

# 10-YEAR **STRATEGIC PLAN**

2026-2035



**Making independence possible—together.**

# Land Acknowledgment

Helping Hands, Orillia (HHO) respectfully acknowledges that we operate on the ancestral lands of the Anishinabek, including the Chippewas of Rama First Nation, part of the Chippewa Tri-Council and the Three Fires Confederacy. These lands were governed by the Williams Treaties and Upper Canada Treaties and continue to be home to First Nations, Métis, and Inuit peoples, including the Scugog, Georgina, Beausoleil, and Moose Deer Point First Nations.

This region holds deep historical and cultural significance, including the Mnjikaning Fish Weirs—one of the oldest known human developments in North America. We honour the enduring presence, knowledge, and contributions of Indigenous Peoples, past and present.

We are committed to reconciliation through action. Helping Hands, Orillia is dedicated to building strong, respectful relationships and partnerships with Indigenous communities, grounded in listening, learning, and mutual trust. We recognize the importance of Indigenous self-determination and are committed to advancing health equity by working collaboratively to address systemic barriers, improve access to services, and support the health and well-being of Indigenous Peoples.

This commitment is reflected across our strategic pillars, shaping how we build relationships, advance health equity, and work in partnership toward stronger, healthier Indigenous communities.



# Letter From Board Chair and Executive Director

Dear Community Members, Partners, Staff, Volunteers, and Supporters,

At HHO, independence is more than a service outcome—it is a cornerstone of dignity, connection, and quality of life. It represents the ability of individuals to remain active participants in their own lives, to feel supported rather than replaced, and to stay connected to the community they call home. This belief has guided our work for decades and continues to shape every decision we make.

As our community grows and the care landscape continues to evolve, the needs of those we serve are becoming more complex. Demographic shifts, changing health care systems, and emerging social challenges require us to think boldly, act collaboratively, and lead with compassion. Standing still is not an option. We must adapt, innovate, and remain deeply responsive to the people who rely on us—today and in the years ahead.

This Strategic Plan sets our direction for the next decade. It reflects who we are today and who we aspire to be by 2035. Developed through meaningful engagement with staff, volunteers, clients, partners, and community interest holders, this plan is grounded in lived experience, informed by evidence, and guided by our shared values. It captures the voices, insights, and aspirations of those who know our work best and those who depend on it most.

Over the next ten years, we will focus on strengthening our people, recognizing that our staff and volunteers are the heart of Helping Hands. We will simplify access to care, so services are easier to navigate, more inclusive, and more responsive. We will measure what matters, using data and feedback to ensure accountability and continuous improvement. And we will innovate with purpose—embracing new approaches and partnerships that enhance quality, sustainability, and impact.

Above all, we remain committed to accountability: to the community we serve, to our partners, and to the trust placed in us as stewards of care and public resources. This plan is not just a document—it is a promise to listen, to learn, and to lead with integrity.

We invite you to walk this path with us. Whether as a client, caregiver, volunteer, partner, or supporter, your role is vital to our shared success. Together, we will continue making independence possible—now and for generations to come.

**With gratitude and commitment,**



**JOE FECHT**  
Board Chair



**DOUG RAWSON**  
Executive Director

# Our History



Helping Hands, Orillia was founded in 1972, rooted in a simple act of community care. At Betty Forward's kitchen table in Orillia, she and her family recognized a growing need for practical support for seniors and began offering services such as lawn care, snow removal, and transportation.

As demand grew, Helping Hands evolved from a grassroots initiative into a structured not-for-profit organization, expanding into personal support and community-based services. With the introduction of provincial funding, the organization secured formal office space and strengthened its focus on supporting independence, dignity, and quality of life.

