

Peel Region's Seniors Services

# Strategic Plan

2024 - 2029



## Land Acknowledgement

We would like to begin by acknowledging the land on which we gather, and on which the Peel Region operates, is part of the Treaty Lands and Territory of the Mississaugas of the Credit. For thousands of years, Indigenous peoples inhabited and cared for this land and continue to do so today.

In particular, we acknowledge the territory of the Anishinabek, Huron-Wendat, Haudenosaunee and Ojibway Chippewa peoples; the land that is home to the Metis; and most recently, the territory of the Mississaugas of the Credit First Nation who are direct descendants of the Mississaugas of the Credit.

We are grateful to have the opportunity to work on this land, and by doing so, give our respect to its first inhabitants.

# Seniors Services

## Strategic Plan 2024-2029

**Advancing Health Services' North Star:  
Community for Life - Building a Healthier Community Together**

### Vision

Individuals receive person-centred, innovative, integrated care, and support that enhances their quality of life.

### Mission

To provide compassionate, loving, and respectful care that is individualized for everyone we serve.



### Strategic Goals

Cultivate a resilient and empowered workforce

Deliver person-centred care that honours individual needs and preferences

Facilitate integrated care through purposeful internal and external collaborations

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## Letter from the Directors of the Seniors Services Divisions

We are pleased to share our 2024-2029 Seniors Services Strategic Plan. Our plan is built from and nests into the Health Services' Departmental Strategic Plan. This plan, which was developed from valuable insights from staff, internal and external partners and stakeholders, will help us set a clear destination, map the right course, and stay on course for the benefit of our residents, clients, families, caregivers, staff, and partners.

With our refreshed mission, vision, and values, the plan sets a precise destination over the next five years towards what we call our Health Services' North Star:

- **Community for Life – Building a Healthier Community Together**

Over the next five years, Seniors Services will provide person-centred care and services facilitated by its resilient workforce that integrates internally across teams and externally with other healthcare and community-service providers and decision-makers.

Our three strategic goals that advance us towards the Health Services' North Star are the following:

- Cultivate a resilient and empowered workforce
- Deliver person-centred care that honours individual needs and preferences
- Facilitate integrated care through purposeful internal and external collaborations

This is a living plan, and it will evolve over time. Over the next five years, we will take careful steps to bring our Seniors Services Strategic Plan to life with ongoing input from staff, residents, clients, families, and caregivers.

Furthermore, we recognize the importance of collaboration and partnership in advancing health equity and access to care. We are committed to supporting health system integration and forming strategic partnerships that promote innovative approaches to improving access to care, while reducing reliance on emergency services.

We look forward to working together with our internal and external partners. We will strive to create a health care environment that is equitable, accessible, and responsive to the needs of those we serve.

To support a clear understanding of the vision of this Strategic Plan. We have included a placemat infographic of the Strategic Plan before the Table of Contents. We have also developed a comprehensive communications plan that will provide other resources and activities to build awareness of our plan over the coming months.

Sincerely,

Ann-Marie Case-Volkert and Donna Kern

## Introduction

Peel Region's Seniors Services Strategic Plan is focused on addressing the needs of the growing seniors' population in Mississauga, Brampton, and Caledon. With a population exceeding 1.5 million and expected to grow, Peel Region is committed to providing high-quality care and support for its seniors.

The pandemic significantly impacted the previous Strategic Plan implementation efforts, necessitating a reassessment and a forward-looking approach to the future of Seniors Services divisions which include Long Term Care (LTC) and Seniors Services Development (SSD). This plan is designed to navigate the challenges posed by evolving and complex healthcare demands, demographic and health system changes, and the necessity for integrated care systems.

The 2024-2029 Strategic Plan outlines a comprehensive approach to delivering person-centred care, fostering a resilient and empowered workforce, and facilitating integrated care through purposeful collaborations.

