

Regional Geriatric Program of Southwestern Ontario

Strategic Plan 2026 - 2029
Moving Forward With Purpose

Introduction: Message from Co-Chairs



It is with great pleasure that we present the 2026 – 2029 Regional Geriatric Program of Southwestern Ontario's strategic plan. The plan was developed collaboratively through co-design with partners, caregivers and older adults with complex health needs.

Sandy Jansen - Chair VP, Patient Care & Risk St. Joseph's Health Care London

Jennifer Cornell – Co-Chair, Grey Gables, Lee Manor and Rockwood Terrace Care Communities

Mission, Vision and Values

Our vision, mission, and values serve as the foundational principles for all aspects of our strategic planning and operations.

Our vision for the RGP SWO:

Creating communities where older adults and caregivers thrive.

We will achieve our vision via our mission:

We foster a system's approach to geriatric care, research and education in Southwestern Ontario, collaborating with partners, caregivers and older adults.

Underpinning all initiatives we support are our values - **THRIVE**

Teamwork

We work collaboratively across provincial and regional partners as one team

Holistic

We believe quality care includes holistic care, spiritual care and health and social services care

Rigor

Our work is supported by evidence, research and evaluation

Innovation

We work with partners to innovate care and practices

Vision-aligned

Work is intentionally directed toward achieving the goal of thriving older adults and caregivers

Equitable

We aim to provide equitable access to services

RGP SWO Role and Mandate

The role of the Regional Geriatric Program is to work with older adults and their caregivers, and with provincial and regional partners from long-term care, community supports services, community mental health agencies, specialized mental health, primary care, home care, research and academic partners, care partners, and hospital to identify opportunities and solutions to create an integrated and seamless system of services for older adults and their caregivers. This is achieved through five operational focus areas outlined below;



Excellence in Clinical Care

We co-design health care improvements with geriatric experts, partners and older adults to prioritize early detection and prevention of disease and disability.



Education

We collaborate with education partners to train current and future providers, ensuring equitable access and planning for roles needed to support geriatric care.



Research and Evaluation

We drive continuous improvement through research, innovation and program evaluation to identify what works and uncover new opportunities.



Capacity Planning

We lead strategic planning to ensure timely, purposeful access to care and programs that meet the evolving needs of older adults.



Advocacy

We champion older adults' right to coordinated, high-quality care that supports living their best life, advocating for better experiences for them and their caregivers.

Alignment of our work

We heard through the engagement process that the RGP SWO's work needs to align with the work of Ontario Health West, with Ontario Health Teams and Ontario Health at Home. Without alignment, there is a risk of duplicating system efforts. As we launch this strategic plan, we will work with system partners to understand regional initiatives and align efforts where possible.

Launch of this strategic plan

We will be launching this strategic plan through an engagement plan that features community visits across Southwestern Ontario among other engagement activities. We can't wait to see you and to share our Strategic Plan with you and to gather your insights into future operations. Together we can meet our vision of creating communities where older adults and caregivers thrive.

2026 – 2029 Strategic Directions

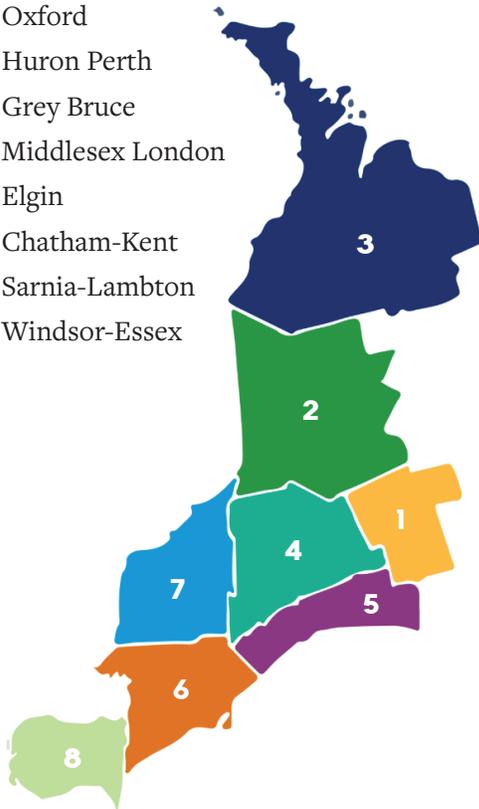
The Regional Executive Steering Committee for the Regional Geriatric Program of Southwestern Ontario (RGP SWO) has co-designed three ambitious strategic directions for the RGO SWO – leading excellence across every community, empowering equity through access and driving timely care.

