



**VHA**  
**STRATEGIC**  
**PLAN** 2025-2030

**LEADING THE FUTURE**  
of Health and Independence at Home

**100**  
1925 • 2025



Creating More Independence for Over 100 Years

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## MESSAGE FROM VHA’S LEADERSHIP

We are delighted to share VHA Home HealthCare (VHA)’s **Strategic Plan 2025–2030: Leading the Future of Health and Independence at Home.**

This plan is the culmination of nine months of engagement with VHA team members, clients, families, partners, funders and volunteers, alongside comprehensive environmental analysis. The quality, quantity and breadth of participation across our community, with over 1550 touchpoints throughout the process, was spectacular and gives us confidence that we have set the right plan to deliver on our purpose, thrive as an organization and contribute to a well-functioning publicly-funded health care system.

Our strategy builds on VHA’s foundational areas of strength as an agile and innovative partner with a dedicated team of home care specialists who provide high quality, integrated care with compassion and creativity. This will be balanced with new areas of focus including:

- ✓ Securing VHA’s position as a leader in the growing field of home care science
- ✓ Enhancing our care and services to be more psychologically and culturally safe, more resilient to climate change and more environmentally sensitive
- ✓ Advancing reconciliation through the implementation of key recommendations from the Truth and Reconciliation Commission Calls to Action

What is very exciting is that, with this strategic plan, we are committing to building systems, finding solutions and taking the lead on specific integration initiatives to be an organization that drives change and innovation and to be an important part of the future of a stronger healthcare system in Ontario.

Our new purpose — **Care at home. Delivered with heart. Led by science.** — speaks to these commitments across our five strategic priorities: **system solutions, science, seamless service, home care specialists** and **sustainability.**

As VHA proudly celebrates 100 years of creating more independence for clients and families, we look forward to building on our rich history and bringing this strategic plan to life.

Thank you for your partnership and support,  
Kathryn, Ian and Sonya



from left to right: Dr. Kathryn Nichol, President and CEO; Sonya Lockhart, Co-Chair, Client and Carer Advisory Council; Ian Brunskill, Board Chair

# OUR ENGAGEMENT PROCESS





**Over the course of nine months, we had over 1550 touchpoints with clients, carers, team members, leaders, Board members, partners and funders across the system.**

**OVER  
1550  
TOUCHPOINTS**

**57** Care Engagement Team members

**270** Community member and external partner interviews

**11** Focus groups

**393** Big Question Survey responses

**6** Strategy Hives (230 participants)

**1** Board Retreat

**87** Attendees at the Strategy Mobilization Event

**This engagement was key to setting a strategy that ensures VHA delivers on its purpose, thrives as an organization, and meaningfully contributes to a well-functioning health system.**





# OUR PURPOSE



Care at **home.**  
Delivered with **heart.**  
Led by **science.**



# FIRST PRINCIPLES

## We are committed to:

- ◆ Deep **collaboration** with clients, carers and our teams as key voices in creating better systems of care and support
- ◆ Driving change as a solution finder, system builder and **partner** of choice in the system
- ◆ Diversity, inclusion and meaningful action towards **reconciliation**
- ◆ Serving the most vulnerable in our **communities**
- ◆ Always advocating for **equity** in recognition of and compensation for our teams
- ◆ Responsible and ethical use of **technology** that simplifies our systems and processes and improves experiences
- ◆ Data driven quality improvement and **safety**
- ◆ Wise and responsible use of **resources**





# STRATEGIC PRIORITIES

## LEADING THE FUTURE of Health and Independence at Home



Build innovative **system solutions** that improve client experiences and outcomes in homes and communities



Deepen our leadership in home care **science** to improve health outcomes



Integrate care and use technology for more **seamless service** delivery



Empower and enrich our team of home care **specialists**



Strengthen **sustainability**, safety and inclusion



## STRATEGIC PRIORITY #1

### Build innovative **SYSTEM SOLUTIONS** that improve client experiences and outcomes in home and community care

#### Over the next five years, we will:

- ✓ Grow our system leadership, partnerships and programs to create novel home and community-based services that support the needs and independence of clients and caregivers.
- ✓ Advance current programs and services that utilize a coordinated and empowered integrated care team to bring more care home.