Key goals include:

- **Cultivating a Resilient and Empowered Workforce:** Empowering leaders and staff through continuous learning, recognition programs, and proactive workforce planning to ensure psychological health, safety, and wellbeing.
- **Delivering Person-Centred Care:** Ensuring that individual needs and preferences are honored through emotion-based care and shared decision-making with residents, clients, and their caregivers.
- **Facilitating Integrated Care:** Strengthening internal and external collaborations to provide comprehensive services and support to seniors, optimizing the coordination of care and services.

The Seniors Services Strategic Plan is an important part of Peel Region's overall vision and commits to the same values of leadership, collaboration, care and support, transparency, and inclusion. These values are integral to achieving the vision of enhancing individuals' quality of life through person-centred, innovative, and integrated care, and support.

The Strategic Plan will guide decision-making, resource allocation, and performance monitoring over the next five years, ensuring that the goals and initiatives are effectively implemented and aligned with the broader organizational objectives of the Health Services Department and Peel Region.

## Methodology

The methodology for developing the 2024-2029 Strategic Plan was a comprehensive process that incorporated various sources of data to ensure a thorough and informed analysis and one with an emphasis placed on employee input. Between June 2023 and February 2024, the Seniors Services leadership, in partnership with Health Strategy, Planning and Performance (HSPP), collected data through surveys (shared with staff, clients, residents, families, stakeholders, and system partners), feedback boards, focus groups, workshops, a caregiver retreat, team meetings, and four in-depth consultations with relevant stakeholders, including medical directors.

As part of the review, the following documents and data insights were leveraged: Organizational Performance and Reviews, Industry Standards and Legislation, Culture and Wellness Focus Groups' Findings & Recommendations (2023), LTC and ADS Satisfaction and Experience Surveys (2022 and 2023), and Seniors Services Strategy Feedback Meetings.

Most notable was the resounding feedback on needing improved psychological safety and a focus on organizational culture, offering insightful reflections on leadership, accountability, and transparency. The leadership team meticulously analyzed the data, resulting in a five-year Strategic Plan formulated through a series of planning discussions with all levels of staff across the divisions.

Multilevel Leadership Consulting Inc. (MLC), a consulting and coaching company, further validated this plan by reviewing all relevant reports. Additionally, MLC conducted 54 interviews with internal leaders across organizational levels, union leaders, and external stakeholders with whom Seniors Services partners to deliver its services. These interviews aimed to be far reaching and capture a diverse range of insights.

The Strategic Plan is intended to serve as a high-level reference document. The supplementary resources accompanying this plan include the implementation plan, change management plan, communication plan, and measurement and impact evaluation, and are designed to support execution efforts and realize long-term success.

## Alignment

The Strategic Plan was designed to ensure vertical alignment with both the Health Services Department and Peel Region Strategic Plans, ensuring that the initiatives undertaken by Seniors Services support and advance the objectives of the Health Services plan. Additionally, the plan maintains horizontal alignment with Peel's Paramedic Services and Public Health Strategic Plans to ensure coordinated efforts across all Health Services.

## Purpose

The 2024-2029 Strategic Plan for Seniors Services aims to provide a comprehensive roadmap to optimize service delivery and enhance the health and wellbeing of residents, clients, and the workforce. This Strategic Plan integrates three core goals relating to employees, residents, clients, and the integration of care and services.

The Strategic Plan meets the following objectives:

- **Serve as a compass:** Navigate and focus the organization on a shared vision and mission, ensuring alignment across all levels and divisions.
- **Support accountability and transparency:** Enhance decision-making processes through clear accountability and transparency.
- **Promote psychological health, safety, and wellbeing:** Act as a psychological health and safety action plan by guiding the formulation and implementation of strategic actions that foster a supportive and safe environment.

- **Adopt a proactive planning approach:** Enable a proactive approach to planning for projects and initiatives to address current and future needs of residents, clients, staff, and caregivers.
- **Optimization of resources:** Focus resources on achieving strategic goals to maximize impact within the health system.
- **Support employees and leaders:** Facilitate investment in the organization by supporting employees and leaders, providing clear guidance for work within teams and programs.
- **Include a measurement framework:** Establish a framework for measuring the achievement of objectives to ensure ongoing assessment and improvement.

