

Strategic Plan

2026-2029

Seniors





MESSAGE FROM THE MINISTER

I am pleased to present the Department of Seniors' Multi-Year Strategic Plan for April 1, 2026 to March 31, 2029, prepared in accordance with the **Transparency and Accountability Act**. As the Department is a Category One entity under the Act, I am accountable, as Minister of Seniors, for preparing this plan and achieving the goals and objectives set out in it.

This plan sets the strategic direction for the Department of Seniors over the next three years and reflects government's commitment to supporting seniors to live with dignity, safety, independence, and quality of life. It recognizes the importance of strong leadership, effective oversight, and coordinated action to address the opportunities and challenges associated with an aging population.

The Department of Seniors plays an important role in advancing healthy aging, strengthening supports and services across the care continuum, and providing leadership and oversight in adult protection. Through collaboration with partners across government, the health system, and communities, the department will work to improve outcomes for seniors and strengthen accountability.

My signature below reflects my responsibility for this plan and for achieving the goals and objectives contained herein.

Sincerely,

A handwritten signature in black ink, appearing to read 'Craig'.

Hon. Craig Pardy
Minister of Seniors

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Departmental Overview

The Department of Seniors provides strategic leadership on issues affecting seniors in Newfoundland and Labrador to support coordinated action across government, the health system, and community partners. The department contributes to broader government priorities by supporting seniors' well-being, strengthening protections for vulnerable adults, improving oversight of seniors' programs and services, and supporting a more integrated and sustainable system of care.

For the 2026–27 fiscal year, the department has 17 employees and a budget of \$2.9 million, including \$1.8 million for salaries and \$1.1 million for operating expenses and grants. The department is organized primarily through two divisions: Seniors Health Care and Aging and Adult Protection.

Departmental information and public resources are available through the Government of Newfoundland and Labrador website at: <https://www.gov.nl.ca/seniors/>.

Mandate

The Department of Seniors provides leadership and direction for the effective and efficient delivery of quality supports and services that promote the health, safety, and well-being of seniors. The department is responsible for developing, implementing, and evaluating policies, programs, and services that support healthy aging, adult protection, and continuing care services.

Under this mandate, the department collaborates with government and community partners on health and social programs, identifies strategic priorities to strengthen the health and community services system, administers the **Adult Protection Act**, and monitors and reports on system performance.

Vision

A province where seniors are respected and live with dignity, safety, independence, and quality of life, supported by integrated, accessible, and seniors-informed services across home, community, and health systems.

Lines of Business

The department's main lines of business include:

1. **Policy, Program Development and Leadership:** Provide strategic leadership for seniors-related policy, legislation, and system transformation initiatives that support healthy aging, well-being, and continuing care. Collaborate with government partners, the health system, community organizations, and other stakeholders to set priorities, develop evidence-informed policy, and advance integrated and sustainable care.
2. **System Monitoring and Accountability:** Provide oversight of system coordination, standards, performance measurement, and reporting related to seniors' programs and services. This includes monitoring progress on departmental initiatives, supporting accountability for federal funding commitments, and advancing initiatives to improve and modernize integrated care,
3. **Adult Protection Services:** Administer the **Adult Protection Act** and provide leadership and oversight for adult protection practice, policy guidance, and accountability mechanisms. This work supports vulnerable adults who may be at risk of abuse, neglect, or self-neglect and helps ensure appropriate safeguards are in place.

Primary Clients

The primary clients of the Department of Seniors are individuals aged 65 and older, their families, care partners, and communities throughout Newfoundland and Labrador. This includes seniors and other adults who may require protection or enhanced support due to vulnerability, disability, cognitive impairment, or complex needs.

The department also works closely with system and service partners whose efforts directly affect outcomes for seniors, including Newfoundland and Labrador Health Services, other government departments and agencies, municipalities, Indigenous organizations, community-based organizations, service providers, educational and research institutions, regulatory bodies, and federal, provincial, and territorial partners.

Strategic Issues

This strategic plan aligns with the Government of Newfoundland and Labrador's priorities and the mandate of the Department of Seniors. It reflects the department's leadership role in healthy aging, integrated seniors supports and services, and adult protection, while advancing government priorities for service quality, accountability, sustainability, and well-being.

The strategic issues identified in this plan were informed by planning guidance provided by Treasury Board Secretariat, the department's mandate and lines of business, current and emerging system pressures, and the need to establish measurable, outcome-focused priorities for 2026–2029.

The Department of Seniors will monitor progress on this plan through quantitative performance indicators aligned with each strategic issue, goal, and objective. Indicators will be refined, where necessary, to ensure data availability, consistency of interpretation, and year-over-year comparability. Performance information will support annual reporting, accountability, and continuous improvement over the 2026–2029 planning period.

Strategic Issue 1: Modernizing Legislative Frameworks to Support Seniors

Newfoundland and Labrador is committed to modernize its legislative framework to better reflect the evolving needs of seniors related to autonomy, care, protection, and decision-making. Strengthened policies are essential to build system capacity to deliver person-centred continuing care, support informed decision-making, and provide effective protections for vulnerable adults. Advancing legislation related to adult protection, the role of the Seniors' Advocate, decision making and continuing care is critical to upholding seniors' rights, safety, and dignity. This work will require a phased, coordinated approach that includes legislative change with updated regulations and

standards, and ongoing evaluation to ensure effective, responsive, and sustainable implementation.

Goal: By March 31, 2029, modernize and strengthen Newfoundland and Labrador's legislative framework for seniors to protect rights, support autonomy, ensure quality care, and improve system accountability.

