



Creating More Independence

# Giving That Little Bit



Annual Report 2012

## 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



*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

## 2012 in Review

# MORE providers, MORE service, MORE compassion, MORE care.

In 2012, VHA Home HealthCare's **1,720 staff and service providers** delivered **2,104,010 units of service** to **61,944 clients** where and when they needed it.

We provided **3,348 hours of parent relief** and **67,704 hours of charitable community support services to clients in need**. Our volunteers gave of their talents and enthusiasm to the tune of **5,560 hours of volunteer service**.

**259 Extreme Cleaning clients** were able to stay safe in their homes – and **31 tenants** with severe mental illness received shelter and support at Adam's House, a VHA transitional housing project for people at risk of homelessness.

VHA staff and service providers had access to **\$180,000 from our Simple Comforts fund and Ideas to Innovation fund** to provide clients with extra items they needed and to kickstart new projects to support more efficient and spectacular care.

VHA also delivered **14,984 hours of staff training** this year.



# Giving that Little Bit MORE

## Message from the President and Board Chair

It has been said that “the only constant is change”, and for the past few years that has been especially true for VHA Home HealthCare. In our last annual report, we shared how we had embraced the challenges and opportunities before us by ‘Changing the Conversation’ with our clients and better integrating our services. In 2012, we focused even more deeply on these initiatives while also seeking ways to better deliver high-quality client care in the midst of new expectations from our funders.

The January 2012 release of Ontario’s Action Plan for Health Care, followed in February by the much-anticipated Drummond Report on reforming Ontario’s Public Services, set the stage for a new healthcare landscape. While both documents recognized what we at VHA have known all along – that home care support is an integral, cost-effective and under-utilized tool in the healthcare toolbox – they also demanded quality improvement, greater client satisfaction, innovation and more value for money from healthcare providers.

Our commitment to VHA’s strategic pillars of More Independence, More Outstanding Care and More Talent and Innovation already positioned us well for the Province’s changes, but VHA has never been an organization satisfied with the status quo. Our

amazing staff and leaders dug a little deeper this year, working in concert to achieve excellence in every corner of our organization. We shared

knowledge gained at various sector tables, identified innovative ways to deliver our work, and supported our fellow colleagues to implement best practices.

Knowing that nothing but excellence will do in this competitive and ever changing environment, we focused more deeply on our core belief of delivering spectacular care—care that would be felt by every one of our clients and recognized as exemplary by our funders and peers. In 2012, giving that little bit more defined our work.

Our quality improvement efforts were recognized in the fall when VHA received “Exemplary Status” from Accreditation Canada in recognition of our meeting 100% of the national standards for excellence in its exhaustive review.

We began a journey to become a ‘Best Practice Spotlight Organization’ with the Registered Nurses’ Association of Ontario. In this initiative, we have selected five areas of care for which we are implementing RNAO’s evidence-based practice. Supported by our Best Practices, Research and Education team, our BPSO journey offers opportunities for learning and broader knowledge transfer. The team has already gathered useful data on the challenges home care practitioners face in implementing evidence-based practice, and this research was accepted for publication in *Home HealthCare Services Quarterly*.



Of course, VHA doesn't operate in a vacuum. We also sought more opportunities to collaborate with sector partners this year – teaming up with Community Care Access Centres (CCACs), other health care organizations and seniors' services providers on palliative care initiatives, personal support worker education, healthy work environment projects, and more.

Meanwhile, we also worked throughout the year with the Ontario Association of Community Care Access Centres and various service provider associations on a new Quality and Value in Home Care initiative. This work resulted in the implementation of new CCAC service contracts across the province as of October 1, 2012. The contracts shift the focus from procurement as the vehicle for securing home care services to a shared, sector emphasis on a contractual relationship (i.e., CCACs and service providers working together). The goal is to secure better quality and value within new funding and delivery models of care.

In the midst of all of this quality improvement, efficiency seeking and implementing of new initiatives, we never lost sight of the fact that people are at the heart of our work—both the recipients of our care and the providers of our services. We seized opportunities throughout the year to celebrate and connect with the individuals who make our work so meaningful. We honoured true heroes of home care at our Heart of Home Care Awards in June. We launched the VHA Head Start Scholarship for children of our staff and service providers. We made ourselves red-carpet worthy at our Oscar-themed staff appreciation events, and we took time to reach out to many of our isolated senior clients with check-in phone calls.

