

*Annual Report*

2004



Complex care, Simple comforts



*facing the future ...*

## *President and Board Chair Report*

Since 1925, VHA Home HealthCare has been facing the future with vision, a commitment to service excellence and the courage and tenacity to respond to changing and often challenging circumstances. We take great pride in our accomplishments this past year and feel privileged to work with the high caliber of staff and volunteers that make VHA such a vibrant and caring organization.

2004 has been a year of significant growth, innovation, non-stop activity and achievements. Our growth has been rapid and substantial — both in service volumes and geography — primarily through securing new Community Care Access Centre (CCAC) contracts in the GTA and in southwestern Ontario. Staff across the organization worked full out to ensure the start-up of each of these contracts was smooth and successful. We appreciate their tremendous efforts.

Half way through the year we paused to celebrate David Wright's retirement from the helm of VHA after 16 years of devoted service and many accomplishments. His shoes are big ones to fill, but we

are confident that with a new leader and a new strategic plan in place to guide us through the changing external landscape, we will be an even more quality driven and dynamic organization. VHA's 2005-2007 Strategic Plan sets out our goals, strategic priorities and key performance measures to focus our efforts for the next three-year period. It builds on our strengths and core competencies while enabling us to develop the internal capacity necessary to manage our growth and respond flexibly to emerging opportunities.

2004 has also been a year of guarded optimism regarding the future of home care services: optimistic as home care has now been pushed to the top of the public agenda, both provincially and federally, but guarded as health care resources are scarce and the investments needed to meet the growing demand for home care considerable. However we are heartened by this groundswell of attention on our service sector. The voices are growing louder and the message clearer, that we can't afford not to provide needed home supports, as the costs — human and economic — are too great to ignore.

*(Cont'd next page)*



A healthcare professional, a woman with blonde hair wearing a white striped shirt, is smiling while using a stethoscope to check the blood pressure of an elderly woman. The elderly woman, with short grey hair and wearing a dark patterned blouse, is seated and looking towards the professional. The scene is set in a home-like environment with a window and curtains in the background. The text "...with pride in our past" is overlaid in the center of the image.

*...with pride in our past*

The facts and figures in this Annual Report reflect a tremendous volume of work but unfortunately cannot vividly portray the people behind the numbers, their lives and their strength in the face of illness and disability. Their stories are compelling and poignant - the single parent struggling to care for her severely disabled child at home; the young woman recovering from a stroke who finds herself trapped in her apartment with limited speech and mobility; a newcomer to Canada with a recent diagnosis of cancer coping with his chemotherapy treatments with no family or friends to support him; or the fiercely independent frail elderly woman in the early stages of dementia anxious to remain in her apartment with her many pets. Nor do the figures capture the compassion and commitment shown by our skilled staff, the backbone of VHA, for whose contributions we are truly grateful.

VHA has a longstanding tradition of strong and collaborative partnerships with many individuals and organizations. We want to acknowledge and thank our many service partners, referral sources, funders, donors, suppliers, consultants and volunteers, without whose support we could not achieve our mission.

As in the past, we are confident VHA will meet the changes and challenges ahead with spirit, creativity, and fortitude, committed to our values and dedicated to our mission — making a positive impact on every life we touch by providing complex care and simple comforts.



Alan Ely  
*Board Chair*



Carol Annett  
*President/CEO*

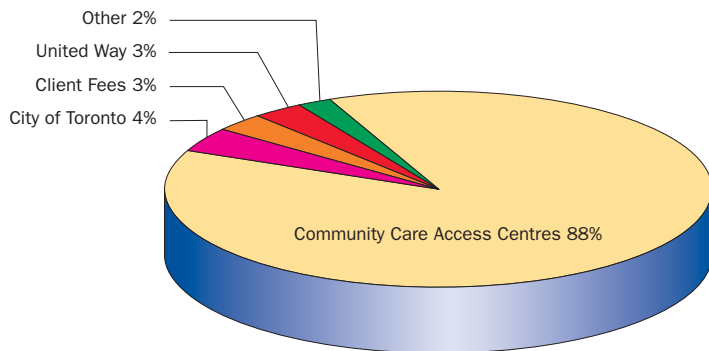


*the numbers behind the people*

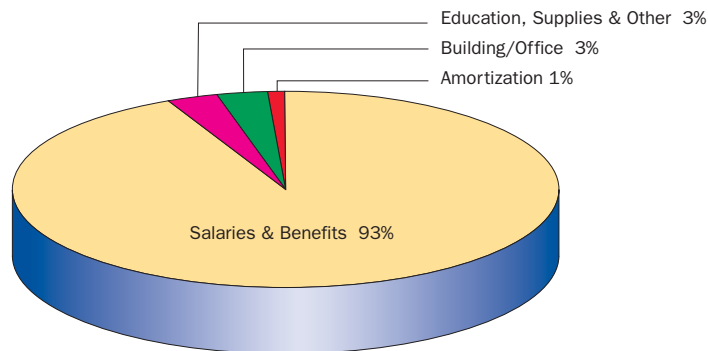
## Facts and Figures 2004

- **1.2** million hours/units of nursing, personal support and homemaking services delivered to **12,900** individuals of all ages with acute or chronic illness/disability
- **57** evictions prevented by providing extreme cleaning services and follow-up support
- **2789** hours of parent relief services provided for at risk families with children birth to six years of age
- **38** tenants housed with severe mental illness at Adams House — a transitional housing initiative for those at risk of homelessness
- **36,132** hours of charitable home support services provided to **1056** individuals and families in crisis without the financial means to purchase assistance and who are ineligible for government funded services or in need of supplementary support to remain at home