The three strategic directions have been chosen through a review of extensive stakeholder feedback with input from over 200 stakeholders including older adults and caregivers. The three strategic directions aim to influence the current system, through working collaboratively with partners, to ensure older adults and caregivers experience high-quality, equitable, and timely services, reflecting the five pillars that underpin all RGP initiatives:

- I. Excellence in Clinical Care
- II. Capacity Building & Education
- III. Capacity Planning
- IV. Research & Evaluation
- V. Advocacy

We are intentional throughout this strategic plan and in all future work that the RGP SWO’s scope of work is across the 8 sub-regions of southwestern Ontario.

1. Oxford
2. Huron Perth
3. Grey Bruce
4. Middlesex London
5. Elgin
6. Chatham-Kent
7. Sarnia-Lambton
8. Windsor-Essex



These three strategic directions define RGP SWO's priorities over the next three years, from fiscal year 2026/2027 to 2028/2029

We heard that we need to amplify and communicate our mandate and vision to all partners. Our strategic plan focuses on consistently communicating our vision, mission, values, and future strategies throughout the continuum of care. We will share accomplishments on our Strategic Plan through an Annual Regional Geriatric Program of Southwestern Ontario Report.



1 Leading excellence across every community: A regional partnership strategy for high quality care

Goal

Drive innovation and evolve evidence-based service offerings to achieve the needs of our region.

We will

- Support the implementation and evaluation of evidenced based services across the region
- Work with our partners to measure the performance of evidenced based services across the region
- Identify current regional priorities and develop a work plan to address and evaluate the outcome of these priorities
- Work with our partners to develop a performance measurement framework that aligns with Provincial Geriatric Leadership of Ontario's (PGLO) indicators and the Institute for Healthcare Improvement's Quintuple Aim
- Establish regional research partnership networks

How we will measure our work;

- Develop a performance measurement framework
- Measure the number of cross collaborative projects undertaken between research entities
- Identify measures and mechanisms for measuring older adult and caregiver feedback
- Engage older adults and caregivers in the design and implementation of services and research
- Evaluate provincial program implementation success across the region

2 Empowering equity through access: There will be equitable access to geriatric services

Goal

To develop and implement a system plan for equitable access to geriatric services based on older adults and caregiver population health needs. We recognize that equitable does not mean equal as services need to be tailored to specific regions and populations.

We will

- Develop an asset inventory: the purpose is to determine through review of available data, the gaps in services for older adults and caregivers. We will leverage the current PGLO Asset Inventory Map that has already been developed and align with Ontario Health work. Information on system resources will be communicated and amplified
- Develop and utilize a needs assessment to create an integrated and equitable system of services. To create a multi-year RGP SWO plan which will include Health Human Resource considerations, advocacy priorities, education opportunities and performance indicators. The plan will include an evaluation framework
- Engage provincial and regional partners to align with system priorities specific to older adults

How we will measure our work

- Develop and regularly update an asset inventory across the whole southwestern Ontario geriatrics portfolio.
- Develop a clear system plan for;
 - * Addressing service inequities
 - * Integrated teams
 - * Education gaps and opportunities
 - * Health Human Resources needs
 - * Advocacy priorities
- Develop a tracking system for advocacy work and successes
- Measure improvement in health outcomes for older adults and caregivers
- Conduct an annual evaluation and reporting of expanded access to existing services and the implementation of new services

3 Driving timely care: Regional approach to measurement and timely access

Goal

To improve and streamline access and intake processes across the full spectrum of geriatric services, from referring sources to specialized services in older adult care, with the goal of reducing wait times.

We will

- Ensure equitable access to central intake services across the region and ensure that population needs are considered (i.e. the desire to have services close to home)
- Ensure our work aligns with Ontario Health access and flow provincial and regional initiatives
- Continue the development and implementation of a geriatric services wait time dashboard and ensure transparency for all system partners
- Collaborate with partners to review current wait times and collectively identify and implement strategies to reduce them
- Leverage technological solutions to capitalize on efficiencies

How we will measure our work

- Collaboratively develop a regional wait times dashboard with shared accountability for timely reporting
- We will measure the number of regional strategies executed to support wait time reductions
- Measure the improvement in appropriate referrals resulting from enhanced integration and greater awareness of geriatric services
- Measure experience of care providers, such as primary care
- Measure experience of older adults and caregivers