



Annual Report **2003**





“the VHA heart.

That heart is what drives our work and is the main reason we have been – and will continue to be – around for a long time.”

VHA is proud to be a not-for-profit provider of quality healthcare and home support services since 1925.



Moving Forward... Looking Back

VHA was a busy place in 2003 — and a happier one. Every year, the reach of our service expands. In 2003, we provided 1,155,875 hours of personal support and nursing services to 10,319 clients, and, taking into consideration family members and loved ones, enriched the lives of many more. As well, this past year, we successfully completed our second accreditation process that emphasized measurement and outcomes. And, with the acceptance of our Durham nursing submission, our first outing with the infamous new provincial government RFP "template," we won big. Each of these is an historic milestone for us and we want to congratulate all those who contributed to these major successes.

Preoccupied as we are in keeping up with today's work and planning ahead, it is also important every so often to look back. To pause and ask, "How are we doing?" Actually, what we have accomplished here in the last few years is quite remarkable.

We have come through a very turbulent period marked by funding cutbacks and the frightening transition to a new *managed competition* world, winning consistent volume awards and growing to a size we could not have imagined five years ago. In short, more than just surviving, we have thrived.

We have also expanded our *geographic reach* for the first time in our history beyond the region of Toronto with new contracts in Durham and York and we are aggressively continuing this campaign. And we have expanded our *service mix*. With our first large nursing award in Durham, after six years of investment and paying our dues – as newcomers must – we can now confidently say that we have made the transition from a venerable social agency to a fresh faced new health care provider. Moreover, with the opening of Adams House for individuals with mental illness, we have added housing to our offering.

As well we have made giant steps in *quality monitoring* and continuous improvement which is the new frontier of Canadian health care. Receiving full accreditation status for three years (with no conditions) from The Canadian Council on Health Care Accreditation is something none of us here would have imagined three years ago as we embarked on our first accreditation. But

we've done it and have the certificate to prove it! All of us at VHA are justifiably proud of this accomplishment and eager and willing to continue to "raise the bar" in our ongoing pursuit of excellence.

In the last few years we have established a reputation for seeking out and working creatively *with partners*. The arrangement we have with eight local home support agencies is a unique aspect of our service offering to CCACs and, without our partnership with COTA, Adams House would not be possible.

We have become more efficient in our operations. This is not just about working faster – although it certainly is that – but also about working smarter. We are gradually *redefining our operating "formula"*. Having a defined business formula is critical for effective expansion. As well, the more consistently we do things the better it is for the both clients and our all-too-skinny bottom line. We are now a *strong competitor* with a proven ability to "ramp up" when we land a new contract in a new

geographic area. This time next year we will be reporting to you on the installation of our new operating system – which we're working hard on right now – to take us to a whole new plateau of cost effectiveness.

So we've been busy growing and changing. But our most treasured quality has remained exactly the same: *the VHA heart*. That heart is what drives our work and is the main reason we have been – and will continue to be – around for a long time. Did you know that next year we will celebrate our **80th Anniversary?**

See you at the party!

Alan Ely
Board Chair

David A. Wright
President & CEO





A Year in Review

- Participated in the Leaders in Safety program and refreshed, developed and adopted 5 health and safety standards: Roles and Responsibilities of managers, supervisors and workers, Joint Occupational Health and Safety Committee, the Early Safe Return to Work Policy, Workplace Inspections, Health and Safety Policy. On an ongoing basis, we will continue to participate in this work group and continue to develop workplace safety policies that will assist us in reducing our accidents and costs.

- Hired 242 personal support workers and 33 nurses this year.

- Nursing volumes continue to grow with the program hitting a volume of 39,774 units at year-end, representing an approximate growth of 36% over 2002!

