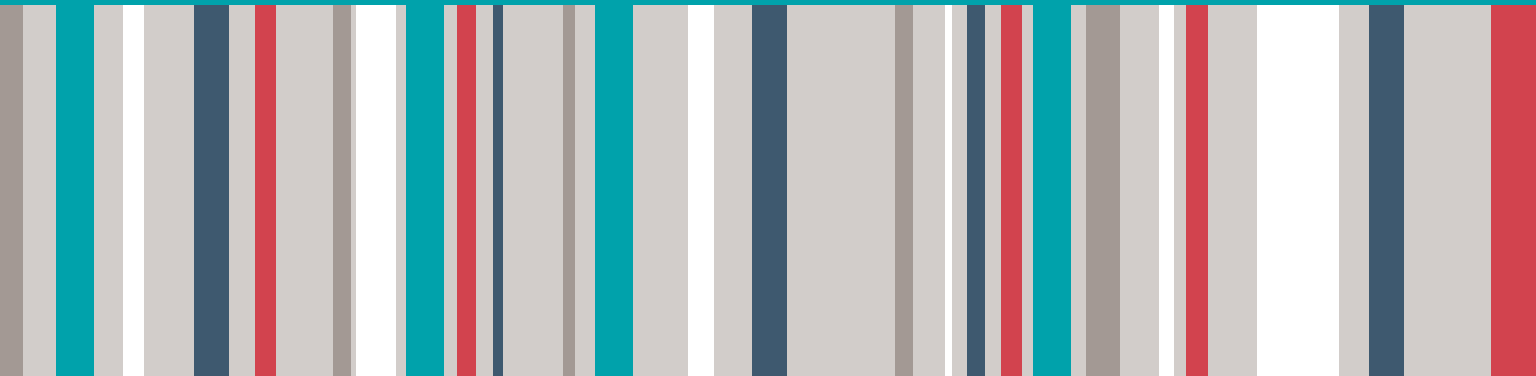




Creating More Independence



Annual Report 2010





As a charitable not-for-profit organization led by a volunteer Board of Directors, VHA is committed to:

- Fiscal responsibility
- Ethical practices in all our operations
- Driving positive change in community support and home health care

Vision:

Everyone receives community support and home health care when, where and how they want it

Mission:

Creating possibilities for more independence

Core Beliefs:

Our care must be:

Spectacular and continuously focused on quality improvement and safety

Client-driven, because what matters most to clients is what counts

Integrated and collaborative to unearth innovative answers to complex challenges

Inclusive and committed to serving the most vulnerable in our communities

Inspired and creative, delivered by a skilled team that has tremendous heart

President and Board Chair *Message*



Barbara Blackstock Cody
VHA Founder

Caring for Generations:

Most of us hope to make it to the ripe old age of 85 (and beyond). And that's exactly what VHA Home HealthCare (VHA) achieved in 2010. What Barbara Blackstock Cody started as a little charity of 14 homemakers has blossomed into a formidable and diverse organization of over 1,600 home care professionals. And while the breadth and depth of our services have expanded, the personal touch, compassionate care and focus on supporting the most vulnerable in the community all remain true to our roots.

Like any milestone birthday, we took time to reflect on our rich history, pouring over old photos, dusty old documents and newspaper clippings from VHA's early days. And in so doing, we not only gained insight into the organization's humble beginnings, but also developed even greater respect for our foremother and founder. In a time when class divisions were palpable, Barbara Blackstock Cody was an anomaly. Despite a privileged upbringing, she remained modest, real and without airs.

She became a nurse, even when it wasn't thought the "proper" thing to do and never shied away from hard work. She connected to people in a meaningful way, just as our staff and service providers still do day in and day out. She bypassed the comfortable path her affluence afforded her and used her influence and intelligence to make her community better. Barbara Blackstock Cody was a trailblazer of her time and one that continues to inspire and motivate us nearly a century later.



But as much as we enjoyed reminiscing about the VHA of old, it was also an incredible year of looking forward to new horizons. Now that the dust has settled on the 2009 integration of VHA Rehab Solutions, we began the exciting task of getting to know the newest member of the VHA family better, exploring ideas for collaboration and integration across our full basket of services.

VHA also made considerable effort to set the course for its future. In the summer we undertook an organizational blueprinting process. The process helped us fully uncover and celebrate VHA's unique DNA and the work we do to support more independence. It was challenging and often gruelling, but the results undoubtedly helped to solidify our roots and clarify what direction VHA wants to go in.

