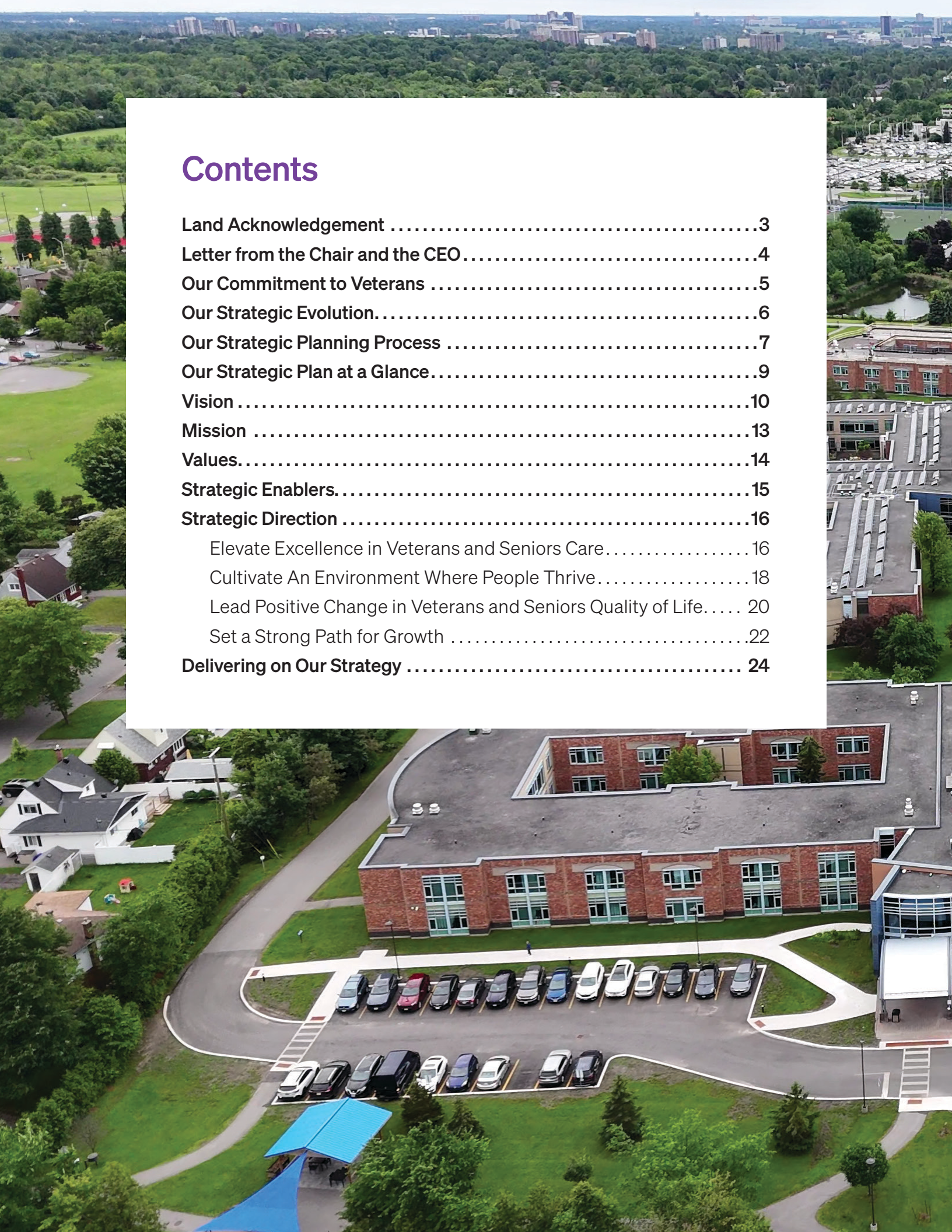
Perley Health
Community of Care

Strategic Plan 2026-2035

Shaping the Future of Aging

Expanding Access, Advancing Quality of Life



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Land Acknowledgement

Perley Health acknowledges that our Campus of Care is situated on the traditional, unceded and unsurrendered territory of the Algonquin Anishinaabe People.

