

Peel Region's Seniors Services

Strategic Plan

2024 - 2029



2024/2025 UPDATE

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

Seniors Services Strategic Plan

Summary of 2024/2025 Initiatives

		Complete	On track	Modified
Cultivate a Resilient and Empowered Workforce 	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	✓		
	Incorporate components of psychological health, well-being 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	✓		
	Work with Health Strategy, Planning, and Partnerships to bolster the volunteer service program for Long Term Care (LTC) and Seniors Services Development (SSD)		✓	
Deliver Person-Centred Care 	Plan and execute certifications and recertifications with Meaningful Care Matters to reinforce and sustain emotion-based care across all the LTC homes	✓		
	Adult Day Services to develop and rollout plans for the formal adoption of emotion-based care	✓		
	Plan and implement training and use of diagnostic equipment across all LTC homes to minimize unnecessary transfers to hospitals	✓		
Facilitate Integrated Care 	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		✓	
	Align and contribute to Ontario Health Teams strategic planning and home modernization initiatives		✓	
	Create a plan for the Wilson Lands development	✓		



Cultivate a Resilient and Empowered Workforce

Update on 2024/2025 Key Initiatives

Source and plan an optimal cultural competence learning to establish a greater understanding and appreciation of diverse backgrounds and perspectives.

Explored Culture of Belonging training with input from 23 Seniors Services staff. Integrated key concepts into annual learning modules and Departmental Days, and developed a plan for cultural competence training pilot to further embed inclusive practices (pilot is 2025/2026 initiative).

Identify optimal strategies to reinforce all-employees' inclusion training and clarify expectations to discontinue exclusionary behaviours.

Launched an online module and huddle tool on creating safe spaces for 2SLGBTQI+ seniors. Reinforced inclusion through interactive activities and targeted learning at Departmental Training Days.

Incorporate components of psychological health, well-being 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.

Seniors Services staff completed the mandatory psychological health and safety training, with baseline data analyzed to measure knowledge gains. To reinforce learning, huddle tools were developed, and an evaluation plan has been established to guide ongoing assessment and improvement.

Work with Health Strategy, Planning and Partnerships to bolster the volunteer service program for Long Term Care (LTC) and Seniors Services Development (SSD).

Collaborated with Volunteer Resources to enhance volunteer engagement by updating orientation materials and establishing consistent onboarding through regular sessions.

Cultivate a Resilient and Empowered Workforce

Looking Ahead - Key Initiatives for 2025/2026

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 year, we will focus on the following key actions to advance this priority. Each action is supported by a set of initiatives that outline the specific areas that we will undertake in 2025/2026:

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.

- Develop and implement effective strategies to increase leadership visibility and establish an evaluation process to measure the impact over time.
- Design and facilitate leadership development programs to upskill people leaders on effective management and leadership skills.

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

- Conduct a pilot for cultural competence learning to establish greater understanding of the concept of belonging, including an appreciation of diverse backgrounds, perspectives, and strategies to foster an inclusive and respectful workplace and analyze the impact to inform future training.

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.

- Facilitate learning programs and launch resilience tools to address psychological health, well-being 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.

- Bolster the volunteer service programs across LTC and SSD to facilitate/enhance service goals.
- Co-create and implement a succession plan with Human Resources.



Deliver Person-Centred Care that Honours Individual Needs and Preferences

Update on 2024/2025 Key Initiatives

Plan and execute certifications and recertifications with Meaningful Care Matters to reinforce and sustain emotion-based care across all the LTC homes.

Completed five of seven Butterfly certification audits in LTC—four Level 1 Outstanding, one Level 2 Excellent—with two audits pending in October 2025. Peel Region operates seven of Ontario's 30+ Butterfly home areas, with two more in progress.

ADS to develop and rollout plans for the formal adoption of emotion-based care.

ADS leadership and frontline staff completed Butterfly training, leading to successful certification of all five ADS centres. Peel's ADS became Canada's first community-based Butterfly certified program—an innovative milestone in dementia care.

Plan and implement training and use of diagnostic equipment across all LTC homes to minimize unnecessary transfers to hospitals.

Expanded diagnostic capacity by training over 130 staff on new point-of-care testing equipment and developed an Emergency Department transfer tracking tool to monitor impact.

Deliver Person-Centred Care that Honours Individual Needs and Preferences

Looking Ahead - Key Initiatives for 2025/2026

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.

- Design strategies to spread emotion-based care beyond the designated LTC Butterfly home areas to support equity.
- Evaluate the effectiveness of emotion-based care on residents' quality of life using empirical evidence.

Key initiatives for Actions #6 through #8 are planned for subsequent years.

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.





Facilitate Integrated Care through Purposeful Internal and External Collaborations

Update on 2024/2025 Key Initiatives

Assess the current interconnections in the work between LTC and SSD.

Advanced collaboration between LTC and SSD through a strategic engagement at the Seniors Services Business Meeting, resulting in validated interconnections and shared opportunities between divisions.

Engage in integrated advocacy for Seniors Services.

Collaborated with the Seniors Integration and Advocacy Committee to identify key advocacy priorities for the 2025 Association of Municipalities of Ontario (AMO) Conference. Ongoing efforts led to securing Ministry of Long-Term Care funding for the Community Access to Long-Term Care pilot, supporting the Thrive program at the Seniors Health and Wellness Village at Peel Manor.

Identify partnership opportunities between Peel Living, Peel Housing, and Seniors Services.

Expanded partnership with Peel Housing Corporation (PHC) by launching a seniors-focused training catalogue for PHC staff and providing Manorbridge tenants access to the Seniors Health and Wellness Village at Peel Manor Hair Salon.

Align and contribute to Ontario Health Teams' strategic planning and home modernization initiatives.

Aligned with Regional priorities to support aging in place through continued participation at the Mississauga Health Older Adults Planning Table and leadership as Co-Chair of the Central West Older Adults Planning Table.

Create a plan for the Wilson Lands development.

Advanced planning for the 20-acre Wilson Land site led to a Council endorsed Strategic Roadmap on May 22, 2025. This lays the foundation for the site.

Facilitate Integrated Care through Purposeful Internal and External Collaborations

Looking Ahead - Key Initiatives for 2025/2026

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 LTC, SSD, unions, volunteers, and support services to maximize impact.

- Deploy the insights from the assessment of interconnections in the work between LTC and SSD, to ensure optimal integration between the two divisions.
- Explore and establish regular engagement strategies with unions.

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

- Advance the planning for integrated health and community services for the Wilson Lands.
- Operationalize the pilot of the Thrive Program at the Seniors Health and Wellness Village at Peel Manor.



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