



Complex care, Simple comforts

PRESIDENT &  
BOARD CHAIR  
MESSAGE

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## Integrate. Improve. Innovate.

Providing the highest level of home health care to clients is certainly no game to VHA. It's something we treat very seriously and handle with compassion and integrity—*always*. Our goal, however, does centre on putting the right pieces together—including rigorous standards, comprehensive services, dedicated, well-trained employees and progressive community partnerships—to create a winning combination for all stakeholders.

More specifically, 2007 focused on what VHA sees as the “i”s of its future: *integrating* essential components of care so they're more effective for clients in the community, continually seeking to *improve* practices and capitalizing on emerging opportunities in the field through service *innovation*.

We continued learning the ins and outs of Local Health Integration Networks (LHINs) while helping LHINs navigate their way through the home and community care sector. Though this meant many meetings with LHIN representatives and community partners, it was time well spent: only through a collaborative approach can we ensure home care is truly understood as a vital and valued part of our health care system. We were heartened by the government announcement of a new *Aging at Home Strategy*. This initiative will help older Ontarians lead healthier, more independent lives in their own homes and communities.

2007 also heralded the creation of 14 new Community Care Access Centres (CCACs) and the re-opening of competition for service contracts. Responding to the newly-issued CCAC Request for Proposals was an exciting opportunity for VHA to expand its nursing services in Hamilton, Niagara, Haldimand and Brant as well as for nursing, personal support/homemaking services in Erie St. Clair. We are proud of our efforts but are unsure of the results because as of January 2008, all competitive processes were halted by the Minister of Health. We continue to await word on the outcome of the government's review.

Finally, in the fall of 2007, Board and staff engaged in a vibrant strategic planning process, complete with extensive partner and client interviews, environmental analysis, and two days of creative idea-generating discussion. The result is a winning three-year strategy integral to our continued growth, relevance and success, supported by four dynamic strategic pillars:

- Collaborating to respond to community needs
- Fostering innovation and excellence
- Strengthening organizational capacity
- Ensuring organizational sustainability, growth and development.

Each pillar is clearly defined, includes “wildly critical” goals that must be met, and is further fleshed out through targeted annual operational plans. Strategic indicators measuring our success will be carefully monitored and assessed by board and management throughout the plan's lifespan. While the next three

years will certainly be filled with challenges, they promise to be exciting.

We'd also like to recognize our incredible staff and volunteers: their support, talent and compassion were integral to 2007's successes and will no doubt help make 2008 another defining year in VHA's long history. Thank you as well to our dedicated service partners, funders, donors and referral sources—your ongoing commitment truly makes a meaningful difference in the lives of our clients.

Without doubt, VHA's "i"s are firmly fixed on the exhilarating journey ahead: as we expand our opportunities for *integration*, relentlessly seek to *improve* service quality, and continue to blaze a trail in home health-care *innovation*. Experience has taught us that a winning combination integrates and links these pieces to create a whole: one that is ultimately stronger and more valuable than its parts.



Vikas Sharma  
*Board Chair*

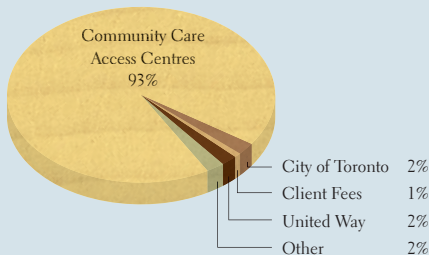
Carol Annett  
*President/CEO*

# FACTS & FIGURES 2007

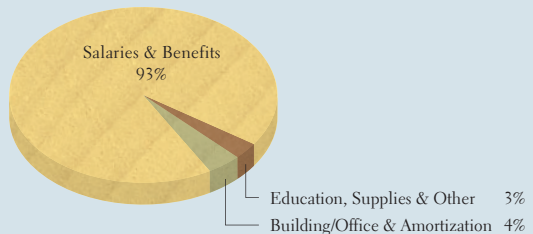
- 1,422 staff delivered more than **1.3 million** units of nursing, personal support and homemaking services to well over **16,000** individuals of all ages with acute or chronic illness/disability
- Over **36,000** hours of charitable community support services were extended to people and families in crisis who: did not have the financial means to pay for help, were ineligible for government funded services and/or were in need of extra support to remain at home
- **4,002** hours of parent relief services were provided — as well as **1,296** hours of volunteer support — to **150** at-risk families with children birth to six years of age

- 25 tenants with severe mental illness were lodged at Adams House — a transitional housing initiative for those at risk of homelessness
- 87 evictions were prevented because of *Extreme Cleaning* services and follow-up support

