



# Strategic Plan 2020 – 2025

**MOMIJI HEALTH CARE SOCIETY**

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## Message from the Momiji Health Care Society Board

Dear Friends,

We are pleased to present to you the Momiji Health Care Society – Strategic Plan 2020 – 2025. This plan outlines the strategic directions we will pursue as we continue to deliver culturally appropriate and high quality care and services for older adults of Japanese heritage and others.

This plan has been developed with thoughtful engagement with our staff, volunteers and partners across the healthcare system, the Momiji Foundation, policy makers and most importantly, our clients and their families.

We have reviewed, updated and reaffirmed our commitment to our Vision, Mission and Values to ensure continued relevance. We hope they resonate with you as much as they do us.

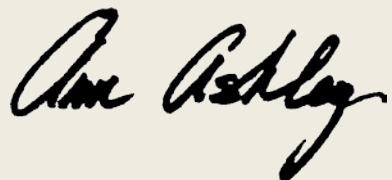
Our strategic goals are closely aligned with environmental realities as well as with emerging developments in the public policy arena. By exploring opportunities for innovation and collaboration, we will seek to instill a culture of quality throughout the organization. Against a backdrop of increasing fiscal restraints as government funding moderates and community fundraising becoming increasingly challenging, we will balance the quest for social impact with that for sustainability in all that we do and to explore and leverage social enterprise initiatives. We will seek to address the quandary of community sentiments favoring aging in place over dependence on institutional care and demands for service outpacing our current capacity to deliver conventional assisted living services.

Success for Momiji Health Care Society will depend on our being able to engage with older adults both of Japanese and other ethno-cultural descent as well as our readiness to adapt to the evolving health and eldercare sectors with innovations.

We look forward to the challenge of staying true to our values, delivering on our mission and realizing our vision with “your” support.



Eiji Doi  
Co-Chair, MHCS Board



Ann Ashley  
Co-Chair, MHCS Board

## Preamble

### **Momiji Health Care Society – Yesterday, Today and Tomorrow**

Momiji Health Care Society (Momiji) was launched in 1978 as a not-for-profit, charitable organization for the Issei (first) generation of Japanese immigrants who came to eastern Canada – and specifically those who settled in the Toronto area post World War II.

Hosted by Saint Christopher House in downtown Toronto, Momiji initially operated only as a drop-in centre for Japanese seniors. It has since grown to become a premier organization offering a variety of services for immigrant Japanese Canadian and other seniors from all across the Greater Toronto area and southern Ontario.

Having moved into its current premises in Scarborough in 1992, Momiji has since opened a seniors' residence with 133 assisted living apartments, a community centre that offers tenants, their family and friends, as well as seniors from the broader community opportunities to access supportive programs, Japanese heritage courses and other educational programs.

Since its inception, Momiji has benefited from tremendous community support, a dedicated governing body, capable leadership, passionate staff and loyal volunteers. Momiji primarily serves older adults of Japanese descent. It is also culturally sensitive and welcoming to a clientele that hails from diverse backgrounds.

Over time, both the Japanese Canadian and broader communities have evolved in their attributes and expectations of health, social and housing services. So too have public policies as well as approaches to structuring and delivering health and eldercare services.

In developing its 2020 – 2025 Strategic Plan, Momiji has been sensitive to all these considerations. This plan will guide the organization's evolution to continue serving Japanese and other seniors as well as to find more resources with which to do so in ever more creative ways.

## The Strategic Planning Process

In developing this strategic plan, Momiji has focused on understanding current and anticipated community perspectives/needs and accordingly implemented a multi-pronged stakeholder engagement process.



## Stakeholder Consultation

To gain a moment-in-time snapshot of how Momiji is perceived and experienced as a service providing organization, three avenues for investigation were pursued:

- (1) A survey was distributed to
  - Current consumers/participants of Momiji programs and services, as well as
  - Those on the waitlist to move into the Momiji Seniors Residence and access the attendant assistive living support services;
- (2) A questionnaire was administered to
  - Fellow service providers,
  - Policy makers, and
  - Other opinion leaderswith an interest in health and social services, eldercare and ethno-cultural communities; and
- (3) In-person interviews conducted with selected informants.

