

THREE-YEAR STRATEGIC PLAN REPORT: 2023–2026

IMPACT & EVOLUTION

Provincial Geriatrics Leadership Ontario (PGLO)
Advancing Integrated Older Adult Care Across Ontario



Executive Summary

Ontario's health and community care systems are encountering more older adults living with frailty, dementia, seniors' mental health conditions, multiple chronic illnesses, and complex care needs that cross sectors. Families and care partners are carrying increasing responsibility, while providers and organizations need practical tools, shared data, and coordinated models of care.

Provincial Geriatrics Leadership Ontario (PGLO) provides provincial leadership and coordination for specialized geriatrics services and seniors' mental health programs to help the system respond to the needs of an older population together. PGLO connects clinical expertise with lived experience, regional programs, primary care, hospitals, home care, community agencies, academic partners and policy-makers. Through this provincial network, PGLO builds capacity, advances evidence-informed care, strengthens measurement, and supports policy and system planning. These efforts are bringing high-quality, integrated care to older adults living with complex conditions, and their care partners, across Ontario.

From 2023 to 2026, PGLO moved from foundation-building to system mobilization and integration. Together with partners, PGLO created a scalable provincial education platform, expanded caregiver supports, developed clinical guidance for priority areas such as dementia and delirium, built Ontario's most comprehensive inventory of specialized geriatric and seniors' mental health services, and convened provincial policy dialogue on the future of aging care.

Partner Value Propositions

For older adults and care partners:

Better-informed providers, stronger caregiver supports, and a system designed around individuals living with complex needs.

For providers:

Clinical guidance, practical education and opportunities for clinical input.

For organizations:

Tools, data, and implementation supports to improve care.

For regions and Ontario Health Teams:

Capacity building, planning information and models to support planning and integration.

For Government and Ontario Health:

Clinical expertise, lived-experience insight, and decision-ready data and ideas to inform policy and investment.

The 3-Year Trajectory (2023-2026)

Year 1 (2023-24): Strengthening the Foundation

In this year, PGLO focused on building visibility and alignment. We launched a new unified digital home (geriatricsontario.ca) and published an updated, comprehensive [Provincial Asset Inventory](#) of specialized and focused geriatric services. This data provided the necessary "current state" baseline to support regional growth, address rising service demand and encourage new health human resource investments in some Ontario Health regions. PGLO also created and launched the [Provincial Common Orientation to the Care of Older Adults program](#), bringing workforce training in the care of older adults to health and social care providers across Ontario.

Year 2 (2024-25): System Mobilization

With the data in hand, PGLO moved toward standardization. Our focus shifted to "the how" of care delivery, and we increased our activity in the implementation of quality standards. PGLO supported initiatives such as Ontario Health's Delirium Aware Safer Health (DASH) campaign and collaborated with partners like the Rehabilitative Care Alliance and Canadian Coalition for Seniors' Mental Health to bring expert clinical guidance to a variety of audiences. The [Aging Care in Ontario Summit](#) served as a pivotal moment, aligning PGLO's vision with public and policy priorities to provide system-level recommendations to various ministries and Ontario Health.

Year 3 (2025-26): Optimization and Integration

In the final year of this strategic plan, PGLO reached operational maturity. We moved from planning to execution, launching development of [Primary Care Integrated Geriatric Teams](#) and coordinated access models and scaling digital engagement by over 300%¹. PGLO is entering the next cycle with a stronger provincial and national presence as a policy, clinical, education and knowledge mobilization partner.