Perley Health recognizes the Algonquin Anishinaabe People as the traditional custodians of the Land and Keepers of the Ottawa River Watershed, a vital trade, communication, and travel route. We honour their stewardship of the land since time immemorial.

Perley Health acknowledges that Ottawa is home to many First Nations, Inuit, and Métis People from many treaty and non-treaty lands and territories from all Nations across Canada.

As part of our commitment to Truth and Reconciliation, the Perley Health Community is actively engaged in learning about Cultural Competency and Indigenous Safety to improve knowledge and awareness about culturally safe care.

Letter from the Chair and the CEO

Shaping the Future of Aging: Expanding Access, Advancing Quality of Life reflects Perley Health's commitment to building on a strong foundation of trust, innovation and service. It sets out an ambitious vision for the years ahead, one that will guide our growth while shaping a future where Veterans and Seniors everywhere can thrive.

Over the next decade, this plan, *Shaping the Future of Aging,* positions Perley Health to become a recognized national leader in Veteran and Seniors well-being, one that not only delivers exceptional care but also advances research to ensure that every person we serve can live with purpose, joy and belonging. The strategy reiterates our goal to double the number of Veterans and Seniors we serve while significantly expanding our impact on their quality of life.

Perley Health's evolution over the last 15 years demonstrates the benefits of combining expansion with quality improvement. From introducing seniors apartments to experimenting with new models of care, the organization has sought to answer a key question: in a rapidly changing world, how can Perley Health bring the greatest value? The Living Classroom, our Intergenerational Early Learning Centre and the Specialized Behavioural Support Unit are just a few examples of how we have delivered. These successes show that Perley Health can grow thoughtfully while driving excellence. This mindset has permeated our culture and is reflected throughout our new strategic plan.

Increasing access is only part of the story. Over the next decade, Perley Health will elevate quality of life, moving beyond traditional measures of care to focus on purpose, joy and belonging. This includes deepening our support for Veterans and expanding opportunities for learning and community participation. Our research agenda will validate what works, inform new philosophies of care, and help shape the future of aging in Canada.

Ontario's seniors care sector faces difficult challenges: excessively long waiting lists, increasingly complex care needs, and chronic shortages of workers with the requisite skills and knowledge. Perley Health is well positioned to meet these challenges. Advantages such as a talented workforce, a corps of dedicated volunteers, and strong support from the community—particularly through the Perley Health Foundation's donors—inspire Perley Health to further improve quality of life for residents, tenants and other members of our community.

Perley Health will continue to grow and evolve. Over the coming years, the Board of Directors and executive team will work hand in hand with the Perley Health community to implement the Strategic Plan. We will set clear targets, measure progress, and adapt as needed. As a result, by 2035 Perley Health will be serving significantly more Veterans and Seniors, and elevating quality of life in ways that are meaningful, measurable, and lasting.

Thank you for your commitment and contributions to executing this strategy.

Sincerely,

Akos Hoffer,
Chief Executive Officer

Lt.-Gen. Lloyd Campbell (ret'd),
Chair, Board of Directors

Our Commitment to Veterans

Perley Health's commitment to honouring, supporting, and caring for Veterans has always been at the forefront of our work. From the founding of the Rideau Veterans Home in 1945, to the amalgamation of the National Defence Medical Centre's Veterans' Wing, the Perley Hospital, and the Rideau Veterans Home into the Perley and Rideau Veterans' Health Centre in 1995, to the more recent launches of specialized Veterans beds in 2017, the Centre of Excellence in Frailty-Informed Care™ in 2019, and the Rideau Veterans Residence in 2023, serving Veterans has always been central to everything we do.

