



**VHA Home HealthCare**  
Creating More Independence

# ANNUAL IMPACT REPORT 2023

# MESSAGE FROM VHA'S LEADERSHIP

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**Dr. Kathryn Nichol**  
President and CEO

**As we reflect on 2023, we are inspired by all that we have accomplished together and the tremendous dedication and commitment of VHA's staff and service providers and the partners, volunteers, funders and clients and families we work with.**

Together we work collaboratively to lead VHA with a focus on strong governance, operational excellence and powerful client and family engagement to deliver on VHA's mission of *creating possibilities for more independence, championing the needs of our clients and families and delivering high quality, integrated care*. In 2023, VHA supported over 114,000 clients through more than 3.7 million episodes of care and we were so proud to see strong survey results from our [clients](#) and our [people](#) about their experiences.



**Ian Brunskill**  
Board Chair

VHA's dynamic volunteer Board of Directors works to ensure VHA remains a fiscally and operationally sound, strategically focused, not-for-profit charitable organization guided by our mission and values.

In 2023, the Board focused on implementing the recommendations from a comprehensive governance review completed in 2022 and enhancing VHA's Enterprise Risk Management program through the development of risk appetite statements, indicators and thresholds. These efforts will keep VHA strong and well positioned for growth in the changing healthcare landscape. We were pleased to welcome [new Board members](#) Bryan Dinh, Sarah Downey, and Rob Lee to drive our work forward and we thanked departing members Sheree Davis, Joseph Mayer and Catherine Wiley for their insightful contributions over the years.



**Sonya Lockhart**  
Co-Chair,  
Client & Carer  
Advisory Council

VHA's diverse group of Board members is committed to reflecting the communities VHA serves. In 2023, a Board survey showed 70% of members reported having experience as a home care client and/or caregiver and we are proud to meet the [50-30 Challenge](#) to support diversity.



...continued



In 2023, as ever, our focus continued to be the provision of safe and high-quality care in our client's homes and communities and we were very pleased that the government continued with its planned investment in home care. An important component of our work this past year was helping people transition out of hospital more quickly with appropriate supports at home, and in 2023 VHA partnered with hospitals such as [University Health Network](#), [Michael Garron Hospital](#), and others, to provide more integrated care and reduce emergency department visits and hospital readmissions.

**In Kathryn's words**

VHA continued to invest in homecare science to help inform care delivery and improvements across the homecare sector. We are very proud to have contributed the "Most Read Article for 2023" to Longwoods Healthcare Policy Journal that offers the economic evidence that an investment in homecare personal support worker wages will retain staff, reduce the number of clients waiting for long term care beds and result in cost savings. You can read more on this in VHA's [Research & Innovation Report 2023](#).

This past year VHA launched new initiatives to support our office team and care providers who demonstrate expertise, compassion and ingenuity every day. These included [a new awards program to recognize impactful leadership at all levels of the organization](#) and numerous training and engagement sessions to support diversity, equity and inclusion (DEI) priorities, which you can read more about in VHA's [DEI Report 2023](#). We achieved great strides in our digital transformation efforts, including supporting more than 900 clients through the [myVHA client portal](#). And our commitment to quality excellence and continuous improvement was recognized again in 2023 with [designation as a Best Practice Spotlight Organization](#) from the Registered Nurses' Association of Ontario for a fifth consecutive term.

VHA's committed and diverse Client and Carer Advisory Council helps VHA stay focused on what matters most to those who receive care. In 2023, it was my pleasure to assume the role of Co-Chair of the Council. As a former VHA client and as primary caregiver to my late husband and mother, I know well the critical role homecare providers play in the lives of clients and families and am honoured to contribute to making care even better at VHA. This year we were proud to increase our connections with VHA's Board and to co-design and participate in projects and initiatives such as VHA's client portal and operational design day. Make sure you have a peek at our [2023 Client Voice Report](#) to learn more about the many ways client partners helped VHA deliver high quality, client-centred care.