From this groundwork sprang our new Vision, Mission and Core Beliefs—impassioned words we believe capture the essence of VHA's past, current work and vision for the future. Most importantly, our new Vision and Mission are clearly focused on the people we serve and support: they are, after all our reason for being. The blueprinting exercise also informed the 2011-2013 Strategic Plan, challenging us to scrutinize every word, idea and action we've committed to over the next three years. We're confident that our new strategic direction offers our workforce, partners, funders and clients more than ever before: *More Independence, More Outstanding Home Care and More Talent and Innovation.*

2010 was also a year of creative solutions. Like the assembly of a scrapbook page, we were challenged with the task of taking existing resources and elements of service and combining them to compose something that collectively works together to create a complete care picture. Certainly as demand grows and resources go unchanged or shrink, this kind of "doing more with less" problem-solving will help VHA remain nimble and competitive. More critically, we hope this innovative, creative spirit will provide our clients with flexible, responsive services that rise to the challenge of fulfilling their ultimate goal of more independence.

And while we constantly look for new solutions and innovations, our passionate commitment to continuous quality improvement is unwavering. VHA made it to 85 by constantly putting operations and service delivery under the microscope and asking ourselves, our partners and most importantly our clients: “how can this be better?” And this question will continue to move us forward—as trailblazers in the industry, advocates for client centred care, and as a strong team player in shaping a vibrant, inclusive and responsive Canadian health care system.

Reflections on our past, present and future also leave us filled with gratitude. To our incredible staff, service providers and volunteers who act as the “face” of our organization—you have the rare ability to deliver uncompromised professionalism with true heart. To our partners, funders, donors and referral sources: you are, without doubt, the glue that helps us remain relevant and connected to our clients and community. Thank you all for your support, involvement and commitment to VHA and our mission *of creating possibilities for more independence.*

There’s no denying it—2010 was an incredible year for VHA. There were moments of sentimentality and celebrations of days gone by. But there were also great strides made in planning for the future. Changes that position VHA as a leader in the development and transformation of home health care in the 21st century as the population ages and as client needs grow more complex. We’re proud to have helped hundreds of thousands of people over the last 85 years. We look forward to our ongoing role as an active and engaged member of the community—one that not only cares for generations, but continues to help clients and their families maintain the dignity and independence they desire and deserve.



Carol Annett
President and CEO
VHA Home HealthCare



Jeff Litwin
Board Chair
VHA Home HealthCare

History

1925

The **Visiting Housekeepers Centre** is founded by Barbara Blackstock Cody to provide homemaking services to families with an ill mother. Launching with only 14 housekeepers, this is the first service in Canada to bring trained, supervised workers into homes experiencing crisis from a critical illness.

1929

The **Visiting Homemakers Association** (VHA) becomes an independent agency and Blackstock Cody is elected president.

1937

VHA initiates parental relief for polio victims.

1951

Homemaker services extended to care for sick children of single working mothers.

1964

After a three-year pilot project, VHA services begin to include care for the elderly.

1969

VHA moves to building donated by the **W. Garfield Weston Foundation**.

1974

The **Parental Relief Program**, financed by United Community fund, offers homemaking to families where the mother has a disability or one-parent families where the father has a physical disability.



1981-1985

Demand for homemakers and provincial support increases so that by 1985, VHA provides 355,000 hours of service.

1998

Nursing programs added to list of services to offer our clients a broader spectrum of home health care.

2000

Extreme Cleaning Program developed to help people suffering from mental health challenges facing eviction because of unsanitary living conditions.

2001-2002

Our name is officially changed from Visiting Homemakers Association to **VHA Home HealthCare** to reflect the growing range of services. In partnership with COTA Health, VHA opens *Adams House*, a supportive housing complex for tenants with severe mental illness.



2005

VHA launches the **Heroes in the Home Award** (renamed **Heart of Home Care Award** in 2011) to recognize family members and friends who provide extraordinary home care to loved ones.

