

Annual Report 2009

Complex care
+ Simple comforts

VHA Home HealthCare



"We are continually faced by great opportunities
brilliantly disguised as insoluble problems."

- Lee Iacocca

President & Board Chair Message

$$\begin{aligned} & \text{Leadership}\{(n^2)\} \\ & + (\text{Experience})^2 \\ & + h(x) \text{Insight} \\ & \times \text{Action}(g)fx \\ \hline & \text{Excellence}^{2009} \end{aligned}$$

Formulating Supportive Solutions

How can our services make the lives of our clients and their families better?

It's a simple, straightforward question we at VHA Home HealthCare continuously ask ourselves, whether our clients are recovering from an illness or accident, managing a chronic condition or living out their final days in the peaceful and familiar surroundings of their home. We are there to help people, and the loved ones who tirelessly support them, find real home health solutions that anticipate their needs and respond to each person's unique situation.

To that end, 2009 delivered more *complex care* and *simple comforts* than ever before. Most notably, COTA Health's rehabilitation services team joined the VHA family to form our newest division: **VHA Rehab Solutions**.

The integration brought over 400 new staff and service providers to us and expanded our basket of solutions to include: physiotherapy, occupational therapy, speech-language pathology, dietetics and social work services. It also lands VHA in two new Community Care Access Centre (CCAC) regions: Champlain (Ottawa) and South West (London). We hope to build on these new community connections when the competitive bidding process for CCAC service contracts resumes again.

The integration is one that perfectly aligns with our strategic objectives of:

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

Culturally, the two organizations were already very closely aligned in their vision, mission and values, so the transition process (though not without a few bumps on the road) was a success. Undoubtedly the addition of VHA Rehab Solutions will help us bring more streamlined and seamless services to an even greater number of clients as we constantly seek out innovative ways to deliver comprehensive home care. As we learn more about each other, we're also discovering how we can work together to capitalize on efficiencies and more effectively identify and respond to gaps in the system: gaps that often affect those most vulnerable and desperately in need of VHA's support.

Just as we started settling in with our new family member, we also began ramping up for the intense process of our fourth accreditation survey and site visit. While we weren't entirely sure what to expect from Accreditation Canada's new Qmentum program, our team quickly adapted and discovered that the new formula, in many ways, helped us better express our work, standards and people.

In fact, the glowing feedback we received from the surveyors took us aback. Of course it shouldn't: we know from client satisfaction surveying that 97 per cent of our clients would recommend us to a friend or family member. Interviews with agencies we work with also suggest that we're seen as a great partner in the community. But our drive to develop a winning formula means we're perpetually focused on bettering ourselves and aiming to meet and exceed all our performance indicator targets.

We also know, however, that home care delivery isn't a static, clear-cut math problem easily solved. True, processes, safety standards and protocols, client satisfaction and research results can all be measured, scored and interpreted—and they are all vital to delivering incredible service. But, there's also that intangible, unquantifiable “heart” our staff, service providers and volunteers show day in and day out that has set us apart for 84 years and will continue to do so for generations to come. Their passion, dedication and commitment to easing the burden on our clients and their families ensure we respond to client needs with answers that honour the independence, dignity and right to self-determination they're seeking.

Our partners, funders, donors and referral sources are also integral to the important work we do for our clients and in the community—and for all this we are truly thankful.

VHA is determined to be part of the larger health care system solution: by continuing to build partnerships and working together creatively to respond to the needs of the communities and clients we serve. We want to provide people with affordable solutions that address the resources and infrastructure required to remain safely at home and avoid hospitalization or a move to a long-term care facility whenever possible. We at VHA will undoubtedly continue to be a key collaborator and advocate in developing this equation, creating an inclusive and winning formula with real and relevant responses. Results that deliver improved health outcomes and an unparalleled care experience to Ontarians.