While the leadership team holds clear accountabilities, this decision document is a primary resource for all Seniors Services employees. A unified approach and commitment are essential across Seniors Services to realize its full potential.

## Strategic plan summary

### Vision and mission

Vision and mission statements are important statements that guide an organization's overall direction. A mission statement reflects the organization's core purpose, while a vision statement inspires all employees to work toward an aspirational future.

**Vision:** Individuals receive person-centred, innovative, integrated care, and support that enhances their quality of life.

**Mission:** To provide compassionate, loving, and respectful care that is individualized for everyone we serve.

### Strategic goals

Long Term Care and Seniors Services Development will focus efforts on advancing the following three goals:

- **Goal #1:** Cultivate a resilient and empowered workforce.
- **Goal #2:** Deliver person-centred care that honours individual needs and preferences.
- **Goal #3:** Facilitate integrated care through purposeful internal and external collaborations.

## Goals, actions and initiatives

The five-year Strategic Plan includes three high-level integrated goals that will be advanced by focusing on the specific actions identified in the plan. Each action has a set of initiatives detailed for each of the five years this plan spans. The prioritization of each action may change from year-to-year.

In strategic planning, **actions** are the elements of the Strategic Plan that must be achieved in order for the organization to meet the objectives of its key strategic priorities. Each action is aligned to a strategic goal and has a detailed set of **initiatives** that need to take place to realize the intended goal. Providing this level of detail creates alignment and



clarity across the organization and conveys how the organization intends to advance its strategic agenda.

These actions and initiatives reinforce our commitment to our people, residents/clients, caregivers, and community partners, while also laying the groundwork for sustained organizational success.

### **Goal #1: Cultivate a resilient and empowered workforce.**

Seniors Services is dedicated to investing in its workforce and fostering a culture of resilience and empowerment. This commitment involves creating an environment that promotes continuous learning, inclusivity, and proactive support, which are essential to delivering exceptional care and services. Over the next five years, we will focus on the following key actions to advance this priority:

- **Action #1:** Empower leaders to effectively support employees through meaningful and ongoing interactions with staff, proactive issue resolution, and the cultivation of a mentoring/coaching environment.
- **Action #2:** Foster an inclusive culture where staff feel authentically recognized and valued.
- **Action #3:** Facilitate continuous learning to deliver high-quality, responsive resident and client care, and foster personal resourcefulness to ensure psychological health, wellbeing, and safety.
- **Action #4:** Optimize staffing across roles through rigorous workforce planning for timely, competent, and equitable staff and skill mix.

**Action #1:** Empower leaders to effectively support employees through meaningful and ongoing interactions with staff, proactive issue resolution, and the cultivation of a mentoring/coaching environment.

Investing in leadership development ensures that our leaders are equipped to engage in meaningful interactions with staff, resolve issues proactively, and cultivate a healthy and productive culture. This approach enhances employee satisfaction and performance and aligns with our organizational values and goals.

#### **Action #1 initiatives**

- 2025-2026
  - Deploy strategies to increase leadership visibility (e.g., leadership rounds) and evaluate its impact
  - Design and facilitate leadership development programs to upskill people leaders on effective management and leadership skills
- 2026-2027
  - Formalize and execute leadership rounding expectations in a Standardized Operating Procedure (SOP); embed that in leader orientation/onboarding

- 2025-2029
  - Facilitate leadership development programs to upskill people leaders on effective management and leadership skills continuously

**Action #2:** Foster an inclusive culture where staff feel authentically recognized and valued.

Creating an inclusive culture where employees feel recognized and valued is crucial to cultivating a supportive and productive work environment. Expanding organizational competency and deepening understanding of our diverse community, we ensure that every employee feels respected, appreciated, and has the opportunity to thrive.

