



# Hands Strategic Plan 2022–25

## Vision

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**Working together to  
create a better day,  
today and tomorrow.**

## Mission

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Hands is an accredited bilingual organization that provides quality clinical, navigation and professional support in the areas of autism, behavioural, developmental, mental health and rehabilitative services. Our experienced, knowledgeable and professional staff provide equitable client-informed services and system leadership designed to make a positive difference in the lives of the individuals, families and communities we serve.

## Values

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Respect                      Accountability  
Compassion                Quality  
Integrity

## Strategic Pillars

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**Our Clients & Communities**  
Keeping our clients and communities  
at the core of all we do

**Our People**  
Supporting our people to be their best

**Our Agency**  
Building solid foundations for excellence

**Our Partners**  
Collaborating for purposeful change



Hands | Mains

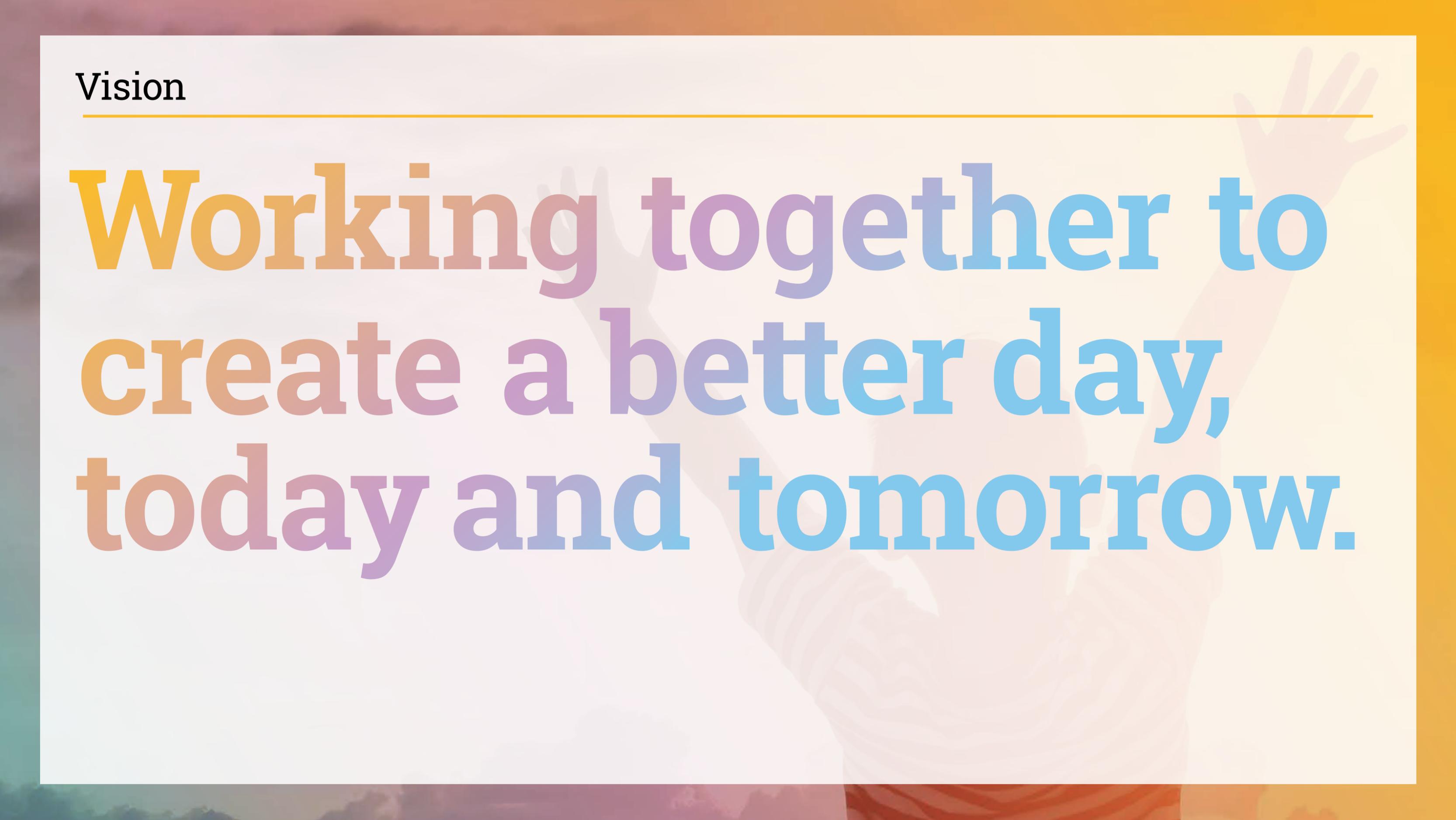
TheFamilyHelpNetwork.ca  
LeReseauaideauxfamilles.ca