Our updated Strategic Plan represents the next step in this journey, which is occurring at a time of significant demographic change for Veterans. While Perley Health was originally created to support First and Second World War and Korean War Veterans, and our commitment to them remains as strong as ever, there are fewer of these Veterans remaining. At the same time, there is a growing demand for care for Canadian Armed Forces (CAF) Veterans who have served in more recent missions and conflicts. These Veterans are more likely to have served for extended periods of time, and to experience post-traumatic stress disorder and earlier onset of disability, frailty, accelerated aging, and service needs. We want to ensure that Perley Health continues to support all Veterans through the provision of care that is responsive to their unique needs, and we have built this support and commitment into this Strategic Plan.

Consultation with Veterans was critical to the development of this plan. In addition to digital and paper-based surveys and interviews with organizations that support Veterans, we conducted focus groups with Veteran residents and interviews with Veterans living in the community to learn about their needs and aspirations for Perley Health.

This Strategic Plan represents the next phase of Perley Health's enduring commitment to all former CAF members. Veterans are at the heart of our work, and we are confident that this plan will help us improve care and quality of life for all Veterans.

We've provided Veterans a place to call home since 1945.

Our Strategic Evolution

Perley Health's strategic direction has evolved over time to respond to the changing needs of Veterans and Seniors and to deliver on broader healthcare system priorities. While the modern history of Perley Health started in 1995, our previous Strategic Plan, Whither the Perley Rideau Version II, set out a phased approach to our development. Each phase of this evolution has built on the previous one to expand Perley Health's role and strengthen its capacity to deliver excellence in Veterans' and Seniors' care.

Phase 1 – Provide a Broader Spectrum of Care (2010-2015)

This phase focused on expanding the range of care and services offered by Perley Health. It included the development of supportive housing, outreach services, increased short-stay care, clinical placements, and additional services that support Veterans and Seniors living in the community.

Phase 2 – Adapt to the Changing Veterans Population (Beginning 2015)

This phase focused on responding to the declining population of War Service Overseas Veterans by transitioning programs and services, repurposing beds, expanding services for modern Veterans and Seniors, and strengthening education, training, and behavioural care programs.

Phase 3 – Establish a Centre of Excellence in Frailty-Informed Care (Beginning 2020)

This phase aimed to position Perley Health as a leader in frailty-informed care through excellence in clinical care, expanded education and knowledge sharing, and applied research focused on improving older adult care.

Transition Phase – Recover and Prepare for the Future (Interim Strategy 2022 to 2025)

This phase focused on supporting recovery from the COVID-19 pandemic while strengthening organizational capacity and preparing for future change. Key priorities included supporting Perley Health's workforce, sustaining excellence in care, improving financial sustainability, investing in technology and expertise, being a trusted voice with government and partners, and contributing to healthcare system reform, including greater emphasis on community-based care.

Building on the progress made so far, Perley Health's updated Strategic Plan focuses on expanding impact and access to care for Veterans and Seniors, setting the course for the years ahead. This next phase is designed to drive progress toward Perley Health's 2035 Strategic Outcome: Doubling the number of Veterans and Seniors served. This ambitious goal involves bold efforts to reshape care and improve lives on a larger scale.

Our Strategic Planning Process

To support the development of our updated Strategic Plan, Perley Health conducted an extensive engagement process with Veterans, community residents, tenants, family members, care partners, funders, staff, volunteers, learning partners, and many other interest holders. The following activities were conducted to hear from the Perley Health community:

- Interviews and workshops with Perley Health's Executive Team, current and former Board members, and Foundation representatives.
- Workshops with Perley Health's broader leadership team.
- Digital and paper-based surveys.
- Focus groups with Perley Health staff, volunteers, Veterans, community residents, tenants, family members, friends, and care partners.
- A display booth in the entrance atrium, inviting everyone to answer two questions: "What is one thing you love about Perley Health?" and "What is one change that would make Perley Health even better?"
- Conversations with partners such as public officials, physicians, civil servants, academics, educators, not-for-profits, other long-term care (LTC) operators, Veterans' groups, and researchers.

More than **450** people were engaged as part of our strategic planning process, which took place in a series of stages, as outlined below.