- In June 2003, Health Services completed their ramp up in the first contract for Child and Youth Nursing services in York Region. This program covers children and teens birth – 19 years of age and provides acute (clients with time-limited acute medical conditions i.e. wound care), chronic (long term children who are medically fragile), family respite and school nursing care. The area of coverage for York Region is broad – the area is 1,800 sq. km with a population of over 700,000 people! VHA primarily services the southeast and southwest areas of York Region.
- Health Services continues to focus on the development of clinical expertise with its nursing staff. Nurses are now certified in many clinical skills such as CADD pumps, venipuncture, tracheostomy, peritoneal dialysis.
- Weathered the threat of hurricanes, SARS, and the Great Power Blackout, while continuing to serve the most vulnerable and needy in our communities.
 - Served all high risk clients and 100% of all nursing clients, 85% of other personal support clients during the Ontario blackout.
 - Personal support/homemaking and nursing staff continued to provide care in the community to clients under observation for SARS and those recovering from the disease. Countless hours of pre-screening, masking, gowning and ensuring the protection of both our clients and nurses was spent in the Spring of 2003 when the crisis was at its height.
- Refurbished our website – www.vha.ca.
 - Participated in a joint effort with OCSA and OHHCPA to lobby the government with respect to issues in the home healthcare field.
 - Participated in an Ethics Project with Toronto CCAC and other community partners.
 - Awarded full Accreditation status under the Canadian Council on Health Services Accreditation's AIM (Achieving Improved Measurement) Program for a three year period.

- Conducted an agency wide comprehensive employee survey with the National Research Corporation (formerly Smaller World Communications), which was a follow-up to one done in 2000. This survey gives us benchmarked results and improvements were noted in a number of areas.
- Co-sponsored Mental Health Information Fair in South Central and East Toronto, and exhibited at Women's Health Matters, Alzheimer's Society Symposium, Ontario Gerontology Association and the OACCAC Annual Conference.
- Presented at the Annual Canadian Home Care Conference "Strength in Numbers" that focused on the critical success factors in forging alliances with other not-for-profits to successfully compete for service contracts, as well as a poster display on our unique homelessness prevention program, "Extreme Cleaning".
- Secured a City of Toronto (Public Health Department) grant for a pilot Parent Relief Program for at risk families with children, birth to six years of age.
- Caught the United Way fever and climbed the tower, walked and/or leaped and bounded, and pledged/donated to the 2003 UW campaign.
- Delivered 1,155,875 hours of personal support and nursing services to 10,319 clients and their families.
- Celebrated the enormous work and commitment displayed by our field staff in service to their clients through annual recognition dinners for staff in the month of October.

- The Education Committee planned and delivered over twenty In Service education sessions in 2003. They were delivered at our training site at 124 Merton Street and at varying locations in the Durham Region. Subjects ranged from Palliative Care, Acquired Brain Injury (ABI), Alzheimer's/Dementia, Infectious Diseases to Safety in the Community and Protect your Back sessions. All sessions were well attended by our field staff in Toronto and Durham who used the sessions to further their professional development.
- Members of the Committee are drawn from both our service departments and meet regularly to plan, develop, and deliver a calendar of sessions every year. VHA takes this opportunity to thank members of the Committee for their tireless commitment and work.
- The members of the Committee are: Irene Oeffling (Chair), Susan Beattie, Glynis Stringer, Ann Stainton, Lisa Curzon, Alana Okorofsky, Caroline Hunter, Florence Spencer, Maria Vinci, Linda Woolcott, Salima Damji.
- VHA Home HealthCare, as landlord of Adams House, and Comprehensive Rehabilitation and Mental Health Services (COTA) as site support, provide safe, secure, clean housing for up to 27 tenants.
- 50% of the residents have been at Adams House for longer than 6 months. The average monthly residency is 25 persons.

Adams House



the VHA heart



Complex care, Simple comforts

Our Vision, Mission and Values

Vision

To be recognized as the best provider of home and community health support services in the province.

Mission

To make a positive impact on every life we touch by providing complex care and simple comforts.