### Action #2 initiatives

- 2024-2025
  - Source and plan an optimal cultural competence learning to establish a greater understanding and appreciation of diverse backgrounds and perspectives
  - Identify optimal strategies to reinforce all employees' inclusion training and clarify expectations to discontinue exclusionary behaviours
- 2025-2026
  - Conduct a pilot for cultural competence learning to establish a greater understanding and appreciation of diverse backgrounds and perspectives
  - Continue to engage staff in sensemaking and application of insights from inclusion training and Respect in the Workplace training
- 2026-2027
  - Design a recognition philosophy, program, and processes to enable multi-directional recognition (e.g., leader to staff, peer-led, resident/client to staff, etc.)
  - Establish the cultural competence learning program as required learning for all employees to be completed at least once during their employment

**Action #3:** Facilitate continuous learning to deliver high-quality, responsive resident/client care, and foster personal resourcefulness to ensure psychological health, wellbeing, and safety.

Building a culture of learning is essential to realizing our long-term vision of providing high-quality, person-centred care. By incorporating education, training, and tools focused on psychological wellbeing, we create a supportive and resilient workforce capable of providing exceptional care.

### Action #3 initiatives

- 2024-2025
  - Incorporate components of psychological health, wellbeing, and safety into the existing Seniors Services learning program, which will include education, training, and tools to foster a psychologically healthy and safe workplace culture

- 2025-2026
  - Facilitate learning programs and launch resilience tools to address psychological health, wellbeing and safety culture, burnout, and compassion fatigue
  - Deliver training to address the gaps related to competencies associated with care related to cognitive decline (especially for Dementia)
- 2026-2027
  - Explore the experiences of student placements for better understanding and insights
  - Build a preceptorship program to enhance student placement experience to ensure retention and future recruitment
  - Continue implementation of resilience tools to address psychologically healthy and safe culture, reducing burnout and compassion fatigue
- 2028-2029
  - Evaluate learning programs and resilience tools that addressed psychological health, wellbeing, and safety culture, burnout, and compassion fatigue

**Action #4:** Optimize staffing across roles through rigorous workforce planning for timely, competent, and equitable staff and skill mix.

By focusing on strategic recruitment, retention, and development activities, we can build a future-ready workforce that is diverse, responsive, adaptive, and effectively meets our service goals, which is fundamental to our collective success.

#### **Action #4 initiatives**

- 2024-2025
  - Work with the Health Strategy, Planning and Performance (HSPP) team to bolster the volunteer service program for LTC and SSD
- 2025-2026
  - Bolster the volunteer service program across LTC and SSD to facilitate and enhance service goals
  - Work with Human Resources (HR) on creating a recruitment plan for all roles in Seniors Services
  - Co-create and implement a succession plan with HR
- 2026-2027
  - Implement the plan to address the primary sources of voluntary turnover across positions
  - Collaborate with HR to implement the recruitment plan for an ongoing talent pipeline.
  - Evaluate the effectiveness of volunteer onboarding from the perspectives of volunteers, employees, and residents/clients
- 2027-2028

- Establish/expand partnerships with education institutions to build a reliable talent pipeline
- Evaluate the turnover management plan and adopt changes based on insights from the evaluation
- Evaluate the effectiveness of the HR recruitment plan for an ongoing talent pipeline

## **Goal #2: Deliver person-centred care that honours individual needs and preferences.**

Person-centred care is vital to ensuring that the unique needs and preferences of each resident and client are at the forefront of our work. These actions and initiatives are designed to enrich our work while at the same time improving individual health outcomes and the quality of life for seniors.

- **Action #5:** Adopt emotion-based care broadly to enhance experience of residents and clients through personal connection, meaningful activities, and genuine individualization across all interactions.
- **Action #6:** Champion health equity in individual care planning and delivery.
- **Action #7:** Consciously and consistently engage residents, clients, and their caregivers in shared decision-making for individual care planning and delivery.
- **Action #8:** Innovate and evolve practices to meet complex health needs.

**Action #5:** Adopt emotion-based care broadly to enhance the experience of residents and clients through personal connection, meaningful activities, and genuine individualization across all interactions.

Seniors Services is committed to elevating the quality of life for residents and clients through the broad adoption of emotion-based care (EBC). By embracing an EBC approach, we will improve health outcomes for our residents and clients and better support the diverse needs of our community.