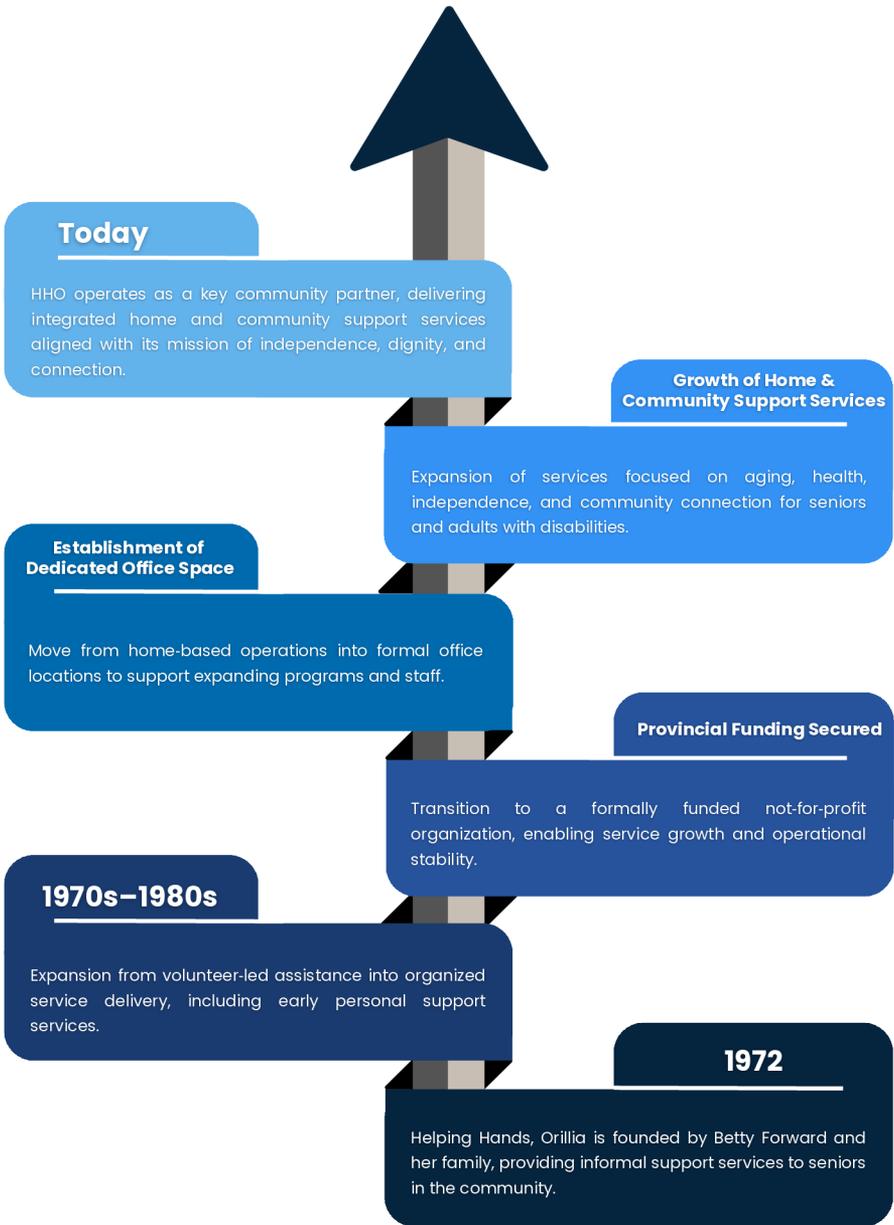
Today, Helping Hands, Orillia is a trusted community organization delivering a broad range of home and community support services for seniors and adults with physical disabilities. While the scope and scale of services have grown, the founding purpose remains unchanged: helping people live independently, safely, and with dignity in their own community.



**We are so grateful for everything you did for us.**

**You run a top-notch organization and you change our lives remarkably.**

**Thank you so much!**



# HHO Key Milestones Timeline

# Our Impact (2022-2025)

**15,242**

**PERSONAL  
SUPPORT HOURS**



**115,768**

**MEALS  
DELIVERED**



**13,899**

**HOMEMAKING  
HOURS**



**79,888**

**TRANSPORTATION  
RIDES**

# Our Community Care Partners



“

Our impact is only as deep as our partnerships are strong—because lasting change is never delivered to a community, it's built with a community.

