

Peel Region's Seniors Services

# Strategic Plan

## 2024 - 2029

### SUMMARY



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# 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**

# FOUR SOURCES of input to create our Strategic Plan

1

## Employee data



- Strategic planning survey
- Feedback boards
- Culture and Wellness Focus Groups' findings and recommendations (2023)
- How Are You Doing Survey (2023)
- How Are You Doing Survey (2022)
- Workshops and Team Meetings

2

## Organizational data



- Health, Strategy, Planning and Performance (HSPP) documents mapping initiatives and outcomes
- Organizational Performance and Reviews
- Industry Standards and Legislation

3

## Environmental scan



- Review of best practices in Seniors Services across the globe
- Review of Strategic Plans of relevant Seniors Services in Ontario

4

## Interviews



- 54 interviews with 47 stakeholders (27 internal to Seniors Services and 20 external) and 3 with allied partners, including Medical Directors

## Guided by your input

Your feedback is the foundation for our Strategic Plan. We have ensured that your contributions are at the heart of our planning process by incorporating insights from different employee surveys and discussions along with reviewing organizational data, performing environmental assessments, and conducting in-depth interviews with internal and external stakeholders.

After thoroughly evaluating the data, clear priorities emerged, and a Strategic Plan dedicated to transforming our work environment was developed. Our focus is on fostering a safe and supportive learning culture where our employees can thrive while also delivering person-centred and integrated care to our residents and clients.

# Strategic goal 1

**Cultivate a resilient and empowered workforce.**

## Employee input

- Employees want increased engagement and interaction with their people leaders.
- There is a strong desire for a culture focused on employee wellbeing, recognizing that people leaders play a crucial role in guiding these initiatives.
- Employees want access to learning and development opportunities in conflict management, stress management, clinical skills, mental health, wellness, and soft skills to enhance their overall effectiveness and work satisfaction.
- Employees expressed a need for support with workload management.
- Employees want improved and ongoing support for injured and unwell staff.
- Employees want genuine recognition and acceptance for who they are and their contributions.

## We will accomplish this goal by

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

## Strategic goal 2

**Deliver person-centred care that honours individual needs and preferences.**

### Employee input

- Employees want continuous learning and development opportunities to help manage the changing and complex needs of residents and clients, especially for residents and clients with personal expressions.
- Employees expressed a desire to prioritize a consistent adoption of emotion-based care to enhance the resident/client experience.
- Improve decision-making processes to ensure a person-centred approach is maintained in the care of all residents and clients.
- Employees expressed a strong desire to enhance access to resources that support optimal health outcomes for all.

### We will accomplish this goal by

1. Adopting emotion-based care broadly to enhance the resident/client experience through personal connection, meaningful activities, and genuine individualization across all interactions.
2. Championing health equity in individual care planning and delivery.
3. Consciously and consistently engage residents, clients, and their caregivers in shared decision-making for individual care planning and delivery.
4. Innovating and evolving practices to meet complex health needs.

## Strategic goal 3

Facilitate integrated care through purposeful internal and external collaborations.

### Employee input

- Employees emphasized the importance of being treated respectfully and supporting each other across different departments and divisions to foster a sense of collaboration.
- Employees expressed a strong desire to improve teamwork across roles and departments to improve culture and achieve better results.
- Employees would like to prioritize an integrated approach to care so that clients and residents are provided with the best care possible, which better meets individual needs.

### We will accomplish this goal by

1. Coordinating care and services internally among Long Term Care (LTC), Seniors Services Development (SSD), unions, volunteers, and support services to maximize impact.
2. Engaging in robust collaboration with all external stakeholders to provide comprehensive and unified services to seniors.
3. Proactively anticipating and serving the needs of high-risk seniors in the community.
4. Innovating and evolving practices to meet complex health needs.



# Our Strategic Plan sets us up for success with

## Focused action

To elevate the employee and resident/client experiences in facilitating integrated care through purposeful collaborations.

## Long-term prioritization

To guide the work over the next five years to retain top talent, exceed resident/client expectations, and continue to lead by example.

## Integrated goals

To ground everyone's work in our integrated goals builds continuous momentum that enhances employee, resident/client, and partner outcomes.



## What's next?

Get curious. Explore the detailed Strategic Plan linked on the next page to understand the specific initiatives for advancing each strategic goal.

The Strategic Plan includes implementation and measurement plans to ensure effective execution. We will use these plans to improve transparency and accountability, demonstrating progress to address the feedback employees have shared with us.

The success of Seniors Services relies on the commitment of every individual to contribute towards advancing our vision and mission.



**To view the full Strategic Plan,  
scan the QR code.**