**2004 Revenue**



**2004 Expenditures**







*complex care, simple comforts*



## *How do we know if we have been successful?*

In addition to monitoring and evaluating all aspects of our operations and service delivery, our clients tell us first hand. Like the client who wrote us about his care provider:

*“...She is the perfect medicine and I count my lucky stars that she came into my life... she does things that help without thinking or asking and is so intuitive that she knows everything I feel and need. She is so kind, a wonderful listener, her compassion endless...always so positive, she is more than just a home care worker, she is a friend.”*

A photograph of a woman and a young child sitting on a play structure. The woman, in the background, is smiling and wearing a dark vest over a light-colored shirt. The vest has a logo that reads "VHN HOME HEALTHCARE". The child, in the foreground, is looking directly at the camera and waving with their right hand. They are sitting on a play structure with large, stylized letters "H" and "A" on either side. The image has a warm, yellowish tint.

*celebrating our achievements*

## *Highlights for 2004*

- Embarked on an extensive strategic planning process that established key goals and strategic priorities for the next three-year period (2005-2007) and confirmed our vision, mission and values.
- Expanded our service area to include southwestern Ontario, winning a significant nursing contract with the Chatham/Kent and Sarnia-Lambton Community Care Access Centres (CCAC) to provide both visit and shift nursing services in this vibrant urban and rural community.
- Experienced tremendous growth in our nursing services primarily through securing four new CCAC contracts - two in Durham Region, one in southwestern Ontario in the Municipalities of Chatham-Kent and Lambton County and one in North York.
- Welcomed Carol Annett as VHA's new leader effective August 1, 2004 to succeed retiring President/CEO David Wright after 16 years of dedicated service.
- Received recognition in a host of different ways - from the Canadian Council on Health Services Accreditation citing VHA for a "Good Practice" in their national database for Adams House, a transitional housing initiative for individuals with severe mental illness at risk of homelessness, through the positive responses received to our Extreme Cleaning Program's poster display highlighting the tremendous success of this unique eviction prevention service, to being one of three exhibitors awarded for their creative displays at the Ontario Association of Community Care Access Centre's annual conference.
- Caught the United Way fever and leaped and bounded in the annual walkathon, climbed the CN Tower, bought raffle tickets and surpassed our 2003 United Way Workplace Campaign fund raising efforts by 7% with generous contributions from our field staff and a first ever 100% participation rate in payroll pledges from our office employees.





*applauding VHA's caregivers*

- Participated in the provincial government's consultation processes for health care transformation, including the establishment of Local Health Integration Networks (LHINs) and the competitive procurement process review for home care services.
- Maintained an unwavering focus on quality improvement and risk management activities, which included setting a new Quality Plan for 04/05, making enhancements to our performance indicator monitoring system, undertaking a rigorous risk analysis process, expanding and centralizing our client satisfaction survey system, implementing a new monitoring tool that better captures the variety of quality improvement initiatives taking place across the organization and increasing our communication and staff development activities in continuous quality improvement to build knowledge and capacity.
- Continued as personal support/homemaking contracted providers for both the North York CCAC and East York Access Centre as a result of successful submissions through the competitive procurement process.
- Recruited a significant number of new staff to support our rapid growth - 123 new nurses, 63 personal support workers and 11 support/supervisory staff to fulfill existing and new service contracts.
- Selected a new information technology platform (GoldCare) to support our operations and began the implementation and conversion process.
- Continued to address the unique health and safety challenges of home care staff working in the community in partnership with the Workplace Safety and Insurance Board, the Health Care Health and Safety Association and other home care provider organizations. Positive outcomes of our efforts included a reduction in staff injury rates and significant improvement in safety performance with respect to our comparator group benchmarks.
- Applauded the tremendous efforts of all our employees who are the backbone of VHA, but specifically our 106 long-service award recipients - 56 for 5 years; 38 for 10 years; 9 for 15 years; 2 for 20 years and 1 for 25 years of excellent and dedicated service.

# *2004 Board of Directors*

## Officers

Alan Ely, *Chair*

Vik Sharma, *First Vice Chair*

Jeff Litwin, *Treasurer-Secretary*

## Directors

David Barnes

Don Bell

Joyce Gordon

Bill Hogle

Susan Houston

Joel Kohm

Dennis Long

Dr. John Nkansah

Diane Pirner

Catherine Seguin

Michael Strain

Nancy Wilson\*

Frances Zomer



# *Thank you*

*to our community volunteers and staff who are active members of our Board committees:*

- Executive
- Quality Improvement and Risk Management
- Corporate Development
- Finance and Audit
- Human Resources

\* resigned May 2004



# *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.



Complex care, Simple comforts

*[www.vha.ca](http://www.vha.ca)*

**HEAD OFFICE**

170 Merton Street  
Toronto, Ontario M4S 1A1

Tel: 416.489.2500  
Toll Free: 1.888.314.6622  
Fax: 416.489.7533

**BRANCH OFFICE**

#210 – 48 Fifth Street South  
Chatham, Ontario N7M 4V8  
Tel: 519.351.4414



Registered Charitable Number 10818 5141 RR0002