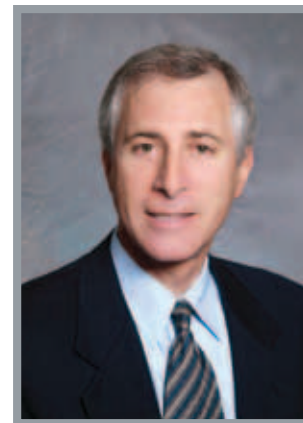
Though we're grateful for everything VHA achieved in 2009, we're also cognizant of the significant challenges that lie ahead for 2010—from shrinking government budgets, to the resumption of CCAC competition for home care contracts, to the continued refinement of our own internal processes and service integration.

For every question, concern and obstacle we face, however, you can rest assured that VHA will not only rise to the occasion, but will continue to deliver solutions that discover efficiency in times of constraint, innovation out of necessity and ultimately respond to “how can we make the lives of clients better?” with one simple answer: **by always putting the needs of our clients and their families front and centre.**



Carol Annett
President & CEO

Carol Annett



Jeff Litwin
Board Chair

Jeff Litwin

Vision, Mission, Values

± direction ↗

+ Σ3 focus

+ essence × ∞

Identity



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.

Facts and Figures 2009



Revenue:

City of Toronto – 1.5%
Client fees – 1.5%
United Way Toronto – 1.7%
Other – 1.3%



Expenditures:

Building/office – 2%
Education, supplies
& other – 4.7%

- **1682** staff and service providers delivered more than **1,572,541 million** units of nursing, rehabilitation services, personal support and homemaking services to **42,317** individuals of all ages who are in recovery from or managing an acute or chronic illness or 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.
- **3,500** hours of parent relief services were provided — as well as **2,307** hours of volunteer support — to **215** at-risk families with children birth to six years of age.
- **28** tenants with severe mental illness were lodged at Adams House — a transitional housing initiative for those at risk of homelessness.
- **222** evictions were prevented because of Extreme Cleaning services and follow-up support.

Connections

b^2 communication
+ teamwork x110%
+ xy*collaboration
x {(relationships)²⁵}

Community care

- Successfully acquired Aging at Home funding (as part of a collaborative) to sustain and grow House Calls—a project which provides housebound at-risk seniors with medical care in their homes.
- Received funding from the Ministry of Health Promotion through the Cardiovascular Health Awareness Program and Action Plan (CHAP + AP) to run blood pressure monitoring clinics for seniors in Wallaceburg, Ontario. The research study is aimed at improving health outcomes for those at risk of cardiovascular disease.
- Remained an active and valued member of the Hoarding Coalition of Toronto with insights gained through Extreme Cleaning delivery. VHA's Extreme Cleaning program was also featured in a Hospital News article in October.
- Completed Health Equity framework to help guide outreach efforts with marginalized populations, develop new programs and form new best practices.



- Joined Back Office Solutions, an initiative begun by Solutions—East Toronto's Health Collaborative. The collaborative was assembled to facilitate integration of key human resources, occupational health, training and development programs that will improve staff training, leadership development, staff recruitment and reduce staff turnover.
- Served as a member of Central East CCAC's Public Health Task Force on H1N1 planning and two regional Infection Control Networks (Central East and Toronto Central).
- Redesigned our Customer Service Centre in late 2009 to streamline the work flow into three distinct areas—call response, administration and service ordering—based on call and referral distribution patterns to meet the needs of our clients. We are continuing to refine the model to better serve clients, funders, staff and service providers.
- Secured funding for nursing services in nine supportive housing buildings. This initiative helps residents continue to live independently despite challenges such as mental health concerns or chronic illness.



