



Strategic Plan 2020 – 2025

A photograph of an elderly woman with white hair and glasses, wearing a green and black patterned top, sitting in a chair. A caregiver with dark hair, wearing a white polo shirt with the VHA logo and blue overalls, is leaning over her, holding a glass of water to her lips. The caregiver is smiling and has her arm around the woman. In the background, a framed collage of several small photographs of people is visible on the wall.

CARE
to Transform



Message from the Board Chair and CEO

2019 has been an exciting year with strategic planning on our agenda alongside the reshaping of our health system, and we are delighted to share VHA Home HealthCare's new Strategic Plan 2020-2025.

This plan builds on the nearly century-long, rich history VHA has of offering high quality care with great heart to vulnerable populations when, where and how our clients want it. It positions us well to focus on the needs of clients and families, to champion sustainable solutions that enable health, independence and well-being, and to play an essential role in the redesign and orchestration of our future health care system.

CARE to Connect focuses on innovative partnerships, integrated care models and championing the voices of our clients and families as our health care system transforms.

CARE to Create is all about ensuring simpler, more streamlined communications for our clients and families as well as our service providers by investing in innovation, technology and digital tools to make everything we do as easy as possible for the people we serve and for our team.

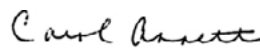
CARE to Inspire puts the spotlight on our people—who deserve a terrific workplace, job satisfaction, work-life balance and access to training, development and growth opportunities.

Amidst all of the change around us, our laser focus on providing spectacular client- and family-centred care remains the same.

This five-year plan provides a snapshot of our strategic priorities. We are inspired by its direction and vision, and committed to focusing our passion and energy on delivering this plan. We appreciate your support along the way!



Karen N. Singh,
Board Chair



Carol Annett,
President and CEO





VHA Vision, Mission and Core Beliefs

Vision

High quality care delivered with great heart—for every person, every time, everywhere.

Mission

Creating possibilities for more independence, championing the needs of our clients and families and delivering high quality, integrated care.

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

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

Core Beliefs

Everything that we do must be:

- Client-driven because what matters most to clients and families is what counts
- Spectacular and continuously focused on quality improvement and safety
- Integrated and collaborative to unearth innovative answers to complex challenges
- Inclusive and committed to serving the most vulnerable in our communities
- Inspired and creative, informed by evidence and delivered by a skilled team that has tremendous heart



Our Engagement Process

Our process for developing this strategic plan began in early 2019. We undertook a deep engagement process to hear ideas, opinions and feedback from staff, service providers, clients, caregivers, board members, partners and funders. We heard feedback through online questions, focus groups, internal and external interviews and in-person focus group sessions. The engagement process culminated in vigorous discussion and debate at a broadly-attended, fantastic summit event.

We heard from over 650 people throughout this process. These contributions and interactions speak to the incredible commitment and passion that is at the heart of VHA. We were inspired by the ideas and suggestions we heard, and we believe this plan both honours the voices we heard and sets us on a strong path to success in our evolving health care system.

CARE

to Connect



Co-design the future of health at home

Ontario's health care system is undergoing transformation and VHA is committed to playing a key role at planning tables to champion the needs of our clients and families, the wisdom of our teams and the value of home and community care.

We will partner widely to provide more connected care for our clients through Ontario Health Teams, bundled care pathways, neighbourhood care teams and other integrated service delivery systems and care models. We will also work with non-traditional partners to develop a broader suite of services to help clients live safely at home.

As the appreciation of the importance of mental health and chronic disease self-management increases, we will build expertise in our teams in these areas.

We will continue to drive research agendas through investment and knowledge transfer to ensure we are addressing meaningful questions that impact client care and outcomes.

Strategic Priorities

- Amplify the voice of VHA as a thought leader and influencer in home and community care
- Drive reimagined Integrated Service Delivery systems by leveraging our role as a trusted partner and expert in home care and amplifying the voices of our clients, families and the expertise of our team and partners
- Build strategic alliances to create an expanded array of innovative, high quality home-based support services to enable clients and families to stay healthy at home
- Lead home care and system solutions through research to support the health and wellness of clients, families and staff
- Enhance health outcomes by fostering the clinical competence and expertise of our teams in the areas of mental health and chronic disease self-management
- Enable VHA to thrive and grow by focusing on achieving better health outcomes and better client and staff/provider experience, while managing costs and improving efficiencies

CARE

to Create



Transform Service Experiences, Client Care and Outcomes

As we focus on delivering high quality care every day, we need to continually improve our internal systems and processes. VHA is committed to investing in innovation, technology and digital health tools to make everything we do as easy as possible for the people we serve and for our teams. We are working toward improvements to service scheduling and in how we deliver care and manage client records. It will be easier for clients and staff to make and change appointments, access health information and manage client issues. As ever, all of our innovation work will be grounded in a deep understanding of client/caregiver needs as expressed by their own voices, research evidence and data.