Impact Highlights – By the Numbers

1,380+

PROVIDERS TRAINED

320+

ORGANIZATIONS
ENGAGED

100%

ONTARIO HEALTH REGIONS
REACHED

1,400+

CARE PARTNERS
ENGAGED

392

SPECIALIZED PROGRAMS
INVENTORIED

66%

NEWSLETTER SUBSCRIBER
GROWTH

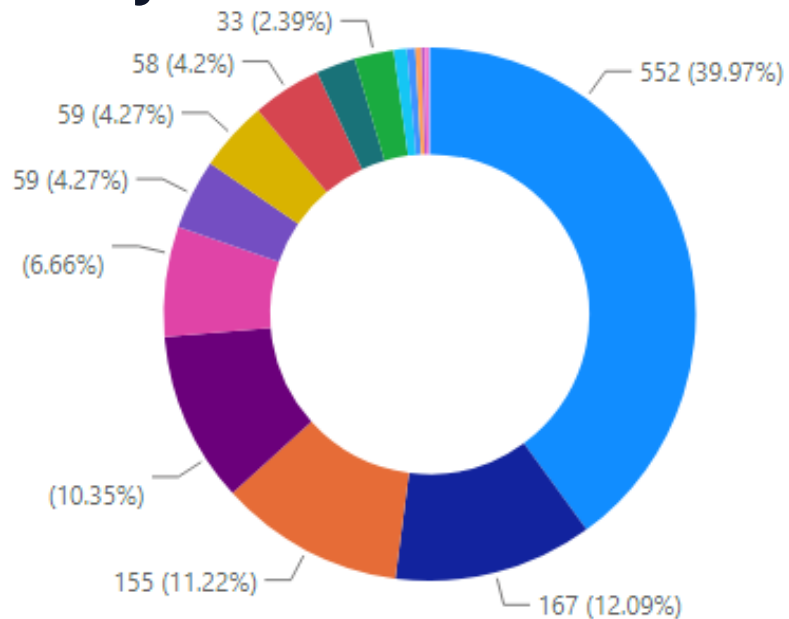
¹ See Appendix 1

Strategic Direction 1: Build Capacity Across the System

PGLO expanded system-wide capacity through coordinated education, workforce development, caregiver support, and primary care integration initiatives. Key achievements included scaling the Provincial Common Orientation to the Care of Older Adults (PCO) to 10 cohorts (three per year), training over 1,380 professionals from more than 300 organizations across sectors.

The Caregiving Strategies program reached 1,400+ caregivers and has been modernized, with plans to expand access to practical supports for those caring for older adults with frailty and dementia. Three Leadership Exchanges and ongoing engagement via the Provincial Clinical Leadership Council supported leadership development within geriatric services. PGLO also hosted annual conferences for Geriatric Emergency Management and Nurse Led Outreach Team Programs. The PGLO team mentored ten students and supported 29 grant applications to further scholarship in older adult care. In 2025–2026, PGLO also began developing an adaptive leadership program to strengthen mentorship of future professionals.

Primary Care Integrated Geriatric Team models advanced through webinars, reports, and presentations. Alongside nearly 60 primary care team members trained through PCO, these efforts support improved attachment to primary care and earlier identification of frailty, dementia, and seniors' mental health needs, strengthening community-based care.



Participants in PCO by Sector

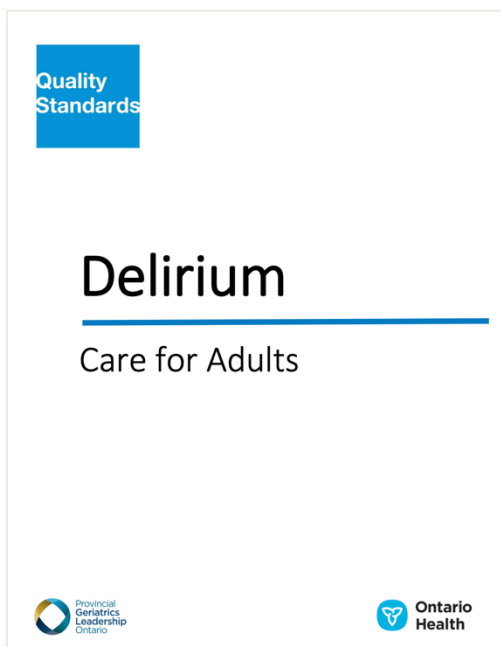
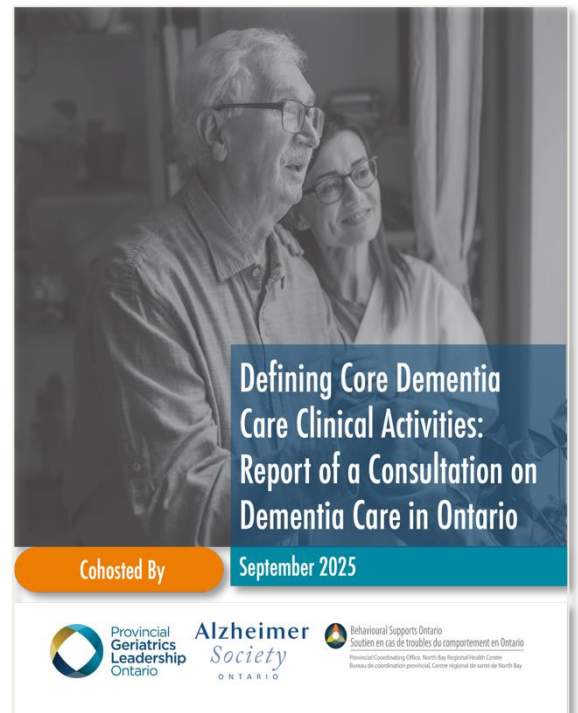
- Acute Care
- Home Care
- Paramedicine
- Community and Social Services
- Specialized Geriatric Services
- Primary Care (CHC, FHT, NPLC)
- Rehabilitative Care
- Long Term Care
- Indigenous Health
- Mental Health and Addictions
- Academia
- Out of Province
- Ontario Health/Ontario Health Teams
- Hospice
- Retirement Home
- Other