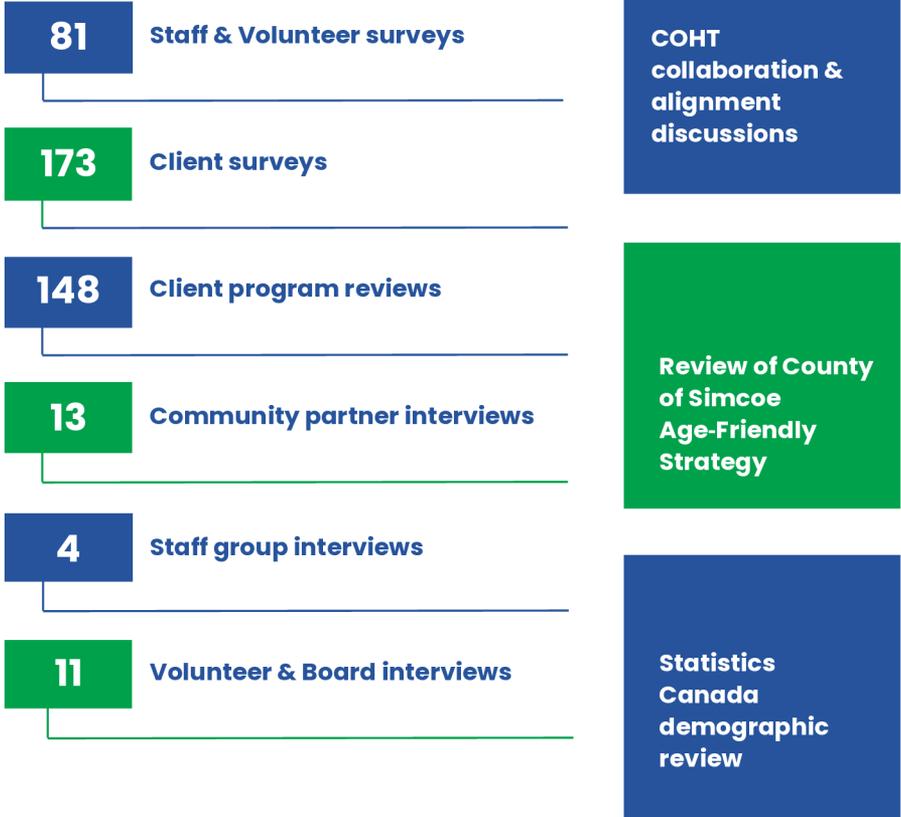


Our community care partners are essential to the care and support we provide. By working together, we help people remain independent, connected, and supported in their homes and communities. These trusted relationships allow us to coordinate services, share knowledge, and respond with care that is timely, respectful, and rooted in local needs.

# How We Got Here

## Strategic Engagement

Our strategic planning process was informed by focused engagement with key interest holders, including community partners, vendors, staff, new service partners, local decision-makers, and clients. Through facilitated focus groups, we gathered diverse perspectives on service delivery, access to care, organizational strengths, and future priorities. These insights helped shape a strategic plan grounded in lived experience, collaboration, and shared accountability.



# Strategic Plan Development Timeline

This strategic plan was developed over a two-year period through a phased and collaborative process. The work included preparation and environmental scanning, interest holder engagement, and strategy development, resulting in new strategic pillars with corresponding themes, as well as a refreshed purpose, mission, vision, and values.



# Strategic Foundations

## OUR PURPOSE

**Making independence possible – together.**

## OUR MISSION

**Unlocking potential with forward-thinking solutions and compassionate care.**

## OUR VISION

**Turning possibility into reality—empowering lives and redefining care through innovation, collaboration, and connection.**

## OUR VALUES

**Empower. Include. Care.  
Build trust.**



Our Purpose explains why we exist. It captures the deeper reason behind our work and the difference we strive to make in the lives of those we serve.



Our Vision describes the future we are working toward. It reflects our long-term aspirations for individuals, families, and the community, and the impact we aim to achieve.



Our Mission defines what we do every day. It outlines our core role in the community and guides how we deliver services that support independence, dignity, and well-being.



Our Values guide how we work. They shape our culture, inform our decisions, and set the standard for how we treat clients, caregivers, partners, and one another.

# Strategic Pillars

## People Powered



We support a healthy, engaged, and skilled workforce by prioritizing well-being, professional development, and inclusive practices. Clear leadership pathways and succession planning strengthen continuity, reduce risk, and ensure our teams are equipped to deliver reliable, high-quality care over the long term.

We work with partners across the community to improve access to care and reduce complexity for clients and families. Clear navigation, strong advocacy, and a visible, trusted presence help people connect to the right supports at the right time.



## Navigating Care Together

## Measured Impact



We maintain high standards through accreditation, sound financial management, and continuous improvement. Consistent measurement, transparent reporting, and client feedback guide decisions, strengthen accountability, and improve service quality.

We adapt to changing needs by introducing new service models, expanding partnerships, and strengthening financial diversification. Innovation, mentorship, and best practices support sustainable growth and long-term readiness.