Stakeholders
<p><b><u>Internal Stakeholders including:</u></b></p> <ul style="list-style-type: none"><li>• <b>Clients, Residents and their Significant Others</b></li><li>• <b>Momiji Health Care Society Board of Directors</b></li><li>• <b>Momiji Foundation Board of Directors</b></li><li>• <b>Momiji Health Care Society staff</b></li></ul>
<p><b><u>External Stakeholders including:</u></b></p> <ul style="list-style-type: none"><li>• <b>Other health care providers &amp; community partners</b></li><li>• <b>Opinion leaders in health/social services</b></li><li>• <b>Policy makers</b></li><li>• <b>Researchers/Academics</b></li><li>• <b>Japanese community organizations</b></li></ul>

## Vision, Mission & Values

Pursuant to careful deliberation at a *Strategic Planning Retreat*, the Momiji Board of Directors and Management Team has updated the *Vision, Mission and Values* statements for the organization as follows:

VISION	Momiji envisions a future state in which
	<b><i>Seniors – primarily of Japanese descent – will enjoy good health, dignity &amp; the best quality of life in a manner of their choosing</i></b>
MISSION	<p>To realize its vision Momiji is dedicated to</p> <ul style="list-style-type: none"> <li>• <b><i>Providing a community hub for older Japanese-Canadians</i></b></li> <li>• <b><i>Delivering exemplary &amp; culturally sensitive senior care services</i></b></li> <li>• <b><i>Enabling healthy aging &amp; personal growth</i></b></li> <li>• <b><i>Promoting safe &amp; independent living</i></b></li> </ul>
VALUES	<p>To guide decision-making and action Momiji believes in</p> <ul style="list-style-type: none"> <li>• <b><i>Seniors’ right to choice, dignity &amp; independence</i></b></li> <li>• <b><i>Respect for ethno-cultural heritage, diversity and inclusiveness</i></b></li> <li>• <b><i>Support for health, wellness &amp; optimal living in a holistic manner</i></b></li> <li>• <b><i>Culturally sensitive service programming</i></b></li> <li>• <b><i>Community building based upon mutual trust, caring &amp; respect</i></b></li> <li>• <b><i>Pursuit of continuous quality improvement</i></b></li> </ul>

## Strategic Directions and Goals

Guided by its vision and mission, Momiji will focus its efforts in the next five years (2020 – 2025) in pursuit of the following FIVE strategic directions and in pursuit of corresponding strategic goals.

Directions	Goals
I. Enhance financial viability and sustainability	<ul style="list-style-type: none"> <li>Find efficiencies in current operations.</li> <li>Diversify access to government funding opportunities.</li> <li>Explore/pursue social enterprise opportunities.</li> </ul>
II. Build a quality culture	<ul style="list-style-type: none"> <li>Build capacity and reinforce commitment in Continuous Quality Improvement (CQI) across Momiji.</li> <li>Leverage the accreditation preparation and maintenance cycle as a framework for promoting CQI.</li> </ul>
III. Develop human capital	<ul style="list-style-type: none"> <li>Review Momiji human capital status and develop an aspirational staffing model/structure;</li> <li>Develop and implement a strategic recruitment plan; and</li> <li>Develop Momiji into a reputable “Learning Centre” to attract aspirants and practitioners of a myriad of professional and technical disciplines.</li> </ul>
IV. Adapt to the evolving health care environment	<ul style="list-style-type: none"> <li>Contribute to the development of the Ontario Health Team model for administering integrated health care</li> <li>Champion culturally appropriate and competent care across the health services continuum for the benefit of seniors of Japanese descent and other ethno-cultural minority groups.</li> </ul>
V. Diversify services	<ul style="list-style-type: none"> <li>Offer more in-home and/or fee-for-service support to community dwelling older persons in the Japanese and local communities.</li> <li>Explore alternative housing models.</li> </ul>

## Strategic Enablers

<b><i>People and Technology as Enablers</i></b>	
The successful implementation of this Strategic Plan will be enabled by purposeful investment in People and Technology across the organization.	
<b>People</b>	Engage with staff and volunteers. Maintain a healthy workplace, enable continuous learning and innovation as well as attract, develop and manage talent.
<b>Technology</b>	Expand the use of technology and digital media. Invest in technological innovations to advance quality of care, enhance client experience and improve operational efficiencies.

## Accountability

### ***Annual Operations Planning***

The *Momiji (Staff) Management Committee* is responsible for developing and implementing annual *Operations Plans* to inform annual operations budget development by which Momiji will achieve intended outcomes specified for the strategic goals. The annual *Operations Plans* will outline deliverables, timelines, outcomes and accountabilities for realizing the *Strategic Plan*. Progress is monitored through semi-annual review of the *Operations Plan* and related project-plan-reports by the Management Committee, and Directors'/Managers' performance consultations with the Executive Director.

### ***Balanced Scorecard***

The *Momiji Board of Directors* is responsible for monitoring progress made towards realizing the goals of the *Strategic Plan*. The Board will be kept informed by the Executive Director using the Balanced Scorecard and semi-annual progress reports.