**In Sonya's words**

**"It's the people we work with, and those we work for, who guide us every day. We hope you enjoy reading about their experiences and all we have accomplished together in 2023. Thank you for your ongoing support and partnership."**

- Kathryn, Ian and Sonya



## SPOTLIGHT STORY

**“Life does not stop here”**

**How one PSW has made all the difference for a client’s stroke recovery**

Personal Support Worker Edna Babao has a special ability to leave a mark of hope with every family she meets. For her client Shun Wu Glen and his family, Edna's influence was clear from the start.

Hospitalized in 2015 after a serious stroke that left him in a seven-day-long coma, Shun Wu Glen had to relearn many things when he awoke.

"He couldn't walk, talk or eat," recalls his daughter Glenda of the difficult time. "Edna was a godsend to us. She was there from the first day my dad arrived home."

As time passed, Edna worked with Shun Wu Glen to help him regain independence. Glenda credits Edna with helping her father learn to eat and walk again. She also made sure he could enjoy the little moments, too, like sitting with him by the window and explaining what was happening outside.

"Sometimes it's hard for him to get out of bed. But when Edna comes, he always gets up," says Glenda.

It's now been 8 years since Edna met Shun Wu Glen, and Edna's made a lasting impression on every member of the family.

"You always feel comfort and safe around her," says Glenda. "She just makes you feel good about life."



**"I love taking care of people," says Edna. "I always tell my clients that everybody's getting older, so don't think about what you could do before. Just think about right now. I tell them, 'Your life does not stop here. You have to go on.'"**

## VISION, MISSION & CORE BELIEFS



### **Vision:**

High quality care delivered with great heart – for every person, every time, everywhere.

### **Mission:**

Creating possibilities for more independence, championing the needs of our clients and families and delivering high quality, integrated care.



## Core Beliefs:

Our care must be:

- **Client-driven** because what matters most to clients and families is what counts
- **Spectacular** and continuously focused on quality improvement and safety
- **Integrated and collaborative** to unearth innovative answers to complex challenges
- **Inclusive and committed** to serving the most vulnerable in our communities
- **Inspired and creative**, delivered by a skilled team that has tremendous heart

## As a charitable not-for-profit organization led by a volunteer Board of Directors, VHA is committed to:

- Valuing and supporting our staff and care providers
- Fiscal responsibility
- Driving positive change in community support and home health care
- Ethical practices in all our operations



## SPOTLIGHT STORY

**“We’re all  
working  
towards the  
same goals”**

**OT and interprofessional  
team merge hospital  
and home**



The care experiences of clients and families is always at the heart of everything VHA does – and in 2023, VHA continued the important work of shaping how home care and hospitals work together to make care better.

With partners across the health sector, VHA is delivering innovative and integrated models of care. North York Community Access to Resources Enabling Support (NY CARES) is a transitional care service for people with complex healthcare needs and for those requiring slow and low intensity rehabilitation. Through an integrated care model supported by North York Toronto Health Partners Ontario Health Team, North York General Hospital, VHA and other homecare and community support services agencies, NY CARES clients are looked after in the comfort of their own homes by an interprofessional team.

“Working in the community setting naturally lends itself to being client-centred as we discover with clients how to serve them best in their home environment. But what stands out about NY CARES is that the team and I are constantly collaborating to make sure we’re working towards the same goals with our clients,” says Jane Wong, VHA Occupational Therapist (OT) who works as part of the NY CARES team.

Jane has over 20 years of experience as an OT, working with VHA for 5 of those years.

The dedication and expertise of care providers like Jane is what brings integrated care to life in new and exciting ways.

**“As a team,” Jane added, “we’re able to communicate more effectively and our clients have an easier, more cohesive care experience after their hospital discharge as a result.”**

## Merging hospital and home across our communities

To serve another Toronto community, together with partners in the East Toronto Health Partners Ontario Health Team, in 2023, VHA launched MGH2Home, an enhanced care program that helps patients transition home safely when they leave Michael Garron Hospital.



VHA continued its role as Lead Homecare Agency for University Health Network’s Integrated Care program in 2023. This program enables clients to have a seamless care experience transitioning from hospital to home. Once clients are in stable condition at the hospital, they can be sent home with additional support from VHA care providers, freeing up space in the hospital while allowing clients to be where they are most comfortable during their recovery process.