## Innovate to Elevate

# People Powered



**“Empowering Excellence, Together.”**

*Focus: Thriving Staff & Volunteers, Recognition, Workplace Excellence*

**Our people are  
central to  
everything we do.**

This pillar focuses on supporting staff and volunteers through well-being, professional development, inclusive practices, and leadership readiness. By strengthening our workforce and building clear succession pathways, we ensure stability, continuity, and the capacity to deliver high-quality care now and in the future.

## Themes (10-Year Goals)

**Prioritize employee well-being and professional development .**

**Foster a Culture of Diversity and Inclusion**

**Commit to being an Employer of Choice**

**Build succession and leadership pipelines**

## Definition of Success

We support our staff and volunteers with training, resources, and opportunities that help them grow, thrive, and deliver their best work.

We value every voice and perspective, creating a workplace where everyone belongs and can contribute fully.

We cultivate a positive work environment, offer fair opportunities, and recognize contributions, attracting and retaining talented people.

We develop future leaders through mentorship, learning opportunities, and clear pathways so our organization remains strong and prepared.

# Navigating Care Together



“Pointing the Way to Support”

Focus: *Connecting Communities, Shaping Access*

**Access to care can be complex.**

This pillar strengthens our role as a connector by improving partnerships, simplifying navigation, and advocating for clients. Clear pathways, coordinated services, and trusted relationships help individuals and families access the supports they need with confidence and clarity.

## Themes (10-Year Goals)

## Definition of Success

**Forge strategic partnerships**

We collaborate with community organizations and partners to deliver coordinated, seamless, and effective services.

**Simplify client navigation**

We guide clients and families through clear pathways, helping them access the right supports when they need them.

**Elevate public trust and profile**

We build credibility and visibility by acting transparently and consistently, strengthening confidence in our organization.

**Champion Client Advocacy**

We amplify client voices, letting their experiences shape our programs, services, and system-level decisions.

# Measured Impact



**“Setting the Standard, Driving Results”**

*Focus: Leading with Quality, Driving Outcomes*

**Quality and accountability guide our work.**

This pillar focuses on accreditation, financial sustainability, and continuous improvement. By measuring outcomes, using data and feedback, and prioritizing client experience, we ensure our services remain safe, effective, and responsive to community needs.

## Themes (10-Year Goals)

**Achieve and maintain accreditation**



**Commit to financial sustainability**



**Foster a culture of continuous improvement**



**Prioritize client experience**

## Definition of Success

We deliver services that meet recognized quality standards, demonstrating safety, reliability, and excellence.

We manage resources prudently, balancing operational needs with growth opportunities to maintain long-term stability.

We use data, feedback, and evaluation to refine programs and processes, making outcomes stronger and more consistent.

We design services around people, listening and responding to ensure clients feel valued, respected, and supported.

# Innovate to Elevate



**“Growing Forward, Creating Possibility”**

*Focus: Growth Mindset, Innovation, Future Readiness*

**The future of care requires adaptability.**

This pillar focuses on innovation, growth, and readiness for change. Through new service models, strong partnerships, and diversified funding, we strengthen our ability to respond to emerging needs and sustain our impact over the long term.

## Themes (10-Year Goals)

## Definition of Success

**Introduce new service models**

We adapt and evolve our programs to meet emerging community needs and enhance overall accessibility.

**Lead best practices and mentorship**

We share knowledge and expertise across the organization and sector, strengthening skills, leadership, and collaboration.