### **Action #5 initiatives**

- 2024-2025
  - Plan and execute certifications and recertifications with Meaningful Care Matters to reinforce and sustain EBC across all the LTC homes
  - Adult Day Services (ADS) to develop plans for the formal adoption of EBC
- 2025-2026
  - ADS to roll-out plans for the adoption of EBC
  - Evaluate the effectiveness of EBC on resident's quality of life using empirical evidence
- 2027-2028
  - Evaluate the effectiveness of EBC on client's quality of life using empirical evidence
- 2028-2029
  - Explore training about EBC for additional sector partners

**Action #6:** Champion health equity in individual care planning and delivery.

Championing health equity involves understanding and addressing the diverse socio-demographic factors that impact health outcomes. Through strategic partnerships and inclusive practices, we aim to ensure that marginalized groups receive a high standard of care that is equitable and individualized.

**Action #6 initiatives**

- 2026-2027
  - Partner with other community organizations and service providers to integrate the collection and use of sociodemographic data for residents and clients
- 2027-2028
  - Establish inclusive care practices for marginalized groups (e.g., 2SLGBTQIA+)
- 2028-2029
  - Continue to implement inclusive care practices for marginalized groups (e.g., 2SLGBTQIA+)

**Action #7:** Consciously and consistently engage residents, clients, and their caregivers in shared decision-making for individual care planning and delivery.

Taking a collaborative approach to resident and client care enhances the quality of care by strengthening the relationship between caregivers and residents/clients and by empowering residents/clients to maintain agency over their care plans.

**Action #7 initiatives**

- 2026-2027
  - Re-establish and ensure standardized admissions and ongoing processes to invite residents and their caregivers to participate in individual care planning and delivery
- 2027-2028
  - Involve Residents' Councils and Family Councils to inform care planning and delivery methods

**Action #8:** Innovate and evolve practices to meet complex health needs.

To effectively address the multifaceted health needs of residents and clients, Seniors Services is committed to continuous innovation and evolution in care practices. By leveraging advanced diagnostic tools and enhancing interdisciplinary communication, we aim to deliver high-quality, comprehensive care. This approach improves resident and client outcomes and fosters a collaborative environment among care teams.

**Action #8 initiatives**

- 2024-2025

- Plan and implement training and use of diagnostic equipment across all LTC homes to minimize unnecessary transfers to hospitals
- 2025-2026
  - Enhance processes for communicating resident/client complex care needs across the interdisciplinary team
- 2026-2027
  - Apply the learnings from caring for complex health conditions to the Thrive program at the Seniors Health and Wellness Village at Peel Manor
- 2027-2028
  - Identify partnership opportunities with other community services providing complex care to seniors

### **Goal #3: Facilitate integrated care through purposeful internal and external collaborations.**

Facilitating integrated care is crucial in addressing the evolving and complex healthcare needs of seniors in Peel Region. This goal emphasizes the importance of seamless collaboration between various internal and external stakeholders. The intended outcome is to enhance the quality of life for seniors through improved coordination of services, better resource utilization, strengthened community partnerships, and to help build a more resilient healthcare system.

- **Action #9:** Coordinate care and services internally among Long Term Care (LTC), Seniors Services Development (SSD), unions, volunteers, and support services to maximize impact.
- **Action #10:** Engage in robust collaboration with all external stakeholders to provide comprehensive and unified services to seniors.
- **Action #11:** Proactively anticipate and serve the needs of high-risk seniors in the community.

**Action #9:** Coordinate care and services internally among Long Term Care (LTC), Seniors Services Development (SSD), unions, volunteers, and support services to maximize impact.

Effective coordination and collaboration are essential to maximize the impact and quality of care provided to residents and clients. By aligning efforts, sharing resources, and advocating for integrated services, we can enhance Seniors Services' overall effectiveness and responsiveness. This coordinated approach ensures that all parties are working towards common goals, improving communication and service delivery, and ultimately benefiting the residents and clients we serve.