# BY THE NUMBERS

**87% of staff and service providers feel they are treated with respect by those they work with**



**3,114**  
staff & service providers



**3,731,709**  
episodes of care



**114,715**  
clients admitted to care where and when they need it



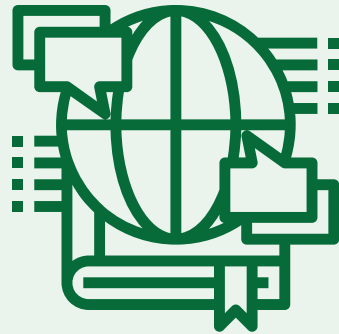
**72**  
client and carer partners actively engaged

## STAFF AND SERVICE PROVIDER EXPERIENCE

**98%** of staff and service providers would recommend VHA to friends and family who require care

**90%** of team members rate VHA as a good, very good or excellent place to work

**87%** of team members feel expectations for their job are clear



## DIVERSITY, EQUITY & INCLUSION

**77%** of VHA team members were born outside of Canada

**34%** of VHA nurses are Internationally Educated Nurses (IENs), nearly 3 times the rate of IENs reported by the College of Nurses of Ontario

**VHA met the 50-30 challenge with over 50% of our volunteer Board and senior management identifying as women and over 30% being members of other equity-deserving groups**



## 2023 Diversity, Equity & Inclusion Report

[Click here](#) to read more about our DEI work in 2023



# 92% Overall Client Satisfaction Rate

96% of VHA Clients felt they were treated with courtesy and respect during care

## RESEARCH AND INNOVATION

15

Manuscripts Published

48

Academic Trainees

74

Research Partnerships

56

Client Partners Engaged

12

Grants Awarded



### Research & Innovation Report

Check out our 2023 Report to learn more about Research & Innovation at VHA

## RESPONSIVE COMMUNITY CARE AND MENTAL HEALTH SERVICES



**65,880** hours of responsive community care services delivered to clients in need



**4,444** hours of service provided by volunteers who contributed their skill and enthusiasm



**130** Hoarding Support clients received critical services through programs like VHA's Hoarding Support Volunteer Program and the Toronto Hoarding Support Services, which VHA leads



**357** Extreme Cleaning clients were able to stay safe in their homes and avoid eviction



**123** volunteers engaged in providing support for our clients and families



**13,001** hours of Helping Hands: Home Support for Families in crisis provided



**5,102** hours of Respite & Renew: Caregiver Support services provided



**7,580** hours of Connected Families: Parenting Support provided



## SPOTLIGHT STORY

**“Now I use it  
every day”**

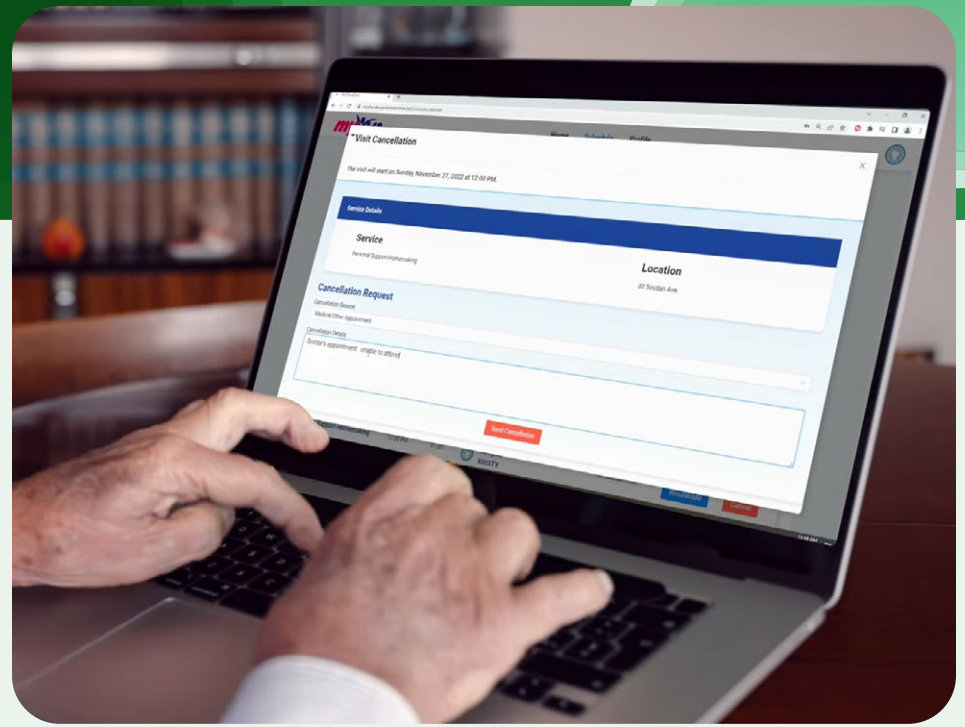
**VHA’s new digital tool:  
the *myVHA* client portal**