**Expand innovative programs and partnerships**

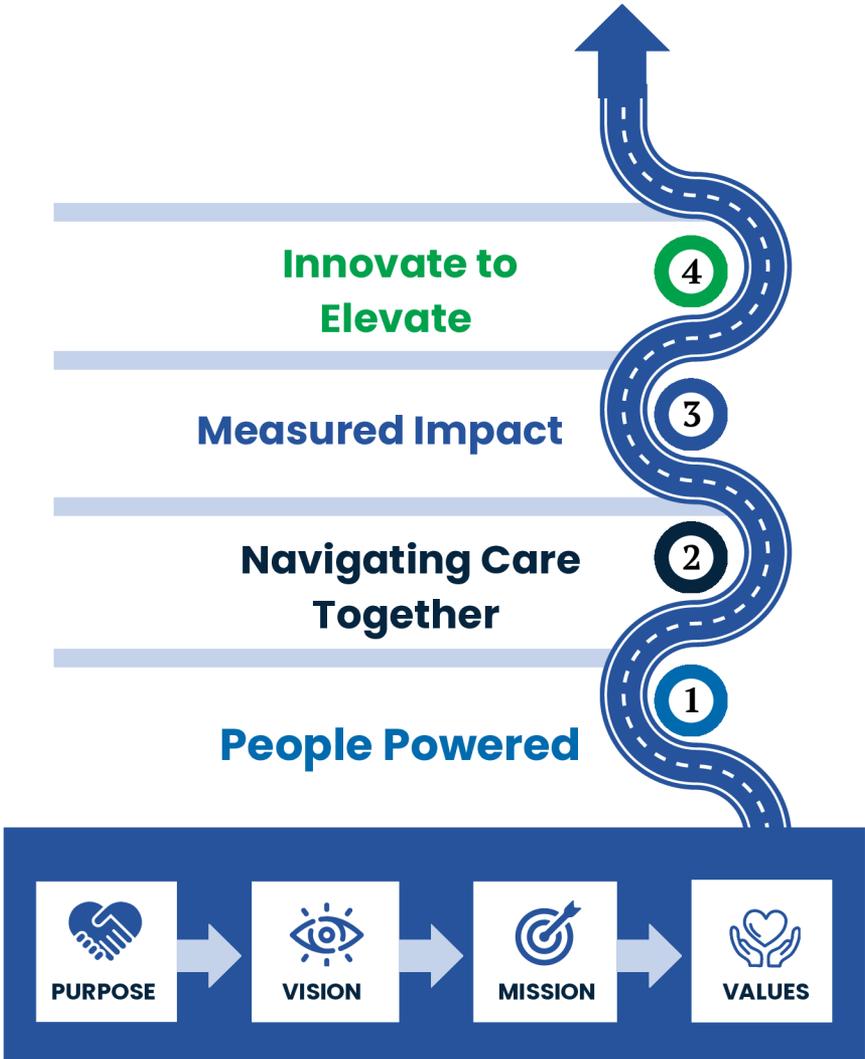
We pursue new ideas and partnerships that improve service delivery, extend our reach, and create meaningful impact.

**Enhance financial diversification for sustainable success**

We develop multiple revenue streams to fund growth, sustain operations, and secure our future.