#### **Action #9 initiatives**

- 2024-2025
  - Assess the current interconnections in the work between LTC and SSD

- Engage in integrated advocacy for Seniors Services
- Identify partnership opportunities between Peel Living, Housing, and Seniors Services
- 2025-2026
  - Deploy the insights from the assessment of interconnections in the work between LTC and SSD, to ensure optimal integration between the two divisions
  - Establish a regular cadence for two-way communication with unions, volunteers, and support services
- 2026-2027
  - Evaluate the quality of coordination in care and services between LTC, SSD, volunteers, and support services

**Action #10:** Engage in robust collaboration with all external stakeholders to provide comprehensive and unified services to seniors.

Effective collaboration with external stakeholders is crucial for the successful delivery of integrated and comprehensive services to seniors. By fostering partnerships and aligning strategic goals, we can leverage resources, avoid duplication of efforts, and enhance the quality of care provided.

#### **Action #10 initiatives**

- 2024-2025
  - Align with and contribute to Ontario Health Teams (OHTs) strategic planning and homecare modernization initiatives to avoid duplication of efforts and explore funding opportunities
- 2026-2027
  - Operationalize (post-pilot) the Seniors Health and Wellness Village at Peel Manor using the Program of All-Inclusive Care for the Elderly (PACE)
  - Improve TransHelp experience for ADS clients
- 2028-2029
  - Evaluate the improvements made to the TransHelp experience for ADS clients

**Action #11:** Proactively anticipate and serve the needs of high-risk seniors in the community.

Seniors Services is committed to proactively anticipating and serving the needs of high-risk seniors in the community. Recognizing the increasing demand for specialized care, we aim to ensure that our most vulnerable populations receive timely and effective support.

#### **Action #11 initiatives**

- 2027-2028
  - Develop or inform a waitlist management strategy for ADS

- 2028-2029
  - SSD to deploy its waitlist management strategy
  - Develop and deploy a strategic communication and engagement plan to support high-risk seniors in the community and to encourage the adoption of new models of care



## Implementation and monitoring

Implementation and monitoring of the Strategic Plan are fundamental to achieving the desired outcomes for Seniors Services over the next five years. The Strategic Plan will be operationalized by using several tools and developing processes to ensure alignment of work across all levels of the organization. A detailed implementation plan has been co-created with leadership and will include the following strategies to support implementation and monitoring:

- **Centralized planning and monitoring:** Strategic initiatives are prioritized yearly and have an associated lead. This lead will provide regular updates to Seniors Services Leadership to manage risks and engage in collaborative problem-solving.
- **Project management:** Annually, each initiative will be planned using detailed milestones. Lead and supporting roles will be consulted, and process and outcome metrics will be reviewed to ensure thoughtful planning and execution of each initiative.
- **Performance measures and deliverables:** As deliverables and inputs are finalized, they will be tracked, and performance metrics for each priority will be established and monitored.
- **Revision and updates:** A structured approach will be implemented for prioritizing annual initiatives to facilitate effective planning and managing risk for each subsequent year.
- **Decision-making tools and templates:** Formal tools and templates will be utilized to assess new project proposals and initiatives for their alignment/relevance to the Strategic Plan. This approach will streamline work efforts, enhance transparent decision-making, and ensure thorough documentation of decisions and the criteria behind them.
- **Integration with performance management program:** Strategic goals, key actions, and initiatives will guide the development of performance management plans for leaders and staff.

## Conclusion

The 2024-2029 Strategic Plan outlines a comprehensive approach to enhance Seniors Services by cultivating a resilient workforce through a commitment to a psychologically healthy and safe culture, focusing on delivering person-centred and emotion-based care, and enhancing integrated service delivery through collaboration and partnerships. The leadership teams aim to align decision-making and operational priorities with these goals, emphasizing innovative approaches and collaborative efforts across the organization. Leadership commits to embedding the Strategic Plan into all decision-making processes to ensure its successful implementation.



**To learn more about Seniors Services,  
scan the QR code.**