2009

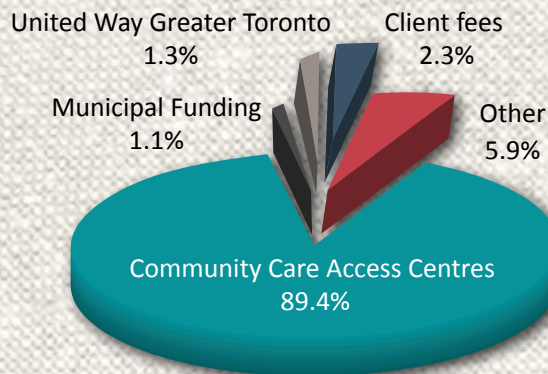
The VHA family grows when COTA Health's Rehabilitation Services—offering physiotherapy, occupational therapy, speech-language pathology, social work and dietetics—joins as **VHA Rehab Solutions**.

2010

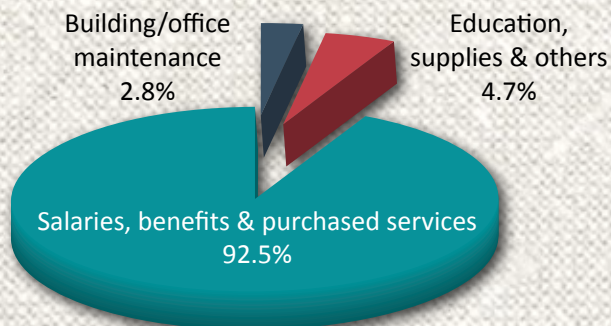
VHA Home HealthCare celebrates its 85th anniversary. Today we have over 1,600 workers delivering over 1.7 million units of service that support people to live with more independence.

Facts and Figures 2010

Revenue:



Expenditures:



1607 staff and service providers delivered more than *1,703,325 million* units of nursing, rehabilitation, personal support and homemaking services to *57,360* individuals of all ages who are in recovery from or managing an acute or chronic illness/disability.

Over *40,000* 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.

5,086 hours of parent relief services were provided — as well as *2,473* hours of volunteer support — to *176* at-risk families with children birth to six years of age.

26 tenants with severe mental illness were lodged at Adams House — a transitional housing initiative for those at risk of homelessness.

228 evictions were prevented because of Extreme Cleaning services and follow-up support.



Milestones

- Celebrated VHA's 85th anniversary with a number of events including a 20s-inspired staff and service provider appreciation celebration and retrospective VHA museum display.
- Purchased a new home for VHA and moved to 30 Soudan Ave. at the end of September. With a convenient central Toronto location at Yonge and Eglinton, tenant income and room for growth, Soudan will undoubtedly be the VHA head office for many years to come.
- Said farewell to Deborah Simon, who we thanked for 12 dedicated and productive years as VHA's Chief Nursing Officer and Vice President, Client Services. We wish her well on her new journey as Chief Operating Officer at Toronto Community Housing.
- Welcomed Barbara Cawley, Executive Director of VHA Rehab Solutions to the role of VP, Client Services, bringing nursing, personal support and rehabilitation services all under the same Client Services umbrella and further supporting our ongoing goal of more integrated services.
- Celebrated the ongoing commitment and spirit of our long service award recipients: 115 with five years of service, 42 with 10 years, 22 with 15 years, six with 20 years, two with 30 years and one with 35 years of dedicated and incredible service.





- Named Margaret Verdis our 2010 Heroes in the Home Award winner to honour the important work, dedication and patience it takes to care for ailing family members. Margaret is married to Frank, who sustained an acquired brain injury in 1987, and has devotedly cared for him ever since.
- Underwent an organizational blueprint to create a simple, clear and compelling explanation of VHA's DNA and what its core proposition is to clients. The answer: More Independence.
- Using "More Independence" as a springboard, developed our new Vision, Mission and Core Beliefs to better reflect VHA's identity and our commitment to client-centred care.
- Set VHA's future path after an extensive strategic planning process. The result is a dynamic 2011-2013 Strategic Plan that aspires to realizing our goals of: *More Independence, More Outstanding Home Care and More Talent and Innovation*.
- Unveiled a tagline for an exciting new VHA era. *Creating More Independence* captures the essence of what clients are seeking when they choose home care and what our staff and service providers are here to do.