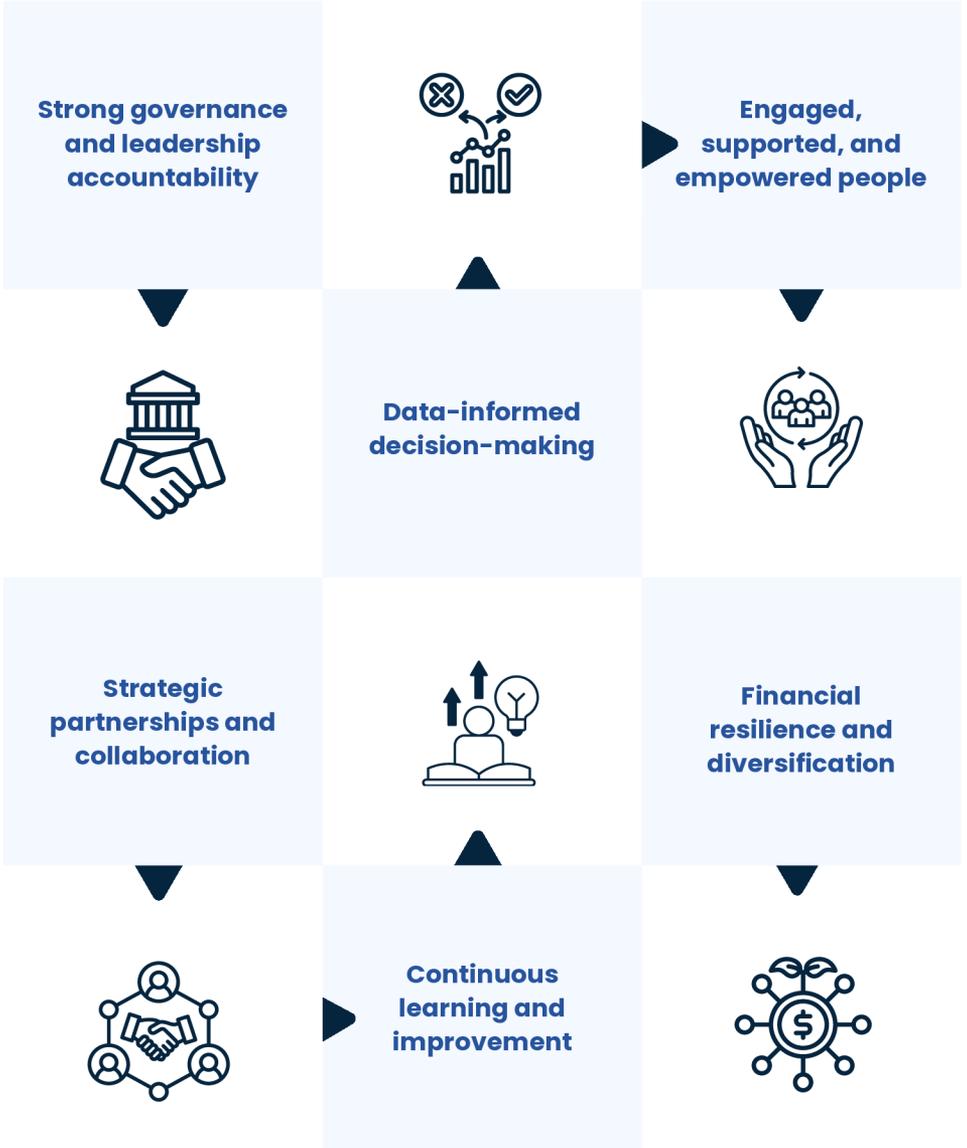
# HHO in 2035

HHO will be a trusted, innovative, and community-connected organization, known for empowering independence through accessible, high-quality, and compassionate care.



# Success Levers

To bring this plan to life, we will rely on the following success levers:



# Future Vision Statement (2035)

By 2035, HHO will be the trusted, reliable, and provincially recognized benchmark for home and community support—keeping seniors and adults living with disabilities living safely and independently at home for longer across Simcoe–Muskoka and beyond. We will deliver seamless, high-quality, integrated services through a single, streamlined client journey—from one intake to coordinated care—supported by smart technology that makes booking, navigation, and transportation easy to self-serve (with assistance when needed). Our model will be financially sustainable and fair, ensuring equitable access for low-income and marginalized residents while enabling those with greater means to contribute more. Rooted in compassion and belonging for clients, staff, and volunteers, we will lead a connected network of partners, exceed performance metrics through efficiencies, and expand our proven “Helping Hands model” to additional communities—becoming the blueprint others replicate across Ontario.



# Future Vision Statement (2035)

2035

By 2035, HHO will be recognized as an exemplary model in the healthcare network that enables and supports other communities to adopt and implement similar services and programs across the province. NH will be considered the benchmark model that other's aspire to recreate and implement.



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2035 future org:

HHO in 2035 will be the most reliable + trusted CSS organization to keep seniors @ home. Future HHO will have navigation built in the "sew" (all of the clients needs together as many of the components are there today).



2035 future org: HHO in 2035 will be the most reliable + trusted CSS organization to keep seniors at home. Future HHO will have navigation built in... all of the clients' needs together (as many of the components are there today).

Vision Postcard:  
AT ITS BEST,  
HHO IS A PLACE "WHERE BELONGING MEETS CARE FOR OUR PEOPLE BE IT STAFF, VOLUNTEERS, OR CLIENTS,"

WHERE EVERYONE FINDS THEMSELVES AS A PLACE TO BELONG IN CARE, SERVICE OR ANCHORED IN COMPASSION.



HHO is a place where belonging meets care for our people (staff, volunteers, org, clients). Where everyone finds themselves a place to belong... anchored in compassion.

- financially sustainable
- scheduling / changing ride reservations seamless - some assisted most self managed
- offering services in Muskoka as a means of stabilizing funding while serving a very underserved group
- transition beds expanded and high community profile
- increased community profile



- Financially sustainable
- Scheduling/changing ride reservations: seniors can self-serve (some assisted most self)
- Offering services in Muskoka as a means of stabilizing funding while serving a very underserved group
- Transition beds expanded and higher community profile
- "Increased community profile"

# 10-YEAR STRATEGIC PLAN

2026 - 2035

 [helpinghandsorillia.ca](https://helpinghandsorillia.ca)

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 Helping Hands

 Helping Hands, Orillia



 **HELPING HANDS**