Knowledge

sharing $\approx \{(\sqrt{s})\}$
+ $(\pi \text{ Learning})^2$
+ \neq creative problem-solving
x a^2 ideas

Innovation

- Held workshops on rehabilitation, falls reduction and prevention in Toronto, Ottawa and London which were so well-received that more are planned for 2010.
- Successfully piloted and then fully implemented (September 2009) an electronic client record for more than 9,000 personal support clients VHA serves annually. The electronic record ensures supervisors have access to all client information in the field and can submit reports on a timely basis. Electronic records also reduce paper use and storage costs.
- Completed implementation of our telephony project which allows personal support workers to enter hours worked via telephone and eliminates the need for time sheets. More than 85 per cent of client visits are now confirmed by the PSW using the client's phone. An e-orientation module allows new PSWs to practice the process online. VHA also expanded telephony time entry to shift nurses.
- Launched "Get a GRIP" campaign and distributed illustrative memo boards to clients to encourage client dialogue around fall prevention and to help identify potential fall or trip hazards in the home.
- Developed three Toronto Central CCAC-approved service delivery models on anxiety, depression and hoarding, two "Rehab Readiness" screening pathways and three Toronto Central CCAC service pathways for clients with Acquired Brain Injury (ABI).

- Launched VHAnet—an online resource and communication tool—to VHA Rehab Solutions service providers and VHA nursing staff. The portal allows workers to access documents, education materials and policies anytime via the VHA website.
- Launched Bed Bug Pilot in partnership with the City of Toronto and Toronto Public Health. VHA's Extreme Cleaning team helps clients with the arduous task of preparing for bed bug treatment (moving furniture, washing clothes, etc.) and assistance with reorganizing their home post treatment.
- Made a substantial investment in upgrading our information technology and telephony systems. The upgrade increased capacity, improved security, reduced administrative time, added redundancy and created an infrastructure to support automation.



- Delivered 25 presentations/poster displays showcasing VHA including:
 - SBAR communication tool implementation work presented at 2009 Home Care Summit (Banff), a poster at the Innovations Fair (Health Achieve), and a presentation at 'Meeting Accreditation Canada's ROP's,' a workshop sponsored by the Quality Healthcare Network and Accreditation Canada.
 - *Gains in Governance: Strategies to Improve Board Effectiveness* paper presented at *Making Gains in Mental Health and Addictions Conference*.
 - Canadian Evaluation Society Ontario Chapter Conference 2009 paper, *Performance Measurement Journey: Is there light at the end of the tunnel?*
 - A community ethics presentation and a client-centred care presentation at the Personal Support Network of Ontario.
 - Health Achieve—both at the general conference and as part of their Innovations Fair for Extreme Cleaning.
 - Two ethics presentations: one at the Community Health Nurses Association of Canada's annual conference and one at Town and Country – a community support organization.
 - An e-learning module on managed competition and CCAC contract standards for the ALIVE program.

Growth

Seamless

+ (integrated)

+ h(x) options

VHA Rehab Solutions



A DIVISION OF VHA HOME HEALTHCARE

Message from the Executive Director

This has been an action-packed year for

the Rehab team as we left our family at COTA Health and joined VHA Home HealthCare. While we were sad to say goodbye to colleagues and friends, we have definitely found a dynamic new home and have been welcomed with open arms as a vital member of the VHA team. Both organizations' long histories, dedication to client care, shared missions and aligned values have made this process remarkably fluid, despite the often complex logistics involved in the transition.

As part of the COTA Health team, we earned an incredible reputation, not only for our groundbreaking work in community care, but also for the rigorous professional standards that provided the foundation for all our services. As part of VHA Rehab Solutions, we're confident that the additional support and infrastructure a much larger organization provides will allow us to spread our wings wider

and explore broader horizons. Our dedicated, professional team of occupational therapists, physiotherapists, speech-language pathologists, dietitians and social workers have already brought a fresh perspective to VHA and have begun to do the groundwork that will pave the way to a more integrated home care approach. All while continuing to provide the high-calibre, professional services and support so greatly required in the communities we serve.

In spite of the challenges we face delivering community rehab services during these uncertain times, we look forward to building on our successes as part of VHA: as an industry innovator and leader, a care partner and most importantly, as a team player.