Sharing and Caring

- Led the Hoarding Coalition of Toronto—a group of 30 organizations committed to learning about hoarding, increasing funding opportunities and advocating for more resources to deal with this growing challenge. VHA's leadership on the issue has solidified our reputation as a subject matter expert within Canada.
- VHA Occupational Therapists (OTs) took part in Toronto Central CCAC pilot to improve care through service integration with a team that included a nurse practitioner, pharmacist and care coordinator. OTs also assisted Toronto Central CCAC in the development of a new pathway for its Functional Independence Therapy (FIT) program for clients entering the CCAC Community Independence Program (CIP), enhancing CIP clients' ability to remain in the community.
- Received funding from TransCanada Corporation to hold blood pressure and foot care clinics on Walpole Island. The successful *How Grandma and Grandpa Used to Make It* program runs alongside the clinics to encourage healthy eating decisions. This marks VHA's first formal collaboration with an aboriginal community.
- Acquired local and federal funding to support the Cardiovascular Health Assessment Program (CHAP) in Chatham. This initiative offers free blood pressure clinics along with health information and healthy cooking strategies for isolated seniors in rural Chatham and Wallaceburg.

Photo by Dr. Mark Nowaczynski



- With help from Central Local Health Integration Network (LHIN) funding, expanded our Extreme Cleaning program and improved promotion and access to primary cultural groups in the area through increased outreach.
- Partnered with Toronto Community Housing and St. Clair West Services for Seniors to offer pre and post bed bug intervention to help tenants prepare for and recover from bed bug infestation treatments—a unique but invaluable service.
- Provided enriched learning experiences for nursing, medical, social work, corporate communications, personal support, human resources, physiotherapy, occupational therapy, dietetics, patient safety education communication training and community support students.
- Offered nutrition education to staff and service providers through the *Mission Nutrition* campaign to raise awareness of healthy eating and boost overall health.
- Worked in collaboration with our associations, funders and service partners/networks on various quality improvements, new program development and advocacy initiatives both locally and sector-wide.
- Continued to partner with the widely acclaimed *House Calls* program that serves clients who are frail and elderly. An Occupational Therapist and a Nurse Practitioner from VHA serve as critical members of the interdisciplinary care team. The program and its clients were featured in a photographic installation by the program Medical Director, Dr. Mark Nowaczynski, at the Royal Ontario Museum.
- Created a safety blitz campaign in collaboration with VON to all nurses, personal support workers and home support workers to raise awareness about slips, trips, falls and musculoskeletal injuries in the workplace. This *Scan Plan Proceed* program was funded by the Ministry of Health and Long-Term Care.



Photo by Dr. Mark Nowaczynski



Learning and Innovating

- Enhanced our Child and Family Specialty Program to continually improve the knowledge and skills of personal support workers caring for young clients with a disability. Topics included communicating with a child with sensory disabilities, responding in life-threatening situations and the ethical and legal issues of reporting child abuse.
- Implemented the Call Management System in our Customer Service Centre, significantly improving our monitoring, scheduling, training and coaching capabilities.
- Implemented an enhanced IT disaster recovery plan which includes upgrades and improvements to our off-site hosting, back up of data, system redundancy and emergency relocation plans.
- Delivered over 12,000 hours of instruction to VHA staff and service providers which included training on: leadership for managing in a systems world, transforming accountability and creating healthy change, customer service and implementation of the Accessibility for Ontarians with Disabilities Act (AODA).