Project Initiation (April 2025)	**Research & Engagement** (May – October 2025)	**Strategic Plan Development** (November 2025 – February 2026)	**Strategic Plan Validation** (March 2026)	**Strategic Plan Finalization** (April 2026)
Formally kicked off the update of Perley Health's Strategic Plan.	Developed a fact base and identified key strategic issues to inform the updating of Perley Health's Strategic Plan.	Determined a high-level future position and priorities for Perley Health.	Engaged broadly and deeply with different community groups and partners to validate core components of the updated Strategic Plan.	Finalized Perley Health's updated Strategic Plan.

Our Strategic Plan at a Glance

Vision

Veterans and Seniors living with purpose, joy, and belonging, wherever they call home.

Mission

Elevate the quality of life for members of our community through care, learning, research, and advocacy.

Values

- Respect
- Integrity
- Compassion
- Excellence

Strategic Directions and Goals

Strategic Enablers: Collaboration • Innovation • Technology

Elevate Excellence in Veterans and Seniors Care

- Support Veterans
- Grow Service Reach and Impact
- Advance Quality
- Deepen Integration with Care Partners

Lead Positive Change in Veterans and Seniors Quality of Life

- Advance the Perley Health Centre of Excellence in Frailty-Informed Care™
- Connect as a Learning Community
- Be a Trusted Partner for Change

Cultivate an Environment Where People Thrive

- Strengthen Perley Health's People
- Deepen an Inclusive Culture
- Be the Veterans' and Seniors' Care Employer of Choice

Set a Strong Path to Growth

- Sustain Strong Foundations for Growth
- Diversify and Strengthen Perley Health's Resources
- Deepen Collaboration with the Perley Health Foundation

2035 Strategic Outcome

Increase access by doubling the number of Veterans and Seniors that Perley Health serves.

Vision

Veterans and Seniors living with purpose, joy, and belonging, wherever they call home.

A vision statement presents Perley Health's long-term promise to our interest holders.

- **Veterans and Seniors living with purpose, joy, and belonging:** Perley Health exists to help Veterans and Seniors feel known and valued, supporting lives filled with dignity and connection.
- **Wherever they call home:** Supporting Veterans and Seniors who live at Perley Health or elsewhere.

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Mission

Elevate the quality of life for members of our community through care, learning, research, and advocacy.

The mission statement communicates how Perley Health works day-to-day to deliver on its promise (vision) to interest holders.

- **Elevate the quality of life for members of our community:** Perley Health creates opportunities for a better life for residents, tenants, and clients, while supporting staff, volunteers, care partners, and learners in finding purpose and meaning in their work and service.
- **Through care, learning, research, and advocacy:** Perley Health directly provides, and works with others to drive innovative person-centered care that supports the health, autonomy, and wellbeing of Veterans and Seniors.

Values

Respect...
is treating others with fairness, dignity, and kindness, and forms the basis of all of our relationships.

Integrity...
is continued commitment to ethical practices in all of our work.

Compassion...
is to empathize with the condition of others, and to commit oneself to the caring necessary to enhance health and quality of life and bring comfort to those we serve.

Excellence...
is the commitment to sustained improvement in everything that we do at Perley Health.

Perley Health's values are the principles and behaviours that guide how the organization operates and makes decisions.

Strategic Enablers

Collaboration: We design, deliver, learn, and improve our care in partnership with others to advance shared priorities.

Innovation: We embed curiosity as a core part of our culture to deliver new and better ways to meet the needs of Veterans and Seniors, empower staff, and add value to health system quality.

Technology: We embrace the responsible, transparent, and ethical usage of existing and emerging technologies to advance our strategic priorities.

Strategic Enablers are foundational capacities and organizational commitments that are embedded in every level of operations to drive the achievement of ***Strategic Directions and Goals.***

Strategic Direction

Elevate Excellence in Veterans and Seniors Care

This strategic direction focuses on continuing to provide excellence in care to all those that receive Perley Health services, while also developing or adopting new services and approaches to care. This strategic direction includes our commitment to continue supporting Veterans and better understanding the care needs of present and future Veterans.