**Strategic Plan**  
2022-25

## Vision

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## Mission

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## Values

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At Hands, our values fuel our passion, reinforce our purpose and strengthen our culture. These core values enhance the meaning in all that we do and guide our actions and interactions as we work together towards the best possible outcomes with our clients, our people and our partners.

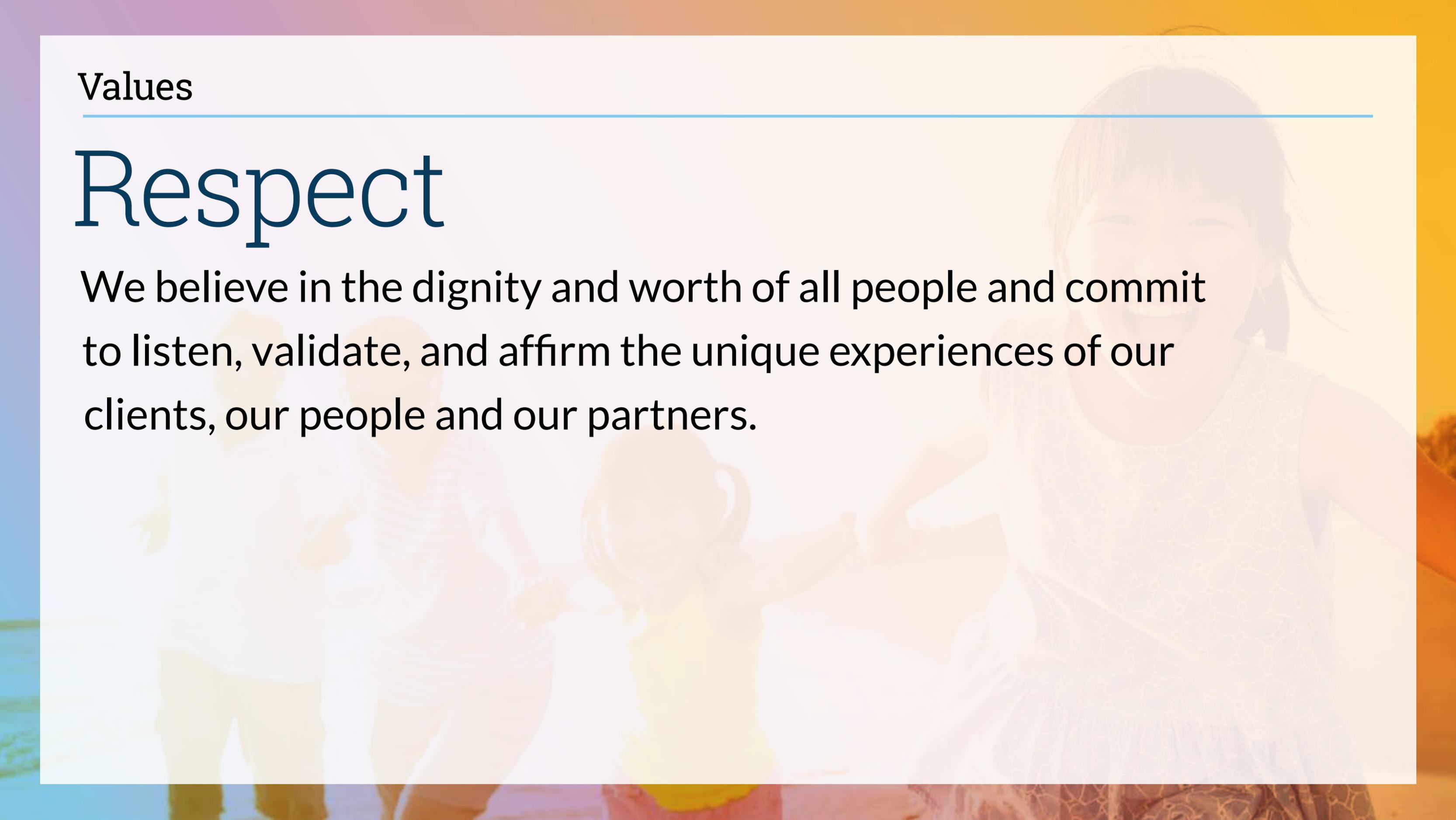


Values

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# Respect

We believe in the dignity and worth of all people and commit to listen, validate, and affirm the unique experiences of our clients, our people and our partners.



Values

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# Compassion

We believe that kindness and understanding are key to fostering optimal growth and must be demonstrated everyday through empathy, patience and genuine care.