Impact

PGLO's provincial workforce development infrastructure is scalable, cross-sectoral, and directly supports improved care quality and system capacity. Most participants reported gaining new knowledge of older adult care and 92% reported translating this into care improvements in their practice.

Strategic Direction 2: Drive Clinical Excellence

PGLO advanced clinical excellence through development of guidance, frameworks, and implementation supports aligned with provincial priorities. Key outputs included the 'Defining Core Dementia Care Clinical Activities' report, co-developed with Alzheimer Society Ontario and the Provincial Coordinating Office for Behavioural Supports Ontario. PGLO also led the ongoing development of the Dementia Care Competency Framework, a multi-partner and Delphi-informed process.



PGLO supported implementation of several provincial quality standards, including Alternate Level of Care Leading Practices, and standards for Dementia and Hip Fracture. We collaborated with Ontario Health in the Delirium Awareness Safer Health (DASH) Campaign and were instrumental in defining the need for and supporting the resultant launch of new quality standards for Insomnia, Frailty and Falls. Our work with Ontario Health's Clinical Council informed guidance on integrated care design and clinical models.

PGLO also supported regional program development, governance alignment, and planning for coordinated access to specialized geriatrics services (SGS) and seniors' mental health (SMH) programs.

Impact

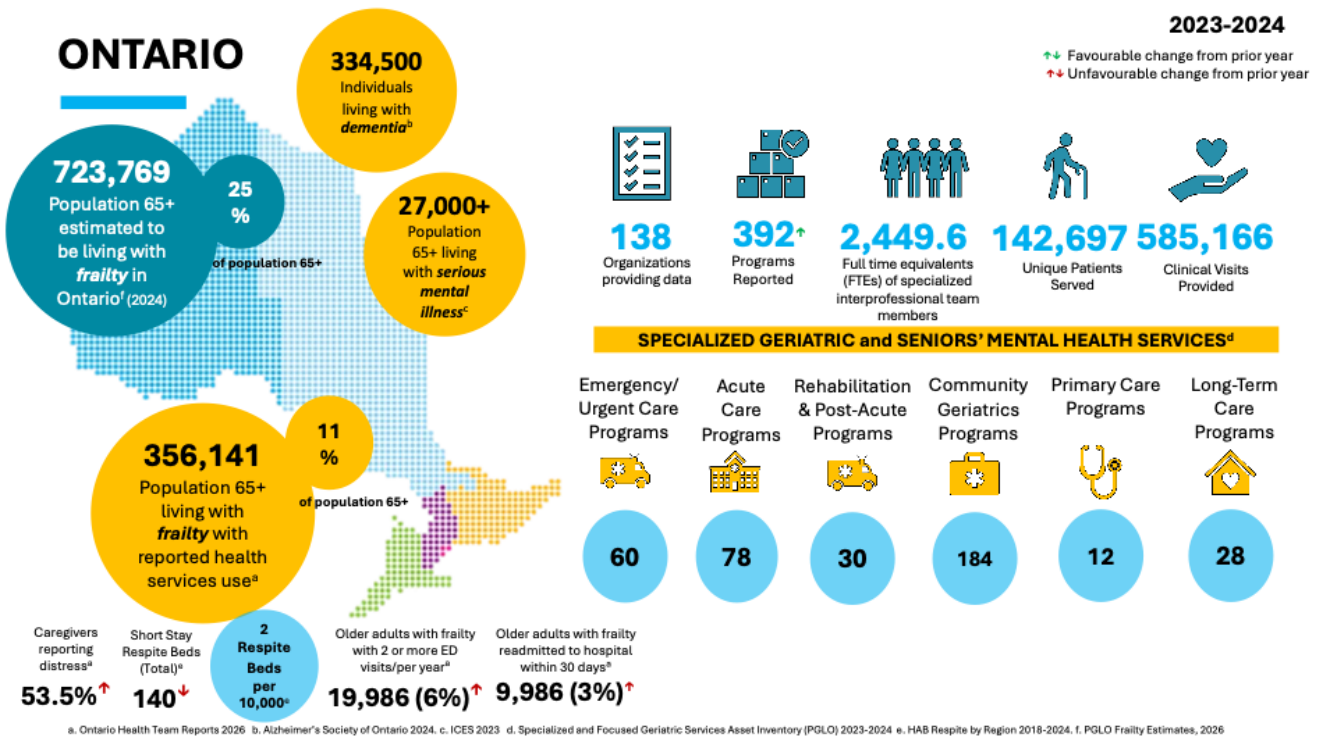
Direct support for the development of four provincial quality standards and ongoing implementation activities to accelerate adoption of evidence-informed care across Ontario.

