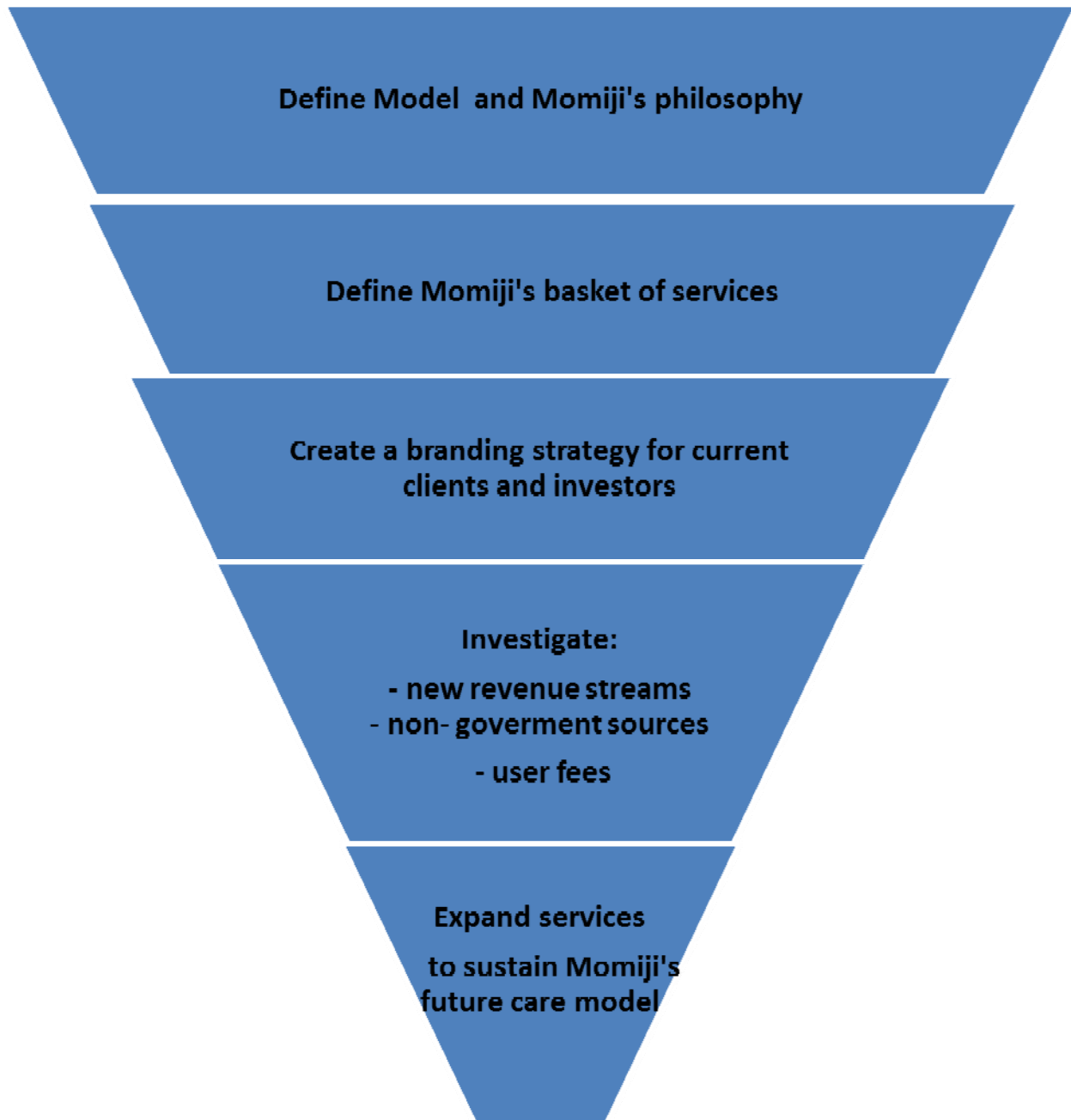
Momiji must ask ourselves can we do that alone and who are our strategic partners that will help us deliver that model of care?

## Questions for Momiji to Consider

Given our brand "Your People, Your Community, Quality of life", can we service our community in the next 3-10 years doing exactly what we're doing today but better, deepening Momiji's current mandate? Everything else we can leave for someone else to do. Or do we want to take what we do well today and continue to do it well. There could be additional services that we could do to extend our brand. We need to consider if we are going to provide services and programs for the Japanese Canadian community only or the evolving Japanese Canadian community and include other communities. We have a brand that is of value to all communities. The community is telling us that they want to live independently in the community.

Is our model of care marketable, that if we want to get off fundraising and government revenue we will be able to create a business model that is self sustainable, where we provide a service that is comprehensive end to end for seniors living in our care.

## Strategic Goals

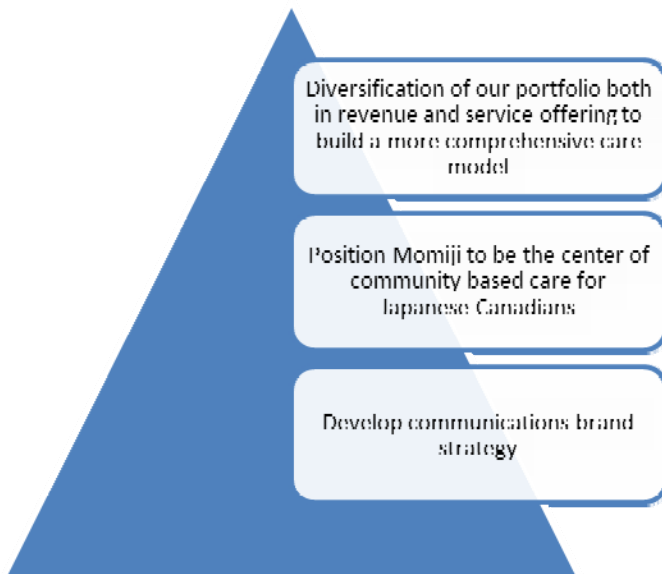


### Acceptable goals to accomplish in the next 3 years

- Define Momiji's specific comprehensive model of care, create a business case for funding.
- Diversification of portfolio
- Develop a branding strategy that connects Momiji to the broader community; engage with current and future clients, current and future investors.
- Use Momiji's model and leverage the branding strategy to explore expanding our revenue base and reducing our reliance on fund raising, expanding our service offerings to ensure the overall sustainability of Momiji.



## Additional strategic goals to consider



### First Steps

Staffs responsibility look at peers, what are they doing? Bring to the board archetypes of the models you have investigated and have a discussion of how Momiji resembles those models, what are the strengths and weaknesses of those models. Ask the board if they have an affinity to one model over the other.

### What does the Board want the staff to do?

- Create new revenue strains
- Business enterprise around home support that allows revenue generation
- Staff and QIP committee work together first.

### The Board involvement

Board to talk about our service model – time frame initial conversation meeting in the spring March.