Context

This strategic direction was informed by the following insights from the strategic planning process:

- Canada's Veteran population is shifting from Second World War and Korean War Veterans to modern CAF Veterans. According to 2021 Census data shared by Veterans Affairs Canada, fewer than 25,500 WWII and Korean War Veterans remain in Canada compared to more than 435,000 modern CAF Veterans.[1] Modern Veterans are more diverse and often have complex health and social needs, including higher rates of mental health conditions.
- Canada has recently committed to a historic increase in defence spending.[2] Government investment in defence and Veterans creates opportunities for Perley Health.
- Canada's aging population is becoming more diverse. More older adults from immigrant, Indigenous, and 2SLGBTQ+ communities are entering LTC. According to the 2021 Census, 14% of Canadians aged 65 and over identify as part of a racialized group.[3] This population grew by 38% between 2016 and 2021, which was more than double the growth of non-racialized seniors (at 18%) over the same period.[4]
- Ontario's senior population is growing quickly. The Ontario Long Term Care Association (OLTCA) reports that Ontario's senior population grew by 40% between 2013 and 2022.[5] The association estimates that Ontario's 80+ population will nearly double by 2040[6]. Demand for LTC is increasing, with more than 30,000 new LTC spaces needed to address the current waitlist.[7] Demand is also increasing for aging at home and care partner supports.

1 Veterans Affairs Canada. (2026). 1.0 Demographics. Government of Canada. https://veterans.gc.ca/en/news-and-media/facts-and-figures/10-demographics
2 Brewster, M. (2026). Canada clears NATO's 2% bar – after years of lagging and a last-minute lift. CBC News Canada. https://www.cbc.ca/news/politics/canada-nato-defence-spending-9.7142615
3 Feng, H. Christoph, S., and Stick, M. (August 23, 2023). Changing Demographics of Racialized People in Canada. Government of Canada. Statistics Canada. https://publications.gc.ca/collections/collection_2023/statcan/36-28-0001/CS36-28-0001-2023-8-1-eng.pdf
4 Ibid.
5 Ontario Long Term Care Association. (2026). The Data: Long Term Care in Ontario. https://www.oltca.com/about-long-term-care/the-data/
6 Ibid.
7 Ibid

- Ontario's LTC homes are also admitting residents with more complex needs, including dementia, mental health conditions, substance use disorders, and chronic illnesses. For example, according to OLTCA data, 87% of new LTC residents need support with daily living and 75% have moderate to severe cognitive impairment.[8] This increases pressure on staff and highlights the need for specialized, team-based care.
- Meeting the evolving and increasingly diverse needs of Veterans and Seniors will require Perley Health to continue adapting and investing in its service delivery models, ensuring care and programming align with the unique needs and experiences of those it serves.
- Without more LTC spaces and community services, the health system will face growing pressure. This creates opportunities for Perley Health to work with partners to help address these challenges.

Strategic Goals

- **Support Veterans:** Deepen relationships and strengthen service offerings to support the care needs of current and future Veterans.
- **Grow Service Reach and Impact:** Innovate and grow Perley Health's on-site and in-community models of evidence-informed and culturally respectful care.
- **Advance Quality:** Drive research and implementation of leading evidence-based, person-centered quality systems and processes.
- **Deepen Integration with Care Partners:** Work with families, volunteers, and care partners to strengthen the education, tools, and processes they need to support their role in care.

8 Canadian Institute for Health Information. (2025). Profile of Residents in Residential and Hospital-Based Continuing Care, 2024–2025. https://www.oltca.com/about-long-term-care/the-data/

Cultivate An Environment Where People Thrive

This strategic direction focuses on supporting the people who make Perley Health what it is. It aims to create a supportive environment where all those who work and volunteer at Perley Health can flourish. This includes a focus on recruitment, retention, and inclusion to help ensure Perley Health continues to deliver on its mission.