Strategic Direction 3: Advance Performance Measurement

Prior to PGLO's Provincial Asset Inventory (PAI), Ontario's visibility into specialized geriatric services and seniors' mental health capacity was fragmented. Regional partners had important local knowledge, but there was no consistent provincial baseline to understand where services existed, how capacity was distributed, or how available resources aligned with population need.

Through the PAI, PGLO created a shared provincial map of SGS and SMH services, which grew to cover more than 390 programs and approximately 2,450 providers. This transformed local and regional knowledge into a provincial planning asset. Building on this foundation, PGLO developed a Capacity Planning, Performance Measurement and Evaluation Framework to help assess whether Ontario has the right mix of resources, services, and workforce readiness to support older adults living with frailty, dementia, seniors' mental health conditions, and other complex needs.

This work moves PGLO's data role beyond inventory-building. It enables partners to identify gaps, compare regional capacity, inform health human resource planning, support coordinated access models, and guide Ministry and Ontario Health decision-making. In this way, PGLO is helping the system move from fragmented visibility to evidence-informed planning and decision support.



Impact

Enabled data-driven planning and improved visibility of system capacity, resulting in regional and local service growth in some Ontario Health regions.

Strategic Direction 4: Advance Seniors Health Policy

PGLO brings specialized geriatrics, seniors' mental health, community, and lived-experience perspectives into policy conversations that might otherwise be dominated by single-sector approaches. To do this, PGLO played a central role in convening partners and gathering insights to inform provincial and national policy related to older adult care.

LEADING THE WAY IN DEMENTIA CARE

Submission to the Standing Committee on Social Policy regarding Bill 121: Improving Dementia Care in Ontario Act, 2023

October 2024

Key activities included submissions related to Bills 121 and 235, policy briefs covering critical issues such as provincial respite capacity and participation in the development of national standards for long-term care and dementia friendly home care (CSA Group). PGLO also convened the Ontario Collaborative for Aging Well, an ongoing forum bringing together organizations, individuals, Ontario Health Teams (inclusive of primary care) and SGS/SMH leaders to support alignment and collective action in the care of older adults. This forum is co-hosted with the Ontario Age-Friendly Communities Outreach Program at the Centre for Studies and Aging & Health at Queen's University.



The Aging Care in Ontario Summit was a capstone event co-hosted with the Behavioural Supports Ontario Provincial Coordinating Office. This event brought together more than 100 system leaders and older adults to identify priorities and develop recommendations for a provincial system of aging care. These recommendations also continue to inform PGLO's operational and strategic planning.

Impact

Strengthened alignment between policy and practice and ensured geriatrics expertise informed provincial planning and legislation.

Strategic Pillar Performance - Summary

Build Capacity

Delivered extensive workforce and care partner training; supported trainees and researchers; convened leadership forums to engage SGS, SMH and other leaders.

Drive Clinical Excellence

Defined core dementia care clinical activities; supported the implementation of quality standards.

Performance Management

Created a unified SGS and SMH provincial asset inventory; developed robust system-wide outcome indicators.