2007 Revenue



2007 Expenditures



# HIGHLIGHTS<sup>2007</sup>





# Innovating and Sharing

- Shared VHA's insights, expertise and knowledge with the health-care sector through presentations and panel discussion participation at several key industry events. Highlights included:
  - Bringing our experience developing and evaluating Parent Relief Programs to light at the *First Nations Social Service Commission of Quebec*
  - Discussing our views on leadership skills in the new world of Local Health Integration Networks at the *National Health Care Leadership Conference*
  - Leading a discussion on Making Ethics Part of an Organization's DNA at the *Canadian Home Care Conference*
  - Participating in presentations on Nursing Leadership Outreach at the College of Nurses of Ontario's *Nursing Leadership Network* and the *Ontario Association of Community Care Access Centre's 2007* conferences
- Adopted safe medication and reconciliation best practices championed by *Safer HealthCare Now!*
- Provided enriched learning/placement experiences for students in medicine, nursing, personal support and social work
- Created a new Clinical Educator role and expanded our in-house training programs—with a focus on best practice and enhanced evaluation tools — in everything from diabetes care, wound management, to palliative care

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2007  
HIGHLIGHTS

# Integrating and Collaborating

- Generated excitement working with our new LHIN partners and the Ministry of Health and Long Term Care on planning committees, service councils, health human resources initiatives and more
- Developed partnerships with other community support agencies to deliver *Home At Last* services in Scarborough
- Worked with Dr. Mark Nowaczynski, COTA Health, SPRINT and Dr. Sheila Neysmith to develop *House Calls*, an interdisciplinary service and research partnership caring for frail, housebound seniors at home
- Expanded *Extreme Cleaning* services into North York through an exciting new partnership with the Canadian Mental Health Association, preventing eviction and homelessness through cleanings and employment opportunities for CMHA clients
- Awarded funding in partnership with VON, St. Elizabeth Health Care and the Ontario Community Support Association to act as a Health Human Resources Demonstration Site for nursing leadership
- Connected to the Ministry of Health's *Smart System*



# Inspiring People

- Established the **Barbara Blackstock Cody Employee of the Year Award**, given in its inaugural year to Elizabeth Gordon, a VHA PSW for 28 years
- Participated in the start up of an important Human Resources Information System (HRIS) Project with VON and Red Cross to develop common HR definitions and coding for the community and home care sector
- Engaged in extensive leadership development through creative internal training initiatives and by supporting middle managers in external leadership training opportunities such as the United Way and Metcalfe Foundation's Emerging Leaders course
- Honoured two amazing caregivers with VHA's 2007 **Heroes in the Home Award**, which recognizes the tremendous efforts of family and friends caring for their loved ones
- Applauded the incredible contribution of all our employees—the backbone of VHA—and, more specifically, this year's service award recipients: 46 staff with five years; 45 with 10 years; five with 15 years; and four with 20 years of excellent and dedicated service
- After over 25 years of service, lost one of our cherished senior staff, Sue Power, to the lure of retirement but filled the position with the extraordinary talent and commitment of Kelley Myers, VP of Human Resources and Organizational Development
- Caught the United Way fever by dashing up the CN Tower and surpassing our 2006 workplace campaign results

# Improving Quality and Processes

- Achieved full accreditation status for the third time, including meeting all of the CCHSA's new Patient Safety Required Organizational Practices
- Focused on falls and fall prevention through a patient safety prospective analysis and development of new training education
- Completed the planning phase for a quality improvement redesign of our personal support service delivery model
- Partnered with the Toronto Catholic District School Board to refine our Workplace ESL program specifically for VHA staff



- Invested significantly in technology on several projects including:
  - The implantation of an Avaya Voice Over Internet Protocol (VOIP) phone system connecting all VHA offices to a single system
  - Infrastructure upgrades including brand new hardware for the Domain and GoldCare servers
  - Improving intranet and extranet presence through the purchase of a Microsoft SharePoint Server 2007, which will provide internal and external staff with secure access to VHA resources
  - Improved communication for on-call staff support after hours with investments in PDAs and Wireless Air Cards
- Moved to fantastic new head office space that supports the flow of work and our team structure
- Expanded the role of our client records department to include regular data integrity checks



2007  
HIGHLIGHTS







# VISION, MISSION & VALUES

## Vision

To be recognized as the best provider of home health-care and community 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** — providing service that is responsive to individual and family needs and preferences, respectful of diversity and delivered with competence and compassion.

**Healthy Workplace** — creating a culture that values the contributions of its diverse workforce, fosters innovation and learning, supports employee wellness and expects everyone to work together in striving for excellence.

**Continuous Quality Improvement** — sharing the responsibility to provide the best possible care and service, monitor performance, evaluate service quality and address opportunities for improvement.

**Cooperation and Collaboration** — working with our community partners and other stakeholders.

**Advocacy** — effecting positive health-care system change in support of client service needs.

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.

# BOARD OF DIRECTORS

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Diane Savage

Donna-Dale Smith



*Thank you...*

to our many community partners, funders,  
donors and volunteers for their ongoing support  
without whom our work could not continue.

V<sub>4</sub> H<sub>4</sub> A<sub>1</sub>



A United Way member agency



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