It is an honour to work with the passionate, thoughtful and unfailingly energetic team at VHA. At annual report time, we are always astounded and gratified to be reminded of just how much can be accomplished when a compassionate team puts their minds to it. Of course, they do not do it alone. A big thank you also goes to the many volunteers who helped us in the field and at our Board table. Your contributions to building a more caring community are an inspiration.

It has been another complex, challenging and wonderful year at VHA Home HealthCare. We look forward to doing more in 2013 to bring spectacular care to our clients, and industry-leading practice to our sector.

Carol Annett  
President and CEO

John MacFarlane  
Chair of the Board of Directors



**Carol Annett**  
President and CEO  
VHA Home HealthCare



**John Macfarlane**  
Board Chair  
VHA Home HealthCare



# MORE Sharing and Caring

- VHA continues to increase our service volume, delivering 2.1 million units of service in 2012, compared to 1.9 million in 2011.
- VHA Rehab Solutions, Bayshore and ProHome joined together for an integrated palliative care project within the Central West CCAC. Bayshore, the lead partner, provides nursing care, ProHome provides personal support, and VHA provides rehabilitation services to the project.
- We won a contract to provide home support services to patients of Casey House, a specialty hospital with community programs that serve people living with and affected by HIV/AIDS.
- We celebrated our Heart of Home Care Award winners, Ken Wong and Jean Gervais, at VHA's AGM in June. Special guest Dr. Geordie Fallis, Head of Family Medicine at Toronto East General, brought levity to the poignant ceremony with a funny and touching presentation on health care.
- VHA's Simple Comforts and Ideas to Action/Innovation Funds were recognized as a 'Leading Practice' by Accreditation Canada, and were profiled at conferences in British Columbia and Alberta.
- With the support of a new recruiter and recruitment software, we experienced a net gain of 280 staff and service providers in 2012, representing a growth of 17%.
- We expanded our office footprint at our 30 Soudan location in Toronto, moving reception and some staff to the 6th floor. Our London office also relocated to a slightly larger space on the first floor of its office building. This move helped accommodate the new Extreme Cleaning initiative and the expansion of some customer service functions.
- We partnered with the Personal Support Network of Ontario (PSNO) and Nisbet Lodge to deliver accredited training to staff seeking PSW designations. The staff performed their practicum placements at Nisbet Lodge, much to the delight of residents at the long-term care facility.
- In July, we launched the Head Start Scholarship Program, awarding \$1,500 scholarships to 21 children of VHA staff and service providers toward their post-secondary studies. Scholarships were granted in the GTA (15), Durham Region (3), Ottawa (1) and Chatham (2).
- We established a new program of "companion" calls with elderly clients and check-in calls with our new clients.

**Partnering**

**Leading**

**Listening**

**Connecting**



## MORE Learning and Innovating

- VHA was accredited with Exemplary Status after meeting 100% of Accreditation Canada’s national standards of excellence for home care providers.
- On October 1, 2012, we signed new contracts with our Community Care Access Centre partners. These contracts allow for innovation in service delivery models.
- We continued restructuring our Client Services to better integrate the nursing, personal support and rehabilitation teams. As opportunities arise, we have been shifting the reporting structure in regions toward a single regional manager responsible for all services. The integration will help us achieve greater coordination efficiencies that align with our funders’ priorities, and a better response to complex client needs.
- Aligning the “Changing the Conversation” initiative with our core proposition of *More Independence*, we continued to train all of our rehabilitation, personal support and nursing teams in client-focused, flexible conversations with clients. This has largely contributed to higher satisfaction responses from our clients.
- VHA was awarded a *Best Practice Spotlight Organization (BPSO®)* candidacy by the Registered Nurses’ Association of Ontario, and selected as a host site for a day-long RNAO Champions workshop in Toronto in August.
- Also as part of the BPSO initiative, we launched two pilot projects in our Durham, Chatham and Sarnia offices that focus on the *Assessment and Management of Stage I to IV Pressure Ulcers*. We also established an Evidence and Outcomes committee to help sustain the implementation of BPSO best practices.
- Our Best Practices, Research and Education team was involved in five active research projects, primarily under the umbrella of *Independence*: chronic disease self-management, mobility and falls prevention. The team was also accepted to academic and individual membership with the Nursing Best Practice Research Centre (University of Ottawa).