In 2012, Paul Morse had a stroke that left him severely disabled on the left side. When he was discharged home, he was unable to walk and struggled to care for himself. It was not something anyone in his family could have planned for.

“It was a real shock to my wife that she was now in a caregiving role,” shared Paul. “But then VHA came on the scene, helping me each morning. Once they come, my day is set, and that has made a big difference.” Paul has now been a VHA client for over 10 years.

Last year VHA developed the *myVHA* client portal, a secure online platform that provides easy access to client schedules and information about their care. Paul was keen to get involved.

**“During the COVID-19 pandemic, I was spending a lot of time calling in to the VHA office just to confirm what time someone was coming in for my visit the next day. Now I use the portal every day and it takes 5 minutes.”**



“I use it mostly to confirm my schedule for the following day. I check around 6pm to make sure I know who is coming the next morning and what time they are coming. My needs are very simple. I can only imagine for those who have more complex situations, having access to that information quickly and easily would be of more consequence. For me it is more a matter of convenience. In short, VHA’s client portal has made my life a lot more efficient, less stressful.”

I know technology is going to play a bigger role in supporting health at home in the future. I’m glad I played some small role in developing it. It seems like VHA is on the right path of encouraging software developers to come up with new ideas to help people.”



## SPOTLIGHT STORY

### Open communication unleashes new possibilities

**For many VHA staff and service providers, working in home care is a calling. They understand that their work makes people happier, healthier and more independent—often making it possible for people to live in their homes who otherwise couldn't.**

For many VHA staff and service providers, working in home care is a calling. They understand that their work makes people happier, healthier and more independent—often making it possible for people to live in their homes who otherwise couldn't.

Sometimes, that deep sense of commitment causes healthcare providers to tolerate experiences that many people wouldn't. Care providers sometimes face harassment and even violence during their work. In the unique work environment of clients' homes, homecare workers develop sophisticated strategies to manage these situations, but don't always think to share and report them.

**To ensure team members feel as safe and supported as possible, VHA has introduced a simple, four-part intervention to help shape behaviour by addressing motivation, ability, role perceptions and situational factors. The intervention is described in detail in [this webinar](#).**

Care team supervisor Priscilla Washington describes the program: "After a visit, care providers can indicate if something happened that we should follow up on," she says. "While it was always the case that care providers could do this, the focus we are putting on this now is opening up the lines of communication and allowing us to intervene if necessary. Care providers deserve to be respected and safe."

This initiative has proven to be helpful for clients as well. Sometimes, it's as simple as documenting certain triggers or strategies in the client's care plan, so that the next worker entering the home has a

broader initial understanding of the situation and can provide care even more effectively.

In other cases, the program has uncovered client needs that are not currently being met. By intervening, VHA supervisors can work with the broader care team including the clients' doctors to address untreated pain, mental health issues and other underlying concerns.