Context

This strategic direction was informed by the following insights from the strategic planning process:

- The COVID-19 pandemic had a major impact on Ontario's health care workforce and made existing concerns about staffing levels, workload, and working conditions worse. Labour shortages remain one of the biggest challenges facing the LTC sector. For example, the Ministry of Health recently noted that Ontario faces projected shortages of 33,200 nurses and 50,853 Personal Support Workers by 2032.[9] While Perley Health has maintained strong staffing levels compared to many LTC homes, sector-wide workforce pressures mean recruitment and retention will remain an ongoing risk. Investing in staff development and support will help Perley Health be the Veterans' and Seniors' care employer of choice.
- As residents arrive with more complex needs, including dementia, mental health conditions, addictions, and behavioural challenges, staff and volunteers will need to continue strengthening their skills to provide high-quality care. Perley Health staff and volunteers are widely recognized as capable and caring. Continued investment in training, development, and supports will help maintain this culture of excellence.
- As Veteran and Senior populations become more diverse, cultural safety, language access, and inclusive practices are becoming more important in person-centred care.
- Perley Health can build on its Centre of Excellence and partnerships to lead in this area and ensure inclusive service delivery.

9 Jones, A. (2024). Ontario will need tens of thousands of new nurses, PSWs by 2032. CBC News Canada. https://www.cbc.ca/news/canada/toronto/nurses-psws-ontario-foi-document-1.7202282

Strategic Goals

- **Strengthen Perley Health's People:** Advance people development approaches that expand skill building and access to learning, support career growth and goal achievement, and strengthen leadership at all levels across the organization.
- **Deepen an Inclusive Culture:** Evolve policies, care, people, and volunteer practices to reflect, respect, and respond to the lived experiences of Veterans, Seniors, and other residents and tenants.
- **Be the Veterans' and Seniors' Care Employer of Choice:** Strengthen Perley Health's employer brand, recruitment processes, and employee experience to attract and retain the best and brightest team members.

Lead Positive Change in Veterans and Seniors Quality of Life

This strategic direction focuses on how Perley Health improves care and quality of life for Veterans and Seniors. It includes developing leading evidence-based practices, advancing key advocacy priorities, and teaching the next generation of students and care workers.

Context

This strategic direction was informed by the following insights from the strategic planning process:

- The Centre of Excellence positions Perley Health as a leader in Veterans' and Seniors' care. Continued support for the Centre of Excellence in Frailty-Informed Care™, and stronger use of its research in daily care, will help Perley Health remain a leading and in-demand care provider.
- LTC homes are increasingly adopting technologies such as telemedicine, virtual care, and AI-enabled tools like remote monitoring. Many LTC homes expanded these tools during the COVID-19 pandemic, and they are now becoming a regular part of care. Emerging technologies such as robotics, machine learning, and smart home systems may further change care delivery and support Veterans' and Seniors' independence and quality of life. Through its Centre of Excellence and research partnerships, Perley Health is well positioned to test and apply these technologies while ensuring they support and complement, rather than replace, human-centred care.
- As medical and technological advances help Veterans and Seniors live longer, expectations for dignified aging are evolving. By building on the Centre of Excellence work in applying technology in LTC, Perley Health can continue to adapt to changing resident, tenant, and client expectations.
- Perley Health's sharing of knowledge and best practices is often seen as a key organizational strength. Building stronger partnerships with schools, community groups, and health providers will further support Perley Health's role as a leader in health education and learning.
- Continued support for research through the Centre of Excellence will also strengthen Perley Health's role as a leader and advocate for Veterans and Seniors by providing a strong evidence base for policy and system advocacy.

Strategic Goals

- **Advance the Perley Health Centre of Excellence in Frailty-Informed Care™:** Further embed the Centre of Excellence to support Perley Health's Strategic Goals and the creation, translation, and sharing of evidence and best practices with others who support Veterans and Seniors.
- **Connect as a Learning Community:** Grow applied learning for students and staff, sharing leading practices with care providers, and collaborating with health and community organizations to support Veterans and Seniors through coordinated approaches.
- **Be a Trusted Partner for Change:** Lead focused system advocacy to advance care priorities and drive broader Veterans and Seniors' healthcare policy and program transformation.