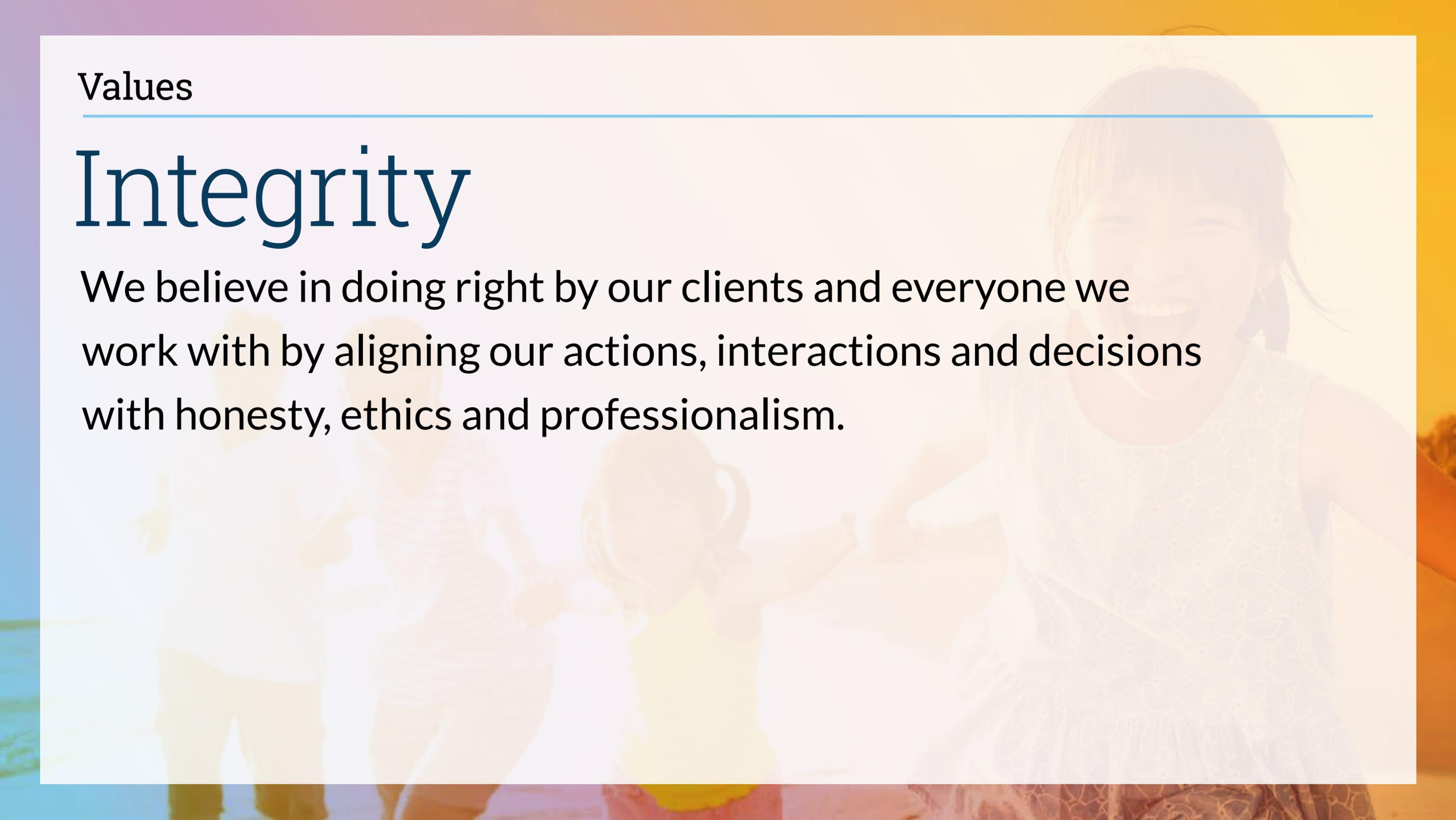


Values

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# Integrity

We believe in doing right by our clients and everyone we work with by aligning our actions, interactions and decisions with honesty, ethics and professionalism.



Values

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# Accountability

We believe that better outcomes are the result of commitment, trust and quality partnerships that are grounded in our individual and collective responsibility.



Values

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# Quality

We believe that evidence-based practice and innovation in the pursuit of continuous improvement are essential to maintain the highest standards for excellent service and exceptional care.



## Strategic Pillar 1

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# Our Clients & Communities

**Keeping our clients and communities at the core of all we do**

We are committed to ensuring that the services we provide meet the evolving needs of our clients and communities. To accomplish this, we invite diverse community voices to inform our planning and service delivery, ensuring there are no barriers to care. We strive to support and engage our clients throughout their service journey to achieve meaningful results.

# Strategic Pillar 1 – Our Clients & Communities

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## Goal

Our clients receive the right service at the right time.

## Objectives

Identify and implement changes to the agency organizational structure that will improve the delivery of integrated, interdisciplinary and client centered services.

Improve program and service integration by increasing purposeful collaboration within and outside the agency to create a continua of care and services.

Complete a review of all programs to identify and implement program improvements to ensure we have the right services to meet client needs.

Implement evidence-based service coordination and navigation models to support and engage all clients throughout the service journey.

# Strategic Pillar 1 – Our Clients & Communities

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## Goal

Our diverse client and community voices inform the development of equitable services.

## Objectives

Identify the diverse community voices that we need to engage and create representative community advisory table(s) to inform the development of equitable services.

Develop and implement internal processes to inform the development of equitable services.

# Strategic Pillar 1 – Our Clients & Communities

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## Goal

Our clients receive the services that lead to the best possible outcomes.

## Objectives

Use an evidence-informed practice framework to plan, deliver and evaluate our programs and services.

Conduct evaluations of all services on a rotating basis to ensure that programs function as planned and achieve intended outcomes.

# Our People

**Supporting our people to be their best**

Our people are our most valuable asset. We are committed to creating a work environment where our people are valued, engaged and supported to excel in their roles. We believe that supporting our people to be their best translates into positive experiences in the lives of the individuals, families and communities we serve.

## Strategic Pillar 2 – Our People

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### Goal

Our people are valued and engaged in the workplace.