We will use emerging research, new technology, digital tools and other innovations to simplify and streamline how we work and to increase the reliability and predictability of our services. We will seek out opportunities for virtual visits and monitoring, as well as the use of intelligent systems that enhance care and services.

Strategic Priorities

- Simplify the coordination, communication and delivery of VHA services
- Implement digital health tools to support virtual, in-person and self-managed care, providing the most efficient, cost effective, quality care 24/7
- Generate, access and use data intelligence to inform decisions and share our information with system partners to improve client/caregiver experience and the health care system as a whole
- Develop and deliver leading practices in team-based clinical care

CARE

to Inspire



Attract and retain top talent and boost team performance

As health care system demands increase, and as the need for talented nursing, rehabilitation and personal support workers at home grows, we must focus on attracting and supporting our team to bring their best to care. This means working to offer better schedules and more manageable workloads. Our people regularly talk about how much they value the training, education, coaching and growth opportunities VHA provides. We need to showcase these benefits more consistently to potential new hires.

We also want to grow our student placements and engage and invest in emerging leaders. We know our team of professionals can't do it all no matter how much they might want to. We intend to grow our engagement of volunteers to help augment and personalize care and services.

Strategic Priorities

- Grow VHA's profile as an inspiring place to work where diversity, excellence and continuous learning is valued, recognized and supported
- Build our workforce planning and capacity to meet the service needs of our clients
- Maximize the full potential of staff and service providers, actively supporting job satisfaction and work life balance and providing meaningful rewards/recognition, career growth, and professional development
- Augment our team with a vibrant cadre of volunteers that offer personal touch points and services

Strategic Enablers

Foundational to our strategic priorities are four critical strategic enablers that will be front and centre in all our work.

Uncompromising quality and safety

- Bring a quality lens to everything we do, encouraging improvement and innovation
- Remain absolutely committed to supporting client and staff/service provider safety

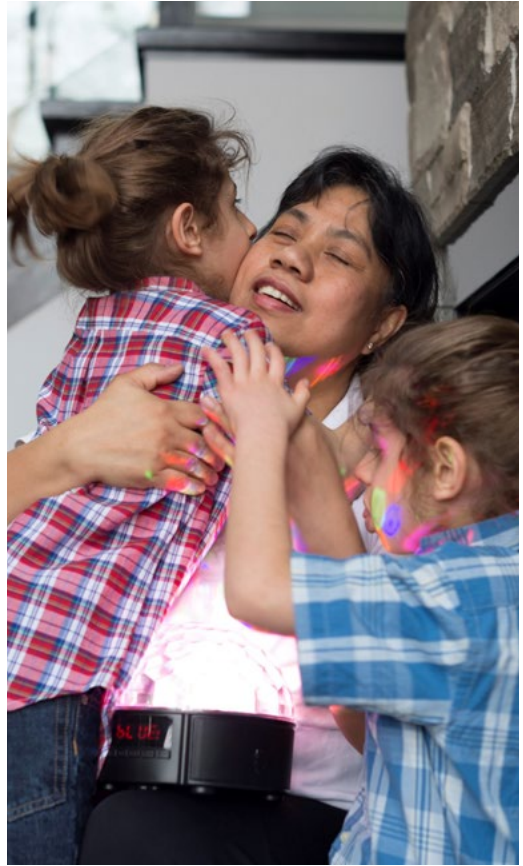


Co-designing with our clients, families, teams and partners

- Deepen our work integrating clients and families as co-designers of our care and services
- Actively co-design solutions with our front-line team members and our partners

Using data and technology

- Influence, trial and adopt new technologies for communicating, exchanging information, providing care and enabling seamless transitions across the health care system
- Generate and use meaningful, reliable data to guide our decisions as an organization, to support and drive innovation and to inform system design, and do so in a manner that is secure and respectful of privacy and client choice



Ensuring sustainable solutions

- Pursue, develop and implement solutions with sustainability in mind
- Remain focused on fiscally responsible solutions that preserve our viability and increase our effectiveness



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Registered Charitable Number: 108185141RR0002

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vha.ca