Barbara Cawley



Barbara Cawley
*Executive Director,
VHA Rehab Solutions*



People

$$\begin{aligned} & (\text{committed} + \infty)^2 \\ & + \text{caring}\{(\pi \times 3)\} \\ & + \text{compassionate} \times 100\% \\ & \times \Delta + \{\text{skilled}\} \end{aligned}$$

Caregiving team



- Fortified our senior leadership team with the hiring of Barbara Cawley, Executive Director of VHA Rehab Solutions and Courtney Bean, Director, Rehab Operations.
- Recruited over 90 per cent of COTA Health Service Providers and 94 per cent of back office and management staff to VHA Rehab Solutions.
- Honoured two inspirational Heroes in the Home Award winners—Tahir Qureshi and Rosa Spizzirri—for the incredible dedication and sacrifice they've provided to ailing family members.
- Celebrated the ongoing commitment and spirit of our long service award recipients: 95 with five years, 26 with 10 years, 27 with 15 years and four with 20 years of dedicated and incredible service.
- Introduced Physical Readiness Testing for Personal Support Workers (PSWs) and Home Support Workers (HSWs) to ensure staff are physically able to complete all job-related tasks. Testing prevents injury to staff and clients and time lost to injury.
- Provided enriched learning/placement experiences for students in nursing, social work, communications, personal support, human resources, physiotherapy, occupational therapy, patient safety communication training and community support.

BOARD

Jeff Litwin
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Past Board Chair/
Chair of Nominating
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Catherine Seguin
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Tomi Nieminen

James Robertson

Diane Savage



Tahir Qureshi—2009 Heroes in the Home winner with his wife Tahira and their family.



Rosa Spizzirri (left)—2009 Heroes in the Home winner



Accreditation

$$\begin{aligned} &\Sigma \times \text{Rigorous standards} \\ &+ (\text{quality assurance})^2 \\ &\times \text{industry bar} \times 100\% \\ \hline &\text{Qmentum} \end{aligned}$$



Qmentum Momentum: Accreditation 2009

Accreditation Canada's Qmentum accreditation program was a true measure of our abilities, standards and quality. This fourth accreditation survey was especially challenging, because the format was entirely new from previous years, however, we seized the opportunity to challenge ourselves and prove our standards of excellence. VHA once again met all the required organizational practices as well as 400+ criteria, earning full accreditation status.

We were delighted to receive enormously positive feedback from the surveyors. Some of our proudest achievements highlighted in the surveyors' report include VHA's:

- Strong ethical framework practiced and internalized from top to bottom.
- Client-centred approach, high quality of care and satisfied clients.

- Supported, valued and satisfied workers.
- Deep-rooted patient safety culture that has permeated the organization.
- Knowledgeable Board of Directors who demonstrate a diverse range of expertise.
- Visionary technologies for both the office and the field.
- Creative programming that responds to community needs and allows for meaningful partnerships.

Although we met 100 per cent of the accreditation criteria, there are always areas for improvement, opportunities for growth and ways to aim higher and do better. As always, this will continue to be our focus as we move forward.



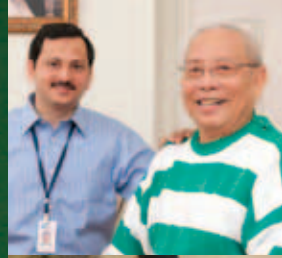
Thank you

$(x) \int 12 + \text{generosity}$
 $+ \text{spirit} | 3dx^2$
 $\times \text{MT}(30) + \text{heart}$

Effort



To all of our
community partners,
funders, donors
and volunteers
for their
ongoing support:
without you
our work
could not continue.



"There are numerous instances of an intellectual problem,
unsolved in the waking state, being solved in a dream."

- Carl Jung

Member agency



United Way
Toronto

A United Way member agency



Complex care. Simple comforts

Our website = www.vha.ca

VHA Home HealthCare

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