Integrate

Learn



- Members of the Best Practices, Research and Education team were invited to participate with St. Michael's Hospital in a CIHR Knowledge Mobilization project. They were also asked to take part in a Ministry of Health and Long Term Care initiative with a consortium led by University Health Network on the subject of healthy work environments.
- We participated in proof-of-concept, outcome-based-pathway projects for wound care and hip and knee replacements.
- Two articles written by our Best Practices, Research and Education team were accepted by national journals and scheduled for publication in early 2013.
- VHA was shortlisted for a Canada's Top 100 Employers Award for 2012.
- In partnership with West Park Healthcare Centre, we organized a well-attended Hoarding Conference in February. In June, we co-sponsored another conference with Sunnybrook Health Sciences on Managing Hoarding in the Community. Proceeds from that well-received conference went to the Toronto Hoarding Coalition.

**Working**

**Together**

# MORE Community Engagement

- House Calls, VHA's successful initiative with Dr. Mark Nowaczynski and SPRINT, continues to grow. This year, new grant funding was secured that enabled us to add physiotherapy services to the Occupational Therapist and Nurse Practitioner VHA already provides to the team.
- We were nominated for a Spirit Award by the United Way for the results of our 2011 fundraising campaign, which exceeded target by more than \$8,000.
- Our increased volunteer outreach/recruitment efforts led to more active volunteers within the first quarter of 2012 than we experienced in all of 2011. In November, our volunteer coordinator relocated to operate our program from the United Way-funded Dorset Park Hub in Scarborough. As an anchor partner, VHA will participate in the activities and development of this Hub.
- In consultations with several local community groups, service providers and funders we identified a growing need for extreme cleaning services and expanded our Extreme Cleaning program to London in December. In addition to cleaning, the program features mental health consultation support from a VHA occupational therapist and after-care services through several partners.
- We were approved for an additional \$40,000 in base funding from the City of Toronto for our Extreme Cleaning program.
- We received a \$21,000 New Horizons grant from the federal government, and used it to start a health and education program called "Seniors on the Move" in Chatham and surrounding areas.
- For the second consecutive year, VHA won Best Booth at the Ontario Association of Community Care Access Centres' annual conference by giving attendees a welcome retreat in our VHAaaaaahhh Spa booth.
- Our CEO Carol Annett received a Queen Elizabeth II Diamond Jubilee Medal for VHA's commitment to family caregivers through our Heart of Home Care Award.

**Support**

**Advise**

**Excel**





## VHA Heart of Home Care Awards: Saluting Outstanding Caregivers

**Caring for a family member is an incredibly demanding and challenging job that often goes unrecognized and under-supported by the outside world.**

**Our 2012 VHA Heart of Home Care Award winners, Jean Gervais and Ken Wong, were recognized in June for the incredible dedication, love and positivity they bring to the care of a family member.**



### **I Will Never Leave Your Side**

When Ken asked Nada out at a university party, she gave him a fake phone number (for a pizza place). Nada thought Ken was a “shady” engineering student, but a mutual friend convinced her to give him a chance. Their romance blossomed into love, marriage and twin baby girls.

Then, in 2008, when Nada was 46, Ken noticed that she was leaving post-it notes all over the house and she was having trouble with simple tasks like banking. Nada was diagnosed with corticobasal syndrome, a neurodegenerative dementia causing loss of language and frontal executive functions.

Without hesitation, Ken put his engineering career on hold and promised Nada he would never leave her side.

“I want to celebrate her life together, with no regrets...and support her through her final journey.” Nada has been given two to 10 years left to live.

Despite the hardships, Ken remains positive. One thing that keeps him going is his belief that Nada’s long-term memory is still intact.

“She laughs when I talk to her about funny things from our early years,” says Ken. “I can see the twinkle in her eyes.”