Objective 1: By March 31, 2027, advance modernization of existing legislation that supports seniors and other adults, through updates related to protection, autonomy, and accountability.

Indicators:

- Indicator 1.1: By March 31, 2027, recommendations for amendments to the **Adult Protection Act** are developed and submitted for consideration.
- Indicator 1.2: By March 31, 2027, recommendations for amendments to the **Seniors' Advocate Act** are developed and submitted for consideration.

Objective 2: By March 31, 2028, develop proposed new legislative frameworks and supporting policies and guidance to enable person-centred continuing care and supported decision-making.

Objective 3: By March 31, 2029, implement and evaluate new and modernized legislative and policy frameworks for seniors and other adults to assess early impacts and inform future improvements.

Strategic Issue 2: Supporting Healthy Aging

Newfoundland and Labrador's growing population of seniors presents an opportunity to improve healthy aging and quality of life. Healthy aging is influenced not only by health services but also by social connection, inclusive community design, and public attitudes toward aging and dementia. Many seniors experience social isolation, stigma, and

barriers to participation, which can negatively affect their well-being and quality of life. Addressing these challenges requires coordinated community-based approaches that promote age- and dementia-friendly communities, strengthen social and intergenerational connections, and improve awareness and understanding of aging and dementia. Advancing this work will help seniors remain engaged, included, and supported in their communities.

Goal: By March 31, 2029, support healthy aging for seniors in Newfoundland and Labrador by advancing age- and dementia-friendly communities, increasing awareness of healthy aging and dementia prevention, and strengthening social connection and intergenerational engagement.

Objective 1: By March 31, 2027, develop community resources and guidance that enable communities to plan for and advance age-and dementia-friendly environments.

Indicators:

- Indicator 1.1: By March 31, 2027, the Age-and Dementia-Friendly Community Pathway is developed, with implementation and communication plans in place.
- Indicator 1.2: By March 31, 2027, the Government website has been updated to include age-and dementia-friendly concepts.
- Indicator 1.3: By March 31, 2027, a performance management and reporting framework is developed to strengthen accountability for departmental funding.

Objective 2: By March 31, 2028, expand the reach and impact of community-led initiatives and funding programs that promote social connection and participation.

Objective 3: By March 31, 2029, increase the number of resources to support healthy aging and dementia prevention, and strengthen accountability for funded initiatives and outcomes.

Strategic Issue 3: Strengthening Care for Seniors

Newfoundland and Labrador's continuing care system includes community-based supports, personal care homes, and long term care homes. As the population ages and care needs become more complex, the demand for continuing care and a skilled workforce is increasing. Ensuring seniors receive the right care, in the right place, at the right time is essential to improving quality of life and system sustainability. This strategic issue focuses on improving coordination, continuity, and accountability to support seamless transitions, consistent quality of care, and better navigation as seniors' needs change. It also recognizes the essential role of informal caregivers in supporting seniors' care and well-being.

Addressing this issue will require a phased approach, including implementation of the **Provincial Action Plan for Advancing Long-Term Care and Personal Care Home Programs (2025–2030)**, strengthened community-based supports, expanded evidence-informed care models, enhanced caregiver supports, and planning for future capacity to build a more coordinated and sustainable seniors care system.

Goal: By March 31, 2029, strengthen seniors' care across community, personal care homes, and long term care homes, while also enhancing support for caregivers, and improving quality, oversight, and system performance.

Objective 1: By March 31, 2027, establish a strong foundation for strengthening seniors' care by identifying system needs, supporting caregivers, and advancing long term planning across community, personal care homes, and long term care homes.

Indicators:

- Indicator 1.1: By March 31, 2027, the needs of caregivers and gaps in existing supports are identified and documented.
- Indicator 1.2: By March 31, 2027, a 10-year plan is developed to guide continuing care system planning, investment, and service delivery.

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- Indicator 1.3: By March 31, 2027, advance life planning materials are developed and shared with partners.

Objective 2: By March 31, 2028, expand access to community-based supports and evidence-informed models of care, while strengthening programs and initiatives that support caregivers.

Objective 3: By March 31, 2029, improve system quality and sustainability by strengthening community, personal care home and long term care programs, consistent with evidence-informed standards.

Annex A – Strategic Directions for Multi-Year Planning

The Department of Seniors' strategic directions reflect Government of Newfoundland and Labrador priorities and provide a framework to guide departmental planning, decision-making, and performance over the April 1, 2026 to March 31, 2029 period. These directions support alignment across government and focus on improving outcomes for seniors through coordinated, sustainable, and person-centred approaches.

1. Strategic Direction Statement

Advance a coordinated and sustainable approach to aging that reflects the Department's mandate by strengthening legislative and policy frameworks, enhancing integrated care and supports, and improving outcomes for seniors in alignment with broader government priorities for health, well-being, affordability, and strong communities.

2. Desired Outcomes

Seniors in Newfoundland and Labrador will experience improved health, well-being, and quality of life, supported by modern legislative and policy frameworks. They will have increased access to integrated, person-centred care and benefit from age- and dementia-friendly communities, within a sustainable and accountable system that responds to their evolving needs.

3. Areas of Focus

All areas of focus are guided by a commitment to quality, safety, and continuous improvement.

- Modernize legislative and policy frameworks supporting seniors and other adults.
- Promote healthy aging through age- and dementia-friendly communities.
- Enhance access to integrated, person-centred care.
- Strengthen support for caregivers.
- Improve system coordination, accountability, and performance.

