



Strategic Plan 2026– 2031

Extending Care, Supporting Aging in Place
Building Stability, Connection, and
Confidence for Seniors in Peel



**Peel
Senior
Link**

helping
seniors live
independently

VISION 2031

By 2031, seniors across Peel Region will experience greater stability and independence. They will have clear, coordinated access to supports, experience smooth transitions between services, and remain deeply connected to the environments that sustain their well-being.



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Table of Contents

1. Purpose and Strategic Intent	2
2. Case for Change	2
3. Strategic Priorities & Goals	3
Strategic Priority 1: A Coordinated & Accessible System of Care	3
Strategic Priority 2: A Strong & Resilient Organization	3
Strategic Priority 3: Leadership in Community-Based Senior Care	4
4. Measuring Success: Strategic Scorecard	4
5. Risk Management	5
6. Implementation & Governance	6
7. Communication & Engagement	6
Conclusion	6



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1. Purpose and Strategic Intent

Mission

To enable seniors to live at home independently with integrated supports and services.

Strategic Shift

This plan intentionally pivots from *expanding the size of the organization* to *extending the reach, consistency, and effectiveness of our relational model of care* through partnerships, navigation, and system leadership.

What We Will Not Do

- Become a high-volume clinical service provider
 - Duplicate services that other providers already provide well
 - Expand programs without sustainable funding and workforce capacity
 - Adopt technology that diminishes relational care
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2. Case for Change

- **Demographic Shift:** Peel's senior population is growing rapidly, with increasing complexity related to mobility, isolation, culture, language, and caregiving burden.
- **System Fragmentation:** Health, housing, and social services are often siloed, leading to delayed support, preventable crises, and poor experiences for seniors and caregivers.
- **PSL's Unique Role:** Peel Senior Link has been identified by the community as a trusted service provider and connector embedded in residential communities, uniquely positioned to identify needs early, support navigation, and prevent system failure.

Desired Future

A coordinated ecosystem where seniors and caregivers understand their options, access services earlier, and remain supported at home longer.



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3. Strategic Priorities & Goals

Strategic Priority 1: A Coordinated & Accessible System of Care

Goal

Strengthen the ecosystem of partnerships and navigation supports to make aging in place easier to understand and access.

Key Strategic Actions

- **Caregiver Support:** Expand structured caregiver services, peer connection opportunities, and culturally responsive resources.
- **Navigation Pathways:** Clarify entry points, eligibility criteria, and referral processes across partners.
- **Navigation Technology:** Implement technology-enabled tools (buy/partner-first approach) that improve service visibility and coordination without replacing relational engagement.
- **Partner Accountability:** Establish formal partnership agreements (MOUs, referral standards, service-level expectations).

What PSL Directly Delivers vs. Enables

- **Direct:** Community-based navigation, relational support, early identification of risk.
 - **Enabled:** Access to clinical, housing, and social services delivered by partners.
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Strategic Priority 2: A Strong & Resilient Organization

Goal

Strengthen workforce, operational systems, and financial resilience to protect PSL's relational care model.

Key Strategic Actions

- **Employer of Choice:** Maintain competitive compensation, supportive supervision, and professional development pathways.
- **Workforce Enablement:** Use digital tools to reduce administrative burden and increase time spent with seniors.
- **Organizational Adaptability:** Standardize core processes while allowing flexibility across sites and communities.
- **Funding Diversification:** Expand relationships with foundations, municipalities, and philanthropic partners

Financial Guardrails

- Maintain minimum unrestricted reserves.
 - Limit reliance on any single funding source to no more than 85% of total revenue.
 - Target modest annual operating surpluses to reinvest in our workforce, technological advances and pilot projects.
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Strategic Priority 3: Leadership in Community-Based Senior Care

Goal

Elevate the visibility and influence of community-based care by contributing leadership, evidence, and advocacy to the broader system.

Key Strategic Actions

- **System Leadership:** Act as a convenor, pilot host, and learning partner within OHTs and sector tables.
- **Evidence & Outcomes:** Collect and share data demonstrating reduced hospital pressure and improved transitions.
- **Culture of Innovation:** Pilot → evaluate → scale new service models without overburdening frontline staff thus establishing the organization as a leader in the sector
- **Wellness Hub Evolution:** Grow the hub model as a collaborative platform responding to cultural, medical, and practical needs.

Conditional Growth Principle

Expansion of leadership activities and hubs will be contingent on sustainable funding, partnerships, and staff capacity.

4. Measuring Success: Strategic Scorecard

Strategic Priority 1: System of Care

- Time from referral to service connection (leading)
- Partnership agreements executed (leading)
- Avoidable hospitalizations (lagging)
- Occupancy rates

Strategic Priority 2: Organizational Strength

- Employee turnover and vacancy rates
- Staff engagement and net promoter score
- Budget variance and reserve levels
- Complaints and compliments

Strategic Priority 3: System Leadership

- Participation (leadership, advising, attending) in provincial/local planning tables
- Wellness hub participation rates
- Website and knowledge-sharing engagement
- Time from hospital readiness to return home (ALC)

All indicators will include clear ownership, baselines, annual targets, and reporting cadence.

5. Risk Management

Key Risks & Mitigations

- **Workforce Burnout:** Manage caseloads, strengthen supervision, invest in well-being.
- **Partner Dependency:** Formal agreements, shared accountability, escalation pathways.
- **Technology Adoption:** Phased implementation, staff training, user testing.
- **Funding Volatility:** Diversify revenue, maintain reserves, scenario planning.

The Board will receive an annual risk update linked to strategic priorities.

6. Implementation & Governance

Year One Focus (2026–2027)

- Establish implementation teams for each strategic priority.
- Finalize baselines and targets for the scorecard.
- Launch priority partnership agreements and navigation pathway work.
- Confirm financial strategy and funding diversification plan.

Board Oversight

- Quarterly dashboard aligned to strategic priorities.
 - Annual strategy and risk review.
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7. Communication & Engagement

- Internal implementation updates and CEO town halls.
 - Client and caregiver experience surveys.
 - Community and partner engagement forums.
 - Clear, consistent external messaging reinforcing PSL's role as a trusted connector.
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Conclusion

This updated strategy preserves the relational heart of Peel Senior Link while strengthening execution discipline, financial resilience, measurement clarity, and system leadership. It positions PSL to navigate an increasingly complex environment while remaining deeply grounded in community-based care.