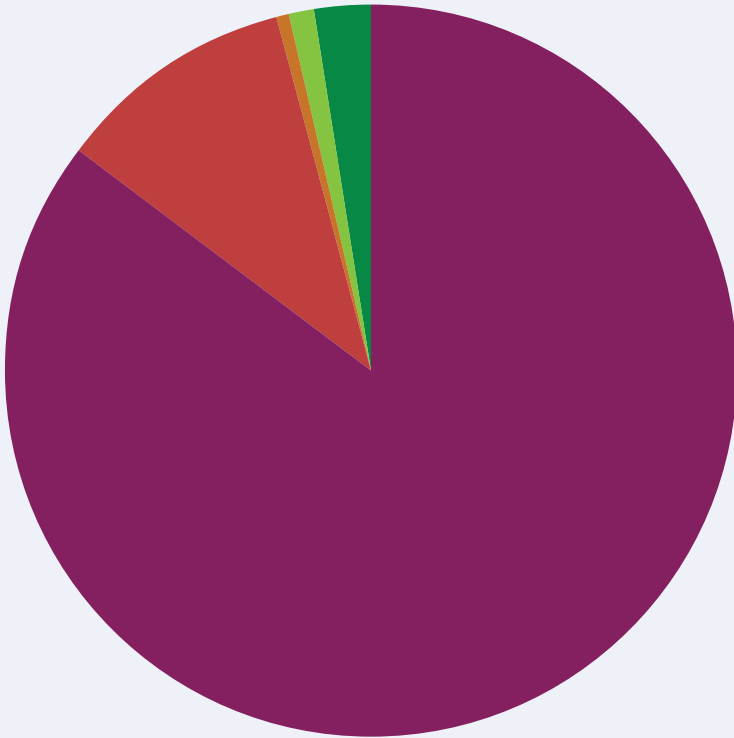
"Sometimes, clients are at risk but they don't realize it," says Priscilla. "This tool allows us to open a conversation and, with the clients' consent, make changes that will make the visits better and the clients safer and more comfortable."

**As always in home care, the key is to look at the big picture. This intervention provides VHA staff with a deeper understanding of the client and their environment. That knowledge and perspective helps them make adjustments in real time as they find new strategies to deliver high-quality, integrated care, while also helping to ensure VHA team members have a safe work environment.**

**"When you open that line of communication, there are so many possibilities," concludes Priscilla.**

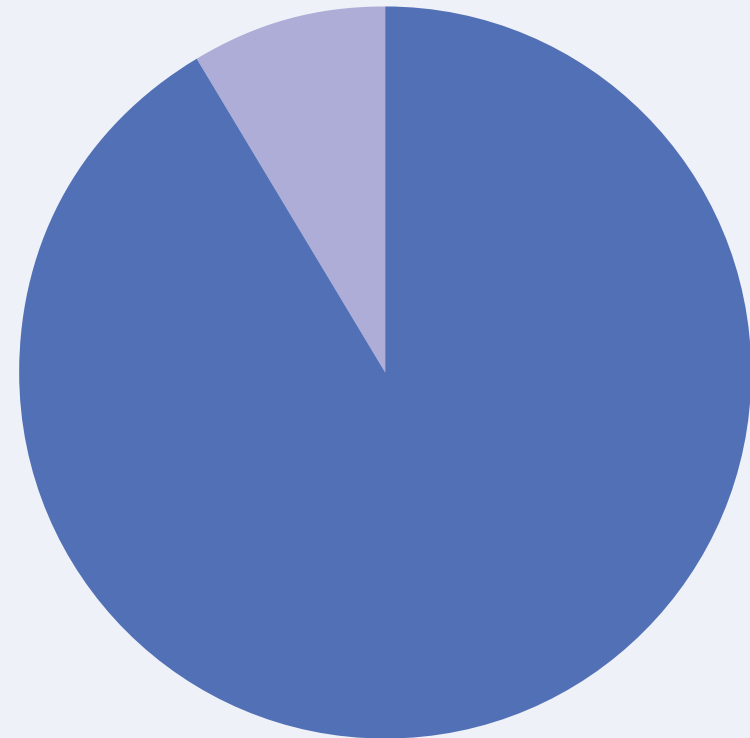
# FINANCIALS

## Revenue



Home and Community Care Support Services	85.3%
Healthcare Partners and Client fees	10.7%
United Way	0.6%
Municipal	1.0%
Other	2.4%

## Expenses



Salaries, Benefits and Purchased Services	91.4%
Building and Operating	8.6%





Creating More Independence

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VHA Home HealthCare would like to acknowledge that we are living and working on Indigenous land. This includes the territories of the Un-ceded Algonquin Anishinaabe, the Attawandaron, the Anishinaabeg, the Haudenosaunee, the Lunaapeewak, the Mississaugas of the Credit and the Wendat peoples.

Registered Charitable Number: 108185141RR0002  
VHA Home HealthCare has no corporate or other affiliation with VHA Health & Home Support, also known as VHA Ottawa