Momiji is committed to being open and transparent to its stakeholders for the commitments it has made in this *Strategic Plan*. Under the oversight of the Board, Momiji management will utilize a ***Balanced Scorecard*** to articulate annual goals and objectives approved by the Momiji Board of Directors as well as to report on outcomes achieved to stakeholders.



Balanced Scorecard	
<p><b><u>Constituent Perspective</u></b></p> <p>Diversifying Momiji services so as to optimize its impact on the community it serves</p>	<p><b><u>Resource Perspective</u></b></p> <p>Enhancing Momiji finances to ensure viability and sustainability</p> <p>Developing human capital with which to implement the Momiji mission</p>
<p><b><u>Process Perspective</u></b></p> <p>Building a quality focus into the Momiji organizational culture</p>	<p><b><u>Learning and Growth Perspective</u></b></p> <p>Adapting Momiji to the evolving health care environment</p>

## The Momiji Health Care Society Strategy Map 2020 – 2025

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### **VISION:**

*Seniors – primarily of Japanese descent – will enjoy good health, dignity & the best quality of life in a manner of their choosing*

### **MISSION:**

- *Providing a community hub for older Japanese Canadians*
- *Delivering exemplary & culturally sensitive senior care services*
- *Enabling healthy aging & personal growth*
- *Promoting safe & independent living*

DIRECTIONS	ACCOUNTABILITY
I. Enhance financial viability and sustainability	<ul style="list-style-type: none"> <li>• Annual budgets and operations plans 2020 – 2025 submitted to the Momiji Board of Directors</li> <li>• Annual management reports in the form of a balanced scorecard posted to be accessible to internal and external stakeholders</li> <li>• Periodic overall strategic plan reviews undertaken by the Momiji Board of Directors</li> </ul>
II. Build a quality culture	
III. Develop human capital	
IV. Adapt to the evolving health care environment	
V. Diversify services	

### **VALUES:**

- *Seniors' right to choice, dignity and independence*
- *Respect for ethno-cultural heritage, diversity and inclusiveness*
- *Support for health, wellness and optimal living in a holistic manner*
- *Culturally sensitive service programming*
- *Community building based upon mutual trust, caring and respect*
- *Pursuit of continuous quality improvement*

### **People and Technology as Enablers**

The successful implementation of this Strategic Plan will be enabled by purposeful investment in People and Technology across the organization.

## Overall Strategic Plan Review

Over the life of this Strategic Plan, targeted stakeholder consultations, environmental scans and other engagements will be undertaken to ensure that the Strategic Plan remains relevant and continues to meet the needs of the community.

An overall review of this Strategic Plan will be conducted towards the end of 2024 to examine outcomes achieved and effectiveness to inform development of the next 5-year Strategic Plan – that for 2025 – 2030.

## Acknowledgement

The contribution to the strategic planning retreat by all the participants in their respective capacities is gratefully acknowledged.



<b><i>Strategic Planning Committee (SPC)</i></b>		
<b><u>Board Representatives</u></b>	<b><u>Staff Support</u></b>	<b><u>Consultant</u></b>
Pam Waintraub (Chair)	Eric Hong	Michael Klejman
Eiji Doi	Aja Shimizu	<i>Klejman &amp; Associates Inc.</i>
Ann Ashley		<b><i>Other External Resource</i></b>
Gail Aihoshi		Norm Tasevski
<b><i>Momiji Health Care Society – Board of Directors</i></b>		
Gail Aihoshi	Lynn Mack	Nelson Ribeiro
Ann Ashley	Mayumi Maemura	Jennifer Uyeno
Gayle Cali	Sharon Marr	Pam Waintraub (Chair)
Eiji Doi (Vice Chair)	Dereck Oikawa (Treasurer)	Shelley-Ann Yamashita
Susan Hidaka	Sumit Raybardhan (Corporate Secretary)	
<b><i>Momiji Foundation – Board of Directors (Representatives)</i></b>		
	Cary Rothbart	Kaz Shikaze
<b><i>Momiji Health Care Society – Management Team</i></b>		
Sheri-Lynn Armstrong	Manager – Economic Development & Donor Relations	
Eric Hong	Executive Director	
Sam Lau	Manager – Information Technology	
Shivonne Modeste	(Interim) Manager – Support Services	
Lee Mixon	Manager – Community Services	
Yuka Okada	Director of Care	
Jovel Patricio	Manager – Volunteer Services	
Chris Reid	Director of Finance & Human Resources	
Aja Shimizu	Executive Assistant	
Yoneko Westergaard	Director of Residence	

Also acknowledged with appreciation is the openness and generous contribution of time by all internal and external stakeholders who had responded to our enquiry conducted through survey, questionnaire and interview activities.