

STRATEGIC PLAN OVERVIEW

2016 – 2018

VISION

Embracing the journey of aging with respect, care and support;
Bringing independence home

STRATEGIC DIRECTION

We are **ACCOUNTABLE**

Our infrastructure and tools allow staff and volunteers to deliver consistently on client experience

OUTCOME

Consistent, high quality client experience

STRATEGIC DIRECTION

We are **CLIENT ADVOCATES**

We lead system navigation in Orillia for our clients

OUTCOME

Our clients experience :
1) Reduced time to access services
2) Decreased reliance on hospitals
3) Smoother program transfers

STRATEGIC DIRECTION

We are **SUSTAINABLE**

Our diversified funding streams ensure our organization's sustainment

OUTCOME

Increased financial pool
Increased HH brand recognition

Our policies and procedures sustain the health and wellbeing of our employees and volunteers

OUTCOME

Helping Hands attracts qualified new staff and volunteers
Increased staff/volunteer job satisfaction and retention



HELPING HANDS

CORRESPONDING OBJECTIVES

2016 – 2018



We are ACCOUNTABLE

- Year 1
 - Differentiate core from value add programs, services and delivery.
 - *Consider caregiver relief/respice support in this discussion.*
 - Clarify roles and responsibilities for volunteers, employees, and management considering these core/value add differentiations.
- Year 2
 - Re-set client expectations of the 'bundle of services' and delivery.
- Year 3
 - Evaluate the quality of the client experience against these new expectations.



We are SUSTAINABLE

Financial Diversity

- Year 1
 - Identify resources required for marketing and community outreach strategy.
- Year 2
 - Create a marketing and community outreach strategy targeting new client, donor and funder prospects.
- Year 3
 - Execute on the marketing and community outreach strategy.

Staff & Volunteers

- Year 1
 - Ensure all staff and volunteers are trained on core competencies and regulatory requirements.
 - Determine new expectations of staff and volunteers based upon the differentiation between core and value add programs, services and delivery.
 - Enhance the staff recognition program.
- Year 2
 - Design and deliver staff and volunteer training based on the new expectations.
 - Create a succession plan for all staff and volunteer positions (including BOD).
- Year 3
 - Evaluate the quality and consistency of staff and volunteer delivery against these new expectations.
 - Expand and enhance the staff recognition program.



We are CLIENT ADVOCATES

- Year 1
 - Define how complex care issues will be handled by HH now and within future core programs and services (i.e. diabetes, palliative).
 - Clarify HH client eligibility criteria versus referral opportunities based upon these definitions.
 - Investigate the potential of outsourcing select programs to continue to offer the service to clients while freeing up internal administrative resources.
 - Fill existing program and service capacity.
- Year 2
 - Identify and fill system gaps on behalf of our clients (through access to CHIP data, partnerships etc.).
- Year 3
 - Educate staff on broad seniors-related topics in order to support appropriate program and service referrals.
- Ongoing
 - Collaborate with primary care providers and hospitals to better coordinate HH services with their services.
 - Build relationships and partnerships with other agencies whose values align with HH so that HH can direct clients to other services as required.
 - *Reduce overlap of services and programs between and among established partners.*
 - *Identify and differentiate from the competition.*
 - *Manage HH capacity against demand—clearly define the scope of the HH navigation role.*



HELPING HANDS

Helping Hands, Orillia Strategic Plan Report

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Executive Summary

Helping Hands, Orillia's January 2016-December 2018 strategic planning process:

- began with an environmental scan and a strategic report (completed Spring 2015);
- continued with the review of a number of key reports that were released by the Ontario Government, Ministry of Health, and Key Healthcare Partners;
- and was completed with an iterative stakeholder input process that cumulated in the finalization of a formal Strategic Plan.

The final stage of the strategy development included significant stakeholder engagement, allowing key stakeholder groups to feed into and drive the overall development of the plan and the new vision for Helping Hands.

As a result of this Strategic Planning Process, Helping Hands now has a:

- New Vision
- Strategic Plan with Corresponding Objectives and Timelines
- Possible Operational Tactics and Timelines
- Key Stakeholder Insights
- Recommendations on Implementation

Strategic Planning Process Overview

Helping Hands' new strategic plan for January 2016-December 2018 was developed through an extensive consultative process to ensure relevance to clients and adaptability to the changing community services environment.

Development of a Strategic Report:

- Tangible findings and recommendations provided.



Published Key Information Integrated:

- Report on Home and Community Care
- MOHLTC Mandate Letter
- Patients First Roadmap



Survey to Stakeholders

- Clients, Volunteers, Staff, Partners, and BOD
- Gather evaluation criteria for development of a strong vision.

Strategic Directions Sessions

- Client, Staff, Volunteer and Management Sessions.
- Focus on developing Vision, Strategic Directions, Goals and Action Items.



Presentation to External Stakeholders

- Review and Feedback from LHIN, CCAC, OSMH and Family Health



Board of Directors Presentation of Findings

- Review Draft Strategic Plan
- Determine Timeline of Objectives
- Final Strategic Plan for Approval

Summary of Key Considerations from External Reports

The following list summarizes the key points from each recently published report have been addressed and included in the Helping Hands January 2016 – December 2018 Strategic Plan.

Bringing Care Home-Report of the Expert Group on Home and Community Care

- Client and Family Centered Care
- Support for Family Caregivers
- A “Basket of Services”
- Capacity Planning
- Primary Care
- Improved Approaches to Service Delivery
- Increased Accountability
- Structural Difficulties

Patients First: A Roadmap to Strengthen Home and Community Care

- Client Centered
- Improve Client and Caregiver Experience
- Drive Greater Quality, Consistency and Transparency
- Plan for and Expand Capacity
- Modernize Delivery

MOHLTC Mandate Letter

- Focused on patient centered care - at the right time and at the right place.
- Shifting care from hospital and LTC facilities to home.
- Focus on job stability for PSWs and job creation in Ontario.

Summary of Key Considerations from Helping Hands Strategic Report 2015

The Helping Hands January 2016 – December 2018 Strategic Plan also addressed the key points from the Strategic Report developed prior to the planning process.

- Clear need for HH in the Orillia Community and significant aging population.
- Environmental scan of the greater Orillia community.
- Further definition of the level of client care HH provides is required.
- Client group focus is seniors, but the level of complex care that HH provides has not been defined.
- Better communication between stakeholders is necessary.
- Improve system navigation through collaboration.
- Diversify funding for sustainability.

Survey: Overall Themes

4 Key Themes Emerged:

1. Helping Hands, Orillia (HH) **target client** should **remain the same** (although catchment could be re-defined).
2. HH should **take a holistic approach** to service provision yet **clarify and distinguish** their **core services** and those offered through alternate organizations.
3. Consistency with staff/volunteers is imperative to build and **maintain client relationships**.
4. There is opportunity to **conduct more market outreach**.

Client Facilitated Session: Results

Clients were asked to participate in a 3 hour focus group to discuss their thoughts and provide feedback on what was working/what didn't work and what services were offered by Helping Hands.

Key Themes/Concepts that Emerged:

- “Look out for us”
 - Cheerleader
- “Bring the world home”
- “Provide a **continuum of service** to support the continuum of aging”
- “Information Hub”
 - Help with directions to address our problems
 - **Expert on senior-specific issues**
- “Bring security/peace of mind/ease”