#### FIVE YEAR OBJECTIVES

- ⇒★ Amplify our engagement with integrated service delivery systems where there are opportunities for service delivery and meaningful thought leadership
- ⇒★ Enhance our role in designing and delivering primary care services and neighbourhood care models
- ⇒★ Expand the basket of professional services we offer in urban and suburban areas of Southern and Central Ontario
- ⇒★ Deepen and expand partnerships with hospitals to create more seamless and efficient support and navigation for clients, caregivers and families as they transition home and into the community
- ⇒★ Grow digital health and support technology-enhanced services in homes and communities







## STRATEGIC PRIORITY #2

### Deepen our leadership in home care **SCIENCE** to improve health outcomes

#### Over the next five years we will:

- ✓ Build on our research expertise to grow understanding of the vital role of the home care sector within the health care system, position home care as a specialty, inform system transformation, and advance population health to better meet the needs of our clients, carers, teams and communities.

#### FIVE YEAR OBJECTIVES

- ⇒★ Secure VHA's position as a leader in the growing field of home care science
- ⇒★ Create impactful, high-quality research that drives operational excellence and advances care and experience across health care systems
- ⇒★ Identify, assess and implement technologies that create independence, improve care outcomes and support new models of care





## STRATEGIC PRIORITY #3

### Integrate care and use technology to drive more **SEAMLESS SERVICE** delivery

#### Over the next five years we will:

- ✓ Provide spectacular co-designed care and experience for clients and carers by advancing our unified 'one team' approach, harnessing high quality data and technology and focusing on interprofessional collaboration, consistency, quality, safety and continuity.

#### FIVE YEAR OBJECTIVES

- ⇒★ Advance high quality, integrated care and experiences for clients, families and carers to keep them safe and healthy at home
- ⇒★ Create new and improved services with clients and caregivers that promote independence and well-being
- ⇒★ Improve the efficiency and flexibility of work for our teams, maximize time for client care and improve client experiences through the use of data insights and technology





## STRATEGIC PRIORITY #4

### Empower and enrich our team of home care **SPECIALISTS**

#### Over the next five years, we will:

- ✓ Collaborate with our team of home care specialists to create the conditions for fulfilling work where everyone leads with purpose, develops bonds that matter, and is empowered every day to work to full scope to best meet client and carer needs.

#### FIVE YEAR OBJECTIVES

- ★ Nurture VHA's culture as a magnet for talent and consistently deliver on our Employee Value Proposition of leading with purpose, building bonds that matter and being empowered every day
- ★ Amplify our role as a training ground for excellence in home care cultivating the next generation of home care specialists to meet the growing complexity of client needs





## STRATEGIC PRIORITY #5

### Strengthen **SUSTAINABILITY,** safety and inclusion

#### Over the next five years, we will:

- ✓ Deliver care that is safer, more inclusive, more resilient to climate change and more environmentally sensitive by advancing key United Nations Sustainable Development Goals.
- ✓ Engage in meaningful thought leadership and positive collective advocacy for equity in the health care system.

#### FIVE YEAR OBJECTIVES

- ⇒★ Advance home care that is psychologically and culturally safe, resilient to climate change and environmentally sensitive in alignment with the [United Nations Sustainable Development Goals](#) of Good Health, Decent Work, Reduced Inequalities, Sustainable Communities, and Partnerships
- ⇒★ Implement key recommendations from the [Truth and Reconciliation Commission Calls to Action 22, 23 and 92](#) and create partnerships to address anti-Indigenous racism
- ⇒★ Advance thought leadership and positive collective advocacy for equity and equality for our clients, carers, and teams and to position home and community care as the preferred care solution
- ⇒★ Grow our fully-funded Responsive Community Care programs and alliances focused on mental health, preventing homelessness and supporting families and communities in crisis – recognizing the impact of social determinants on health and well-being





# VHA Home HealthCare

Creating More Independence

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**Champlain  
Rehab  
Solutions**

VHA Home HealthCare would like to acknowledge that we are living and working on Indigenous land. This includes the territories of the Unceded Algonquin Anishinaabe, the Attawandaron, the Anishinaabeg, the Haudenosaunee, the Lunapeewak, 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