Health Policy

Led provincial aging care planning; provided direct support to Ontario Health Teams; contributed to national standards for LTC and dementia-inclusive home care.

Cross Cutting Enablers

PGLO's impact was enabled through strong partnerships with Ontario Health, Ministries, academic institutions, independent researchers and sector organizations. Knowledge mobilization through digital platforms, newsletters, and reports enhanced reach and engagement. Equity considerations were integrated through a focus on rural and underserved populations, and lived experience was embedded throughout operations with the oversight of the PGLO Provincial Older Adult and Care Partner Advisory Council.

What Still Needs Focus

Despite progress, Ontario continues to face rising demand, uneven access to specialized geriatric and seniors' mental health services, caregiver strain, workforce readiness gaps, and limited system-level outcomes measurement for older adults with complex needs. PGLO's next strategic cycle will focus on turning provincial assets into integrated, measurable, equitable models of care.

System outcomes:

Stronger provincial network, common data assets, expanded training reach, policy-informed planning.

Ongoing challenges:

Access inequity, rising demand, caregiver distress, workforce readiness.

Looking Ahead: Strategic Plan 2026-2031

Provincial Geriatrics Leadership Ontario (PGLO) developed its 2026-2031 strategic plan through extensive consultation with nearly 200 interest holders including older adults, care partners, clinicians and policy-makers. Over the coming years PGLO will collaborate courageously to address impactful strategic priorities.

We cannot do this work alone, and will continue to connect and support a provincial network that works to improve care for older adults and care partners through collaboration, innovation, and system-wide leadership in specialized geriatric and seniors' mental health services.

By convening partners, facilitating collective impact, influencing policy across dementia and frailty care, seniors' mental health and more, and supporting specialized geriatric and seniors' mental health services, PGLO will elevate provincial health system design - supporting work that enables older adults to receive equitable, high-quality care while enabling partners to deliver and scale impactful solutions. It is our vision that, through collective action, we will realize a future where every older adult in Ontario - regardless of location, background, or complexity of need - has timely access to integrated, compassionate, and evidence-informed care that supports their health, dignity, and quality of life.

Five Strategic Priorities 2026-2031

Performance

Fostering a high-performing care system for older adults and care partners

Data

Advancing equity and data driven decision-making

Partnerships

Strengthening partnerships with primary care to expand capacity and coordination

Innovation

Accelerating and spreading innovation across Ontario

Value

Promoting the value of Ontario's network of specialized clinical services for older adults

Four Core Activities 2026-2028

Develop a plan for a core services framework for older adult specialized clinical care

Build the PGLO Data and Analytics Program

Accelerate integrated models with primary care

Support the uptake of clinical guidelines and quality standards

A Shared Vision for the Future

Older adults in Ontario, regardless of location, background, or complexity of need, have timely access to integrated, compassionate, and evidence-informed care that supports their health, dignity, and quality of life.

Leadership

Steering Committee

2025/2026

Cathy Berges, OACPAC Representative
Kathy Borthwick, OACPAC Representative
Pam Chan, Regional Geriatric Program Toronto
Dr. Jo-Anne Clarke, North East Specialized Geriatric Service**
Dr. Jonathan Crowson, St. Joseph's Healthcare (Hamilton)
Dr. Chris Frank, Providence Care (Kingston)
Dr. Sheri-Lynn Kane, St. Joseph's Healthcare London▲
Dr. Barbara Liu, Regional Geriatric Program Toronto
Mr. Adam Morrison, Alzheimer Society of Ontario
Dr. Leah Nemiroff, Providence Care (Kingston)
Ms. Marija Padjen, Canadian Mental Health Association
Ms. Ashnoor Rahim, KW4 Ontario Health Team/Ontario Shores *

Past Members

Julia Baxter, St. Joseph's Healthcare (Hamilton)
Cathy Barrick, Alzheimer Society of Ontario
Dr. Sophiya Benjamin, GeriMedRisk
Dr. Sid Feldman, Baycrest Health Sciences▲
Marie Murphy-Foran, OACPAC Representative
Laura Wilding, The Ottawa Hospital
Anne-Marie Yaraskavitch, OACPAC Representative

* Chair
** Vice Chair
▲ Past Chair

Older Adult and Care Partner Advisory Council (OACPAC)