### Objectives

Develop and implement an employee engagement framework to support ongoing meaningful engagement of employees.

Develop and implement an agency recruitment and retention strategy based on best practices.

Develop and implement a performance management system to support the ongoing growth and development of all employees.

## Strategic Pillar 2 – Our People

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### Goal

Our people have the knowledge and skills to excel in their role.

### Objectives

Develop a framework and a system to identify, track and report on training across the agency.

Develop and implement a leadership development plan to build leadership capacity for all leaders.

Establish an internal communication network for employees to connect and share information and expertise across programs and disciplines.

## Strategic Pillar 2 – Our People

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### Goal

Our people are engaged in creating and fostering a healthy workplace.

### Objectives

Establish a clear mandate and agency supports for our internal wellness committee.

Develop and implement an evidence-based wellness strategy for the agency that is informed by employee needs.

Promote our health and wellness programs to ensure that all employees are aware of the supports available and establish mechanisms to collect feedback to inform improvements to these programs.

Establish guidelines for workplace wellness practices that are consistently demonstrated by all leaders to contribute to a safe and healthy work environment.

## Strategic Pillar 3

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# Our Agency

## Building solid foundations for excellence

We believe that when our agency foundational structures and systems work effectively, we create better days for our people, our clients and our communities. We are committed to equitable practices within the agency and in our service to our clients and our communities. To achieve excellence and maintain the highest standards of service and care, we are dedicated to continuous quality improvement in all that we do.

## Strategic Pillar 3 – Our Agency

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### Goal

Our agency has effective and efficient structures, systems and processes.

### Objectives

Develop and implement a continuous quality improvement framework to align with accreditation requirements and agency needs

Develop and implement a standardized program manual template for all programs.

Develop and implement standardized templates to document operational plans, logic models, processes, and workflows.

## Strategic Pillar 3 – Our Agency

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### Goal

Our agency is sustainable and ready to lead.

### Objectives

Develop a sustainability framework that will guide us in systematically assessing future needs and strategically positioning ourselves to be leaders in service delivery.

Develop a culture of innovation and knowledge translation to lead the implementation and sharing of innovative solutions with identified problems.

Ensure that our organizational structure and corporate infrastructure meet our current and anticipated future needs.

## Strategic Pillar 3 – Our Agency

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### Goal

Our agency is committed to equitable practices.

### Objectives

Provide ongoing learning experiences focused on equity for all employees to establish a foundation of awareness and develop a common language.

Create an internal equity committee that will develop and implement an equity framework and principles to inform equity actions and priorities.

## Strategic Pillar 4 – Our Partners

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# Our Partners

## Collaborating for purposeful change

We are committed to building and maintaining quality partnerships across our diverse communities to meet the needs of our current and future clients. We believe that when our partnerships and actions are aligned across our communities, we can create a continuum of care and services that best meet the needs of the clients we collectively serve. We are committed to collaboration with our partners to advocate for system and provincial policy improvements.

## Strategic Pillar 4 – Our Partners

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### Goal

Our partnerships are strong and function efficiently and effectively.

### Objectives

Develop a partnership framework to clearly identify who we partner with, our role and for what purpose.

Build internal skills and competence for working in partnership to ensure successful quality partnerships.

## Strategic Pillar 4 – Our Partners

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### Goal

Our partnerships are rooted in our local and diverse communities to best meet their unique needs.

### Objectives

Build and maintain partnerships with diverse communities to increase cultural competence.

Ensure that our partnerships cover our entire geographical service area to meet the unique needs of the different communities we serve.

## Strategic Pillar 4 – Our Partners

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### Goal

Our partnerships collaborate to advocate for system and provincial policy improvements.

### Objectives

Develop an agency strategy for advocacy efforts including the establishment of priority areas, evidence base and outcomes.

Achieve the advocacy strategy through partnerships and strategic representation at the right tables and/or creation of new tables.