

VHA'S STRATEGIC PLAN 2015~2020

Bringing Our Future into Focus



Message from the CEO and Board Chair

After much thought, deliberation and spirited debate, we're delighted to present VHA Home HealthCare's Strategic Plan for 2015-2020. The plan is a culmination of input from our staff and service providers, leadership team, board members, community partners and, most importantly, the client and family members we are here to serve. While our focus on enhancing meaningful client and family engagement is still in its early stages, our ambitious five-year plan puts client and family wants, needs and insights at the centre of VHA's vision.

Open, respectful and harmonious relationships are at the core of all three strategic pillars.

Becoming **More Attuned** to client, caregiver and partner voices helps us deliver on our mission of *creating possibilities for more independence*, empowering people to make informed care decisions for themselves and their families.

We know systemic challenges are too big solve on our own: we must closely collaborate with others to deliver responsive, quality care to those who need it most. Building on existing partnerships and fostering new ones to be **More Connected** not only assures our relevance in a rapidly evolving health-care system, but impels VHA to break new ground in research and development of integrated solutions that reflect the needs of the community.

Realizing **More Inspired Solutions** is only possible if we tap into the energy and expertise of our staff, service providers and tech-savvy partners to drive best practices, improve the client experience and deliver equitable, sustainable solutions for Ontarians.

A lot has changed in the 90 years since VHA began its work in the community. But despite technological, social and medical advances, the heart of spectacular care remains unchanged: focusing on clients' needs and their preferences for when, where and how they receive care.

This five-year plan is a snapshot of our strategic priorities. While it doesn't begin to capture the enormous amount of work, energy and dedication required to deliver on these, we're inspired and excited by this big picture – and we hope you are too!



Carol Annett, CEO & President



Adwoa K. Buahene, Board Chair

MORE ATTUNED

Engaging client, caregiver and partner voices to foster innovations, specializations and quality improvements that enrich the care experience.

Our commitment to providing spectacular client and family centred care remains as strong as when VHA began in 1925. We believe our care must be client-driven, because what matters most to clients and their families is what counts. We need to listen more attentively to these voices to help us shape how care is best organized, delivered and experienced. We must continue to hold ourselves accountable for addressing the unique needs of clients by:

- helping them regain or maintain their independence
- providing high-quality care and simple comforts and;
- working with our partners to develop more integrated health care models and advance innovation to find more efficient, effective ways of delivering the best possible care for all.

Home care is by necessity all things to all people: caring for individuals of all ages who have a wide range of health conditions and complex needs. VHA will continue its work of serving the diverse needs of our communities – whether they are related to language, sexual orientation, culture or those who experience marginalization and health inequities. Our five-year strategic priorities, however, also aim to carve out specialties and targeted approaches that position us as “go to” leaders in the community.

Five-Year Strategic Priorities

- Engage clients and family caregivers – effectively, meaningfully and appropriately – in all we do to improve the care experience.
- Specialize in care for children with complex medical needs and people with cognitive impairment – growing and sharing our expertise.
- Keep relentless focus on continuous quality improvement for everything we do in client safety, care delivery and evidenced-based practice.
- Further develop self-management approaches and integrated service models that create more independence for those living with chronic diseases.



MORE CONNECTED

Partnering to grow, innovate and transform home health and community care.

The status quo is not an option. Size matters in a competitive market where industry mergers happen often. In the current environment of financial restraint, we need to find efficiencies by growing our business and streamlining processes so we can continue to invest in training, education, program development and research. These investments are critical to delivering the highest quality of care for clients and their families. Achieving this also requires concerted focus on strategic partnerships and alliances both within and outside our sector.

Providing all our clients with exemplary service that is integrated and seamless is a top priority. We will build upon existing service and contract foundations, with a special eye on expanding nursing capacity in the Greater Toronto Area (GTA) as nursing is often central to integrated service delivery in the community.

As a charitable organization, we take to heart the need to make sure we have the capacity to provide home and community support services for those people in our communities who are most marginalized and vulnerable.

Five-Year Strategic Priorities

- Participate in new models of collaborative and integrated care that improve client experiences and outcomes.
- Make linkages with academic, business and/or health-care partners to build new knowledge and innovative services/products that help people remain safely at home.
- Build our nursing capacity with a focus of expansion in the GTA.
- Expand our charitable services through new revenue streams and partnerships.



MORE INSPIRED SOLUTIONS

Investing in our talent and technology to create more spectacular care.

Having the right talent and technology in place matters not only in shaping the best experience and outcomes for our clients but also in maximizing our overall efficiency. We need to accelerate our investment in our people, ensuring they have the right outlook, skills, training and tools necessary to do their best possible work. Ample evidence links staff satisfaction with high quality of care, positive client experience, innovation and productivity.

We must attract and retain a workforce that is exceptional – enthusiastic, fully engaged and valued. We also need to invest substantially in technology to streamline administrative functions, create an electronic record (for all disciplines and clients) and free up more time for our clinicians to provide direct care. Identifying and using accessible in-home technology with clients and families to increase independence and manage their care needs is also on our radar.

Five-Year Strategic Priorities

- Engage and inspire staff to drive best practices, service and process improvements to create better care and a better workplace.
- Boost staff competencies to meet increasingly complex client needs and our populations of focus.
- Leverage technology to:
 - Increase productivity and uncover efficiencies.
 - Enhance communication and access to resources at VHA and with our clients and partners in the community.
 - Foster service delivery innovation.
 - Improve the collection and use of quality indicator data, including client outcome data, for better decision-making and evidence-based clinical practice.



Monitoring our Progress

It's one thing to craft our desired future but the real proof of our strategic plan's effectiveness will come by taking ongoing progress snapshots – precise measurements, key performance indicators and meaningful surveys – to evaluate how well we're doing. This critical information will help us ensure our vision stays focused and that we're held accountable to our organization, community partners, funders and, most importantly, the clients and their families we serve day in and day out.

VHA's board of directors will review our progress through quarterly performance and management reports, and ongoing meetings. Every year, we'll also pause to reflect on learnings, accomplishments and challenges to ensure planning for subsequent years stays aligned with our goals and priorities. There will be moments, especially when exploring "uncharted territory," where we'll need to stop and reevaluate the evolving scene before us. Through keen observation and unwavering scrutiny, we'll work to get it right. We will guide and inspire our team ensuring that clients and caregivers' care priorities become our care priorities.

Share Your Voice

As we continue growing our team of client and family members, we invite you to join us. Whether it's to offer feedback on our strategic plan or to volunteer as a partner in helping us to deliver on our goals, we value your input.

Contact clientvoice@vha.ca or call 416-489-2500 or 1-888-314-6622 ext. 4327 for more information. We also welcome input from our service partners and funders. Together, we can make a big difference in the lives of countless individuals and families.



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Note: VHA Home HealthCare is not affiliated with or related to VHA Health & Home Support, also known as VHA Ottawa. www.vhaottawa.ca

VISION, MISSION AND CORE BELIEFS

Vision: *Accessible, quality care for all who need it*

Mission: *Creating possibilities for more independence*

Core Beliefs: *Our care must be:*

- **Client-driven**, because what matters most to clients 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**, 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
- Driving positive change in community support and home health care
- Ethical practices in all our operations