2025/2026

Cathy Berges, East Region*
Kathy Borthwick, West Region*
Karen Calibaba, West Region
Joan Duke, Northwest Region
Bill Eastway, West Region
Erin Hunter-Lytle, West Region
Jessica Little, West Region
Liz MacLennan, West Region
Suman Miller, West Region
Shoshana Pellman, Toronto Region
Grace Welch, East Region
Anne-Marie Yaraskavitch, East Region▲

Past Members

Lynda Davenport, West Region
Catherine Ingram, East Region
Mieko Ise, Toronto Region
Mona Lancaster, West Region▲
Marie Murphy-Foran, North East Region▲
Anne Newman, East Region

Staff



Dr. Kelly Kay PhD
Executive Director



Dr. Heather MacLeod OT Reg. (Ont.) DSc
Director, Programs & Partnerships



Dr. Mark Lachmann MHSc FRCPC
Co-Medical Director
Geriatric Psychiatry



Dr. Kevin Young PhD FRCPC
Co-Medical Director
Geriatric Medicine

Acknowledgments

PGLO is grateful for operational funding from the Ministry of Health. We would also like to acknowledge the Regional Geriatric Programs across Ontario and the more than 100 clinical and administrative leaders who continue to engage with us through our standing committees and working groups. Without this committed network, our work would not be possible. We would also like to make special mention of Adam Morrison, who served as Director of Policy & Planning until March 2024 and who contributed to accomplishments described during this period.

Appendix 1: Communications Impact

Newsletter Growth & Impact (2023–2026)

Source: Newsletter performance reports (2023–2026)

+66%

SUBSCRIBER GROWTH

32%

OPEN RATE (vs 24% healthcare benchmark)

12%

CLICK RATE (vs 7-8% industry benchmark)

0.19%

UNSUBSCRIBE RATE

Audience Growth

- +27% (2024–2025)
- +66% (2025–2026)
- 1,282 → 2,706 subscribers
- Growth aligned with increased visibility

Engagement Performance

- Opens: 20.9% → 33.5% → 32.2%
- Clicks: ~12% (well above benchmark)
- Low unsubscribe rate demonstrates relevance and value
- Strong content-market fit

Strategic Evolution

- -45% volume improved engagement
- +102% volume scaled reach
- Engagement sustained at scale
- Quality-over-quantity approach validated

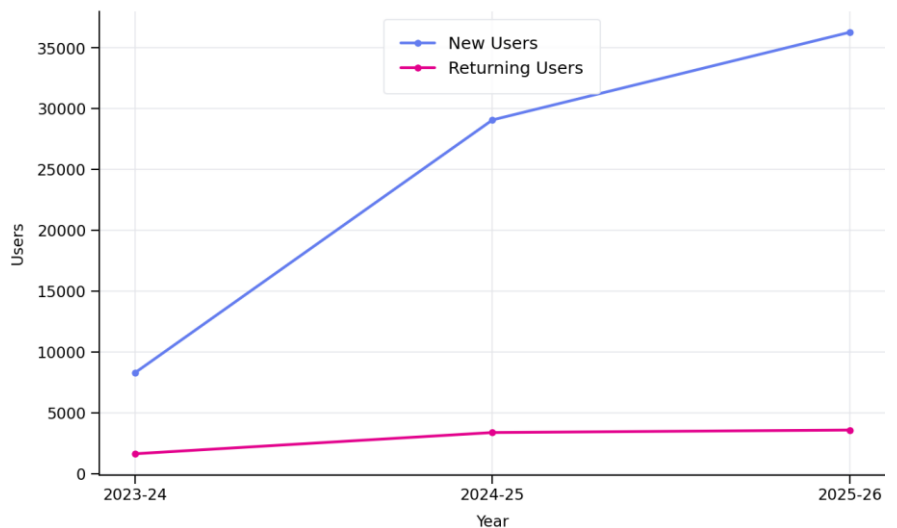
Website User Growth & Impact (2023–2026)

Source: Website analytics reports (2023–2026)

+337%

USER GROWTH SINCE 2023

Website Traffic Growth



Impact

From 2023 to 2026, PGLO significantly expanded its digital reach and strengthened audience engagement, more than doubling its newsletter subscriber base while achieving sustained above-benchmark open and click rates, alongside a 337% increase in website traffic driven by strong new user acquisition. This demonstrates a high-performing, scalable communications strategy that is effectively reaching and retaining those interested in older adult care in Ontario.



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