*Ken Wong, second from right, with some of his nominators.*



Jean Gervais

## A Mother's Love

Heart of Home Care Award recipient Jean Gervais has dedicated nearly 40 years of her life to looking after her son, Michael, full time.

Ambitious and athletic, at age 22 Michael aspired to be an Olympic high jumper, but life's journey took him on a different path. After a devastating car accident in 1974, he suffered partial paralysis and brain damage, but his loyal and devoted mother did not hesitate to become his primary caregiver.

"He is a good patient and I think that's why I've been able to handle it for so long," says Jean.

Eighteen years after the accident, Michael was diagnosed with brain cancer, leaving him bedridden. Even though Jean has had her own challenges, including a recent diagnosis of leukemia, she has insisted Michael remain at home.

Throughout her challenges Jean displays incredible strength and positivity. "I've never seen my aunt get short-tempered, angry or frustrated," says Sharon Edge, Jean's niece who nominated her for the award. "She lives for him and he lives for her."

**Honouring**

**Our**

**Fellow**

**Caregivers**

## Board of Directors

We would like to take this opportunity to thank the dedicated members of VHA's volunteer Board of Directors. This small but mighty governance group provides thoughtful strategic guidance to our leaders to ensure that VHA Home HealthCare continues to create more independence in a manner that is accountable to our clients, their families and our funders, consistently relevant in a changing healthcare landscape, informed by best practice, and fiscally responsible.

John Macfarlane, Board Chair

Jeff Litwin, Past Board Chair

Tomi Nieminen, Treasurer/Secretary

Adwoa K. Buahene

Keith Christopher

Gary Kapelus

Harold Lenfesty

Cheryl McGrath

Zeeva Millman

James Robertson

Diane Savage

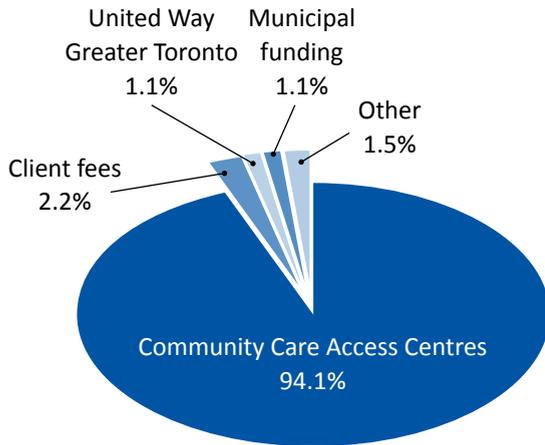
Ann Weir



**Thank**

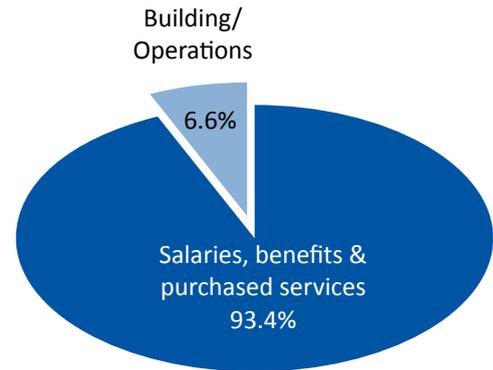
**You**

## 2012 Financial Figures



### Revenue

\$85,368,543



### Expenditures

\$82,481,112



Creating More Independence

30 Soudan Avenue, Suite 600  
Toronto, Ontario M4S 1V6  
Tel: 416-489-2500  
Toll-free: 1-888-314-6622  
Fax: 416-482-8773  
[www.vha.ca](http://www.vha.ca)



VHA Home HealthCare has no corporate or other affiliation with VHA Health & Home Support, also known as VHA Ottawa. VHA Health & Home Support can be reached through their website at [www.vhaottawa.ca](http://www.vhaottawa.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, Suite 150  
London, Ontario N6B 2V3  
Tel: 519-645-2410  
Fax: 519-438-2682

### Ottawa

**Champlain Rehab Solutions**  
2625 Queensview Drive,  
Suite 101  
Ottawa, ON, K2B 8K2  
Tel: 613-726-9823  
Fax: 613-726-7512