Peel Region's Seniors Services

Strategic Plan

2024 - 2029



2025/2026 UPDATE

Peel Region

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 2025/26 Initiatives

		Complete	On track	Modified
Cultivate a Resilient and Empowered Workforce	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	✓		
	Facilitate learning programs and launch resilience tools to address psychological health, well-being and safety culture, burnout, and compassion fatigue	✓		
	Bolster the volunteer service programs across Long Term Care (LTC) and Seniors Services Development (SSD) to facilitate/enhance service goals		✓	
	Co-create and implement a succession plan with Human Resources		✓	
	Design and facilitate leadership development programs to upskill people leaders on effective management and leadership skills		✓	
	Develop and implement effective strategies to increase leadership visibility and establish an evaluation process to measure the impact over time			✓
Deliver Person-Centred Care	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	✓		
Facilitate Integrated Care	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	✓		
	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	✓		



Cultivate a Resilient and Empowered Workforce

Update on 2025/2026 Key Initiatives

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.

Successfully developed and launched *Chapter 3: Creating Safe Spaces for Diverse Cultural Communities* and *Chapter 4: Caring for People Across Different Cultures and Ethnicities*, through Surge Learning, equipping staff with practical knowledge and skills to better support diverse residents, clients, caregivers, and communities. Cultural competence learning programs will continue to be implemented over the next year.

Facilitate learning programs and launch resilience tools to address psychological health, well-being and safety culture, burnout, and compassion fatigue.

Five leadership huddle tools were developed and shared throughout the year, focusing on resilience, gratitude, health equity, and grief and loss. Additional efforts included complimentary employee massage clinics, wellness moments in partnership with the Canadian Mental Health Association (CMHA), onboarding leaders to the Ontario Centres for Learning, Research and Innovation in Long-Term Care (CLRI) *Not Myself Today* program, launching the mental health champion pilot program, and advancing diversity, equity, and inclusion case studies to support psychologically safe workplaces.

Bolster the volunteer service programs across LTC and SSD to facilitate/enhance service goals.

Seniors Services teams collaboratively worked with Volunteer Resources to review and enhance volunteer recruitment, onboarding, and orientation processes. A centralized volunteer orientation process was finalized and implemented, including monthly virtual orientation sessions and site-specific onboarding, supported by updated materials.

Co-create and implement a succession plan with Human Resources.

Advanced succession planning efforts by developing a Skills Benchmarking briefing note for senior leadership review and endorsement. Planning was completed to transition into the next phases of implementation, including identifying potential successors for specific leadership positions, establishing individualized development timelines, and partnering with Human Resources.

Design and facilitate leadership development programs to upskill people leaders on effective management and leadership skills.

Leadership development efforts continued through the release of the Seniors Services Leadership Development Framework. Leadership training opportunities were delivered across Seniors Services, including the ongoing Virtual Leadership Learning Series, which offered HR-focused sessions to strengthen leadership practices.

Develop and implement effective strategies to increase leadership visibility and establish an evaluation process to measure the impact over time.

Implementation has been transitioned as part of broader organizational work related to leadership development programs and succession planning. This shift reflects current state assessments to identify priorities, opportunities, and sustainable approaches for strengthening leadership capacity.



Cultivate a Resilient and Empowered Workforce

Looking Ahead - Key Initiatives for 2026/2027

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:

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

- Design and 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.

- Implement 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 and client care, and foster personal resourcefulness to ensure psychological health, wellbeing, and safety.

- Evaluate resilience tools to support a psychologically healthy and safe culture.

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

- Evaluate the effectiveness of volunteer onboarding from the perspective of volunteers, employees, and residents/clients.
- Succession planning to inform work with Human Resources to create a recruitment plan for all roles in Seniors Services.

Deliver Person-Centred Care that Honours Individual Needs and Preferences

Update on 2025/2026 Key Initiatives

Design strategies to spread emotion-based care beyond the designated LTC Butterfly home areas to support equity.

Completed a comprehensive program framework, including key milestones, to guide the implementation of emotion-based care across Seniors Services. Developed materials to support the spread of emotion-based care across the continuum. In addition, Davis Centre LTC secured $118,016 in Ministry of Long-Term Care one-time funding to implement the Butterfly Model throughout the home.

Evaluate the effectiveness of emotion-based care on residents' quality of life using empirical evidence.

Completed preliminary evaluation and data analysis to assess the impact of emotion-based care on resident quality of life, with findings reviewed internally to inform continued quality improvement, and program planning. A research manuscript and implementation roadmap to support the spread of emotion-based care across Seniors Services has been completed.



Deliver Person-Centred Care that Honours Individual Needs and Preferences

Looking Ahead - Key Initiatives for 2026/2027

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 the 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 long term care Butterfly home areas to support equity.

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

- Explore opportunities to align and strengthen sociodemographic data collection across Seniors Service to support health equity planning, identify service gaps, and better understand the needs of diverse residents and clients.

Key initiatives for Actions 7 and 8 are planned for subsequent years.

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 2025/2026 Key Initiatives

Deploy the insights from the assessment of interconnections in the work between LTC and SSD, to ensure optimal integration between the two divisions.

Completed development of the "I Pass the Baton" transition template within AlayaCare. Conducted pilot testing and refinement to improve workflow, usability, and documentation. Confirmed readiness to advance to broader validation and implementation planning across additional ADS programs in collaboration with Long Term Care. Progress has advanced to define ongoing ownership, maintenance, support, and training processes to sustain the tool following implementation.

Explore and establish regular engagement strategies with unions.

Strengthened labour relations and communication through ongoing engagement with union partners, including regular touchpoints between union representatives, leadership teams, and Culture & Wellbeing Advisors. Cross home meetings and continuous engagement strategies established consistent communication channels, enhancing information sharing, collaborative problem solving, and keeping union partners informed of organizational progress.

Advance the planning for integrated health and community services for the Wilson Lands.

Advanced Phase 2 workstreams by completing community engagement, partnership development reports, and feasibility assessment activities. Presented a project update to Regional Council, including progress to date and next steps for the project. Submitted a 2027 capital budget request to support initiation of future planning and approval activities.

Operationalize the pilot of the Thrive program at the Seniors Health and Wellness Village at Peel Manor.

Secured $2.18 million in Year 2 Ministry of Long-Term Care funding to continue the Community Access to Long-Term Care pilot as part of Thrive at the Seniors Health and Wellness Village at Peel Manor. In its first year, the program delivered over 25,000 client interactions and nearly 3,000 clinical visits. Additionally, secured Ontario Health funding supporting the launch of an 8-bed overnight respite program, providing short-term support for community dwelling seniors and critical relief for caregivers. Expanded clinical support through respite by assisting clients who require insulin administration.

Facilitate Integrated Care through Purposeful Internal and External Collaborations

Looking Ahead - Key Initiatives for 2026/2027

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

- Evaluate the impact and outcomes of the Thrive/Community Access to Long-Term Care program at the Seniors Health and Wellness Village at Peel Manor to inform future planning and service enhancement.
- Advance planning for integrated health and community services for the Wilson Lands.

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

- Integrate Behavioural Supports Ontario (BSO) within Seniors Services to strengthen integrated care and improve outcomes for seniors in the community and Long Term Care.

All key initiatives for Actions 9 have been completed

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

- Engage in integrated advocacy for Seniors Services
- Identify partnership opportunities between Peel Living, Housing, and Seniors Services
- Assess the current interconnections in the work between LTC and SSD
- 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





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

SSD-0018-11 26/11