Values

- **Client Focused Services** responsive to individual and family needs and preferences, respectful of diversity and delivered with competence and sensitivity.
- **A Positive Organizational Culture** that values the contributions of its diverse workforce and fosters excellence through accessible supervision, consultation and professional development.
- **Continuous Quality Improvement** through ongoing evaluation with the aim of exceeding standards of care.
- **Cooperation and Collaboration** with our community partners and other stakeholders.
- **Advocacy** in identifying service needs and effecting positive system change.

As a charitable not-for-profit organization led by a volunteer Board of Directors, we all share a commitment to manage our resources with fiscal responsibility, to adhere to ethical practices in all our operations and to ensure, as we are able, that the most vulnerable in our community have access to our services.



30 Years

Mary John

*Mary John has completed 30 years of service with VHA Home HealthCare working primarily in the West Toronto area. One client describes Mary as "a wonderful homemaker that I cannot live without". Her supervisor describes her as "respectful, cooperative and will always go above and beyond her availability. A valuable asset to VHA!"
Best Wishes Mary! Congratulations & Thank You!*

Long Service Recognition

15 Years

Gwendolyn Henry
Condacy Moses

10 Years

Dorothy Abrahams
Julita Ahmed
Hamida Ahmed
Jeanette Baker
Ellen Boamah
Violeta Carino
Lucia Chang
Elzbieta Colabrese
Merici Coole
Beverly Gavin
Icerene Gordon
Hortense Grace
Valerie Grant
Olga Imrik
Norma King
Marissa Langcaster
Delores Layne

Janet Layne
Pat Loy [Wendler]
Susan MacDonnell
Barbara MacNeil
Rafaela Mairena
Myrlin McCallum
Carleen McCleary
Blossom Palmer
Trifina Razalan
Krystyna Ryczek
Zenaida Santos
Erma Simeon
Beverley Smith
Marzena Sulich
Helen Tan
Erlinda Ursua

5 Years

Emelda Bacquain
Gladys Boampong
Marcia Campbell
Eveth Carter
Teresa Danuta Ciszewska
Pamela Diab Perez
Veronica Dussard
Naomi Ferguson
Ilda Ferreira
Zenaida Frencillo
Rhonda Gordon
Phyllis Loretta Gravesande
Sue Hu
Semainesh Kahsai
Jane Mccracken
Meseret Mehretab
Silvia Patricia Moncayo

Sylvia Oliver
Agnes Padullo
Sonia Palmer
Nenita Purisima
Marilyn Renaud
Navlet Riley-Shoultz
Jean Sampson
Janet Soorjoojnauth
Halina Szyszkowska
Lemlem Tesfamichael
Yvonne Tulloch
Janeth Valenciano
Louis Van Bochove



Our Sincere Thanks

VHA would like to acknowledge and thank many individuals, organizations, donors and funders for their ongoing support.

Of special note are those listed below without whom our work could not continue:

Belmont House	Ministry of Health and Long-term Care
Bridgepoint Health	North York Community Care Access Centre
Carefirst Seniors and Community Services Association	North York Seniors Centre
City of Toronto Community and Neighbourhood Services:	Ontario Community Support Association
• Homemakers and Nurses Services & Shelter	Osler, Hoskin and Harcourt
• Housing and Support Division	Regional Municipality of Durham
• Public Health Division	Scarborough Community Care Access Centre
COTA Comprehensive Rehabilitation and Mental Health Services	Scarborough Support Services
Department of Veteran's Affairs	Senior People's Resources in North Toronto (S.P.R.I.N.T)
Don Mills Foundation for Seniors	St. Christopher House
Durham Access to Care	St. Clair West Services to Seniors
East York Access Centre	Toronto Community Care Access Centre
Etobicoke & York Community Care Access Centre	Toronto Rehabilitation Institute
Family Services Association: Employee Assistance Program	United Way of Greater Toronto
KPMG LLP	West Toronto Support Services
LifePlans	
Ministry of Community, Family and Children's Services	

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