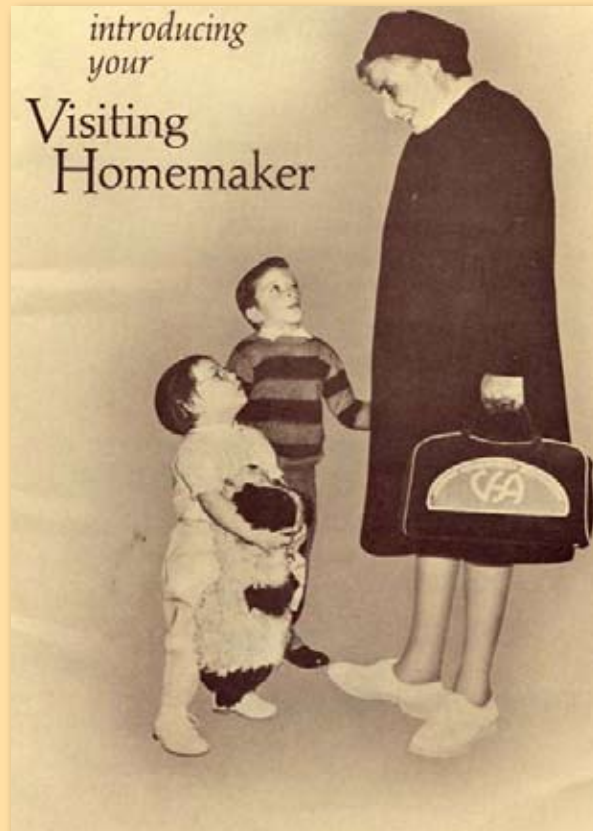




- Engaged in a number of research and best practice initiatives including: *Complex Feeding Services in the Community*: Identifying practice behaviours, confidence and use of available resources by OTs; *The Community Hoarding and Clutter Toolkit*: a best-practice guide to assist clients in the community manage extreme clutter and its origins; a *Community-based Falls Prevention Best Practice Initiative* pilot, *Inter-professional Collaborative Approach to Complex Senior Care* (Phase 2 of a Toronto Central CCAC and community OT pilot); *Client Centred Care*; and a *Diabetes Self Management Program and Evaluation* project.
- Upgraded our client survey system by enlisting the research firm Ipos Reid Public Affairs. This increased the number of clients surveyed, while improving the reliability and validity of results, helping us better monitor the client experience in all of our core service areas.

In the *Public Eye*

- Delivered over 40 presentations and poster displays including:
 - A facilitated discussion on advance care planning—*Righting the Last Act: Empowering Patients to Script Care Choices*— with four leading panelists from the community.
 - *Safe Start Education Initiative for Staff and Patient Safety*. This program, aimed at Personal Support Workers, was honoured as a finalist for the most innovative program at the Ministry of Health Innovations Expo.
 - ‘*SafeStart*’ your way to improving safety in home health care –poster presented at Celebrating Innovations in Health Care Expo.
 - OACCAC Knowledge and Inspiration Conference panel presentation describing our innovative, interdisciplinary *House Calls* partnership.
 - *What you don’t know CAN hurt you: Spreading results for action*—paper presented at Canadian Evaluation Society - Ontario Chapter Annual Conference.
 - *Creating a Culture Revolution to Improve Client Safety* —paper presented at Canadian Home Care Association Summit.



- *VHA Winning Formula for Fall Prevention: A Multidisciplinary Approach and Seniors Enhanced Care Project* for GTA Rehab Best Practice Day.
- *The Toronto Bed Bug Summit*, the Ontario Non-Profit Housing Association (on behalf of the Hoarding Coalition), and three hoarding-related information sessions for RENT (Resources Exist for Networking and Training).
- Three Falls Prevention workshops in London, Ottawa and Toronto and *The Role of OT and PT in the Community Sector: Therapy after you Leave the Hospital* to London Health Science Centre in-patient therapists.
- Panelists at *The Future of Physiotherapy: Opportunities and Challenges* for the Ontario Physiotherapy Association.
- Featured in several media outlets including: a *Toronto Star* article highlighting VHA's Extreme Cleaning Program, a *Citytv* story on hoarding, a *Hospital News* article on VHA's partnership with UHN and a story in *The Etobicoke Guardian* on VHA's Heroes in the Home Award winner.



Board of Directors

VHA Home HealthCare is governed by an independent volunteer Board of Directors who provides leadership, expertise, time to support VHA's vision, mission and core beliefs. We are indebted to this team for its tremendous commitment.

Jeff Litwin, Board Chair
George Brown College

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Diane Savage
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Thank you!



To our
community
partners,
funders, donors
and volunteers:
your support
has shaped
VHA's incredible
past and your
continued
involvement
will help us care
for generations
to come.





Creating More Independence

30 Soudan Avenue, Suite 500

Toronto, Ontario M4S 1V6

Tel: 416-489-2500

Toll-free: 1-888-314-6622

Fax: 416-482-8773

www.vha.ca

Branch Offices

Toronto

700 Lawrence Avenue West,
Suite 360

Toronto, Ontario M6A 3B4

Tel: 416-489-2500

Toll-free: 1-888-314-6622

Fax: 416-482-4627

Chatham

111 Heritage Road, Suite 103

Chatham, Ontario, N7M 5W7

Tel: 519-351-4414

Toll-free: 1-866-309-1115

Fax: 519-351-5091

London

633 Colborne Street, 2nd Floor

London, Ontario N6B 2V3

Tel: 519-645-2410

Fax: 519-438-2682

Ottawa

2625 Queensview Drive,
Suite 101

Ottawa, ON, K2B 8K2

Tel: 613-726-9823

Fax: 613-726-7512



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