Set a Strong Path for Growth

This strategic direction is about ensuring Perley Health's financial resilience and ongoing stewardship of assets, resources, and facilities. As Perley Health explores new ways to support existing services and develop new revenue generating opportunities, it will need to ensure it has the organizational structure and governance necessary to deliver.

Context

This strategic direction was informed by the following insights from the strategic planning process:

- Growing demand for LTC and continued public investment in Veterans' and Seniors' services create opportunities for organizations that can demonstrate tangible outcomes and responsible stewardship. Maintaining strong financial sustainability will help Perley Health access future funding and partnership opportunities that support high-quality care.
- As the LTC landscape evolves, financially resilient organizations will be better positioned to expand services, invest in responsible innovation, and respond to emerging care needs. Prudent financial stewardship and diversified revenue streams will support Perley Health's ability to adapt and grow while maintaining its commitment to excellence in care.
- Further strengthening collaboration with the Perley Health Foundation will help ensure Perley Health is better able to access philanthropic capital to continue delivering high-quality care and innovative services to Veterans and Seniors.
- Climate change is increasing the frequency and severity of extreme weather events, requiring LTC homes to strengthen emergency planning and infrastructure resilience. The City of Ottawa's Climate Change Master Plan outlines how Ottawa is experiencing warmer, wetter, and more unpredictable weather.[10] At the same time, expectations for environmentally sustainable design, operations, and energy use are growing. According to a recent study from University of Toronto researchers, 97% of LTC residents have an existing chronic disease, which makes them more sensitive to extreme heat.[11] Proactive investment in infrastructure management and sustainability will help ensure our facilities remain safe for residents and tenants and well positioned to meet future regulatory and operational requirements.

10 City of Ottawa. (2020). City of Ottawa Climate Change Master Plan. https://documents.ottawa.ca/sites/default/files/climate_change_mplan_en.pdf

11 Katz, G., Brown, K., and Giannakeas, V. (2026). Air Conditioning in Nursing Homes and Mortality During Extreme Heat. Climate Change and Health. https://jamanetwork.com/journals/jamainternalmedicine/fullarticle/2842680

Strategic Goals

- **Sustain Strong Foundations for Growth:** Continuously review and improve governance, management, operations, environmental sustainability, and infrastructure to drive financial resilience and growth.
- **Diversify and Strengthen Perley Health's Resources:** Explore new revenue generating opportunities for Perley Health and ways to support operations.
- **Deepen Collaboration with the Perley Health Foundation:** Expand collaboration and cooperation on philanthropic initiatives to support care, research, innovation, and growth.

Delivering on Our Strategy

This Strategic Plan provides the roadmap for how Perley Health will expand its impact and advance its mission to elevate quality of life for Veterans and Seniors. Achieving the goal of doubling the number of Veterans and Seniors served by 2035 will require thoughtful implementation, proactive risk management, sustained collaboration, and continued innovation across care, learning, research, and advocacy. As this Plan moves into action, Perley Health will align its services, partnerships, and resources to support growth while maintaining the high standards of care, compassion, and excellence that define the organization.

Success will depend on the collective efforts of staff, volunteers, partners, and the broader community. Building on its strengths, Perley Health will continue working closely with health system partners, governments, academic institutions, and community organizations to advance shared priorities. The Centre of Excellence in Frailty-Informed Care™ and the Perley Health Foundation will be key elements in delivering on the Strategic Directions and Goals outlined in this plan. Progress will be regularly reviewed through clear measures and ongoing engagement to ensure Perley Health remains responsive to evolving Veterans' and Seniors' needs and continues to expand access to care for those it serves. We recognize that the environment within which we exist and provide services can shift and change rapidly. As such, we are committed to conducting regular assessments of the validity and efficacy of this Strategic Plan to ensure our priorities remain relevant.

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Community of Care

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