



YEAR-END PROGRESS REPORT

ON

2021 DELIVERABLES

STRATEGIC PLAN

2020 – 2025

February 22, 2022

CARE to Connect – CO-DESIGN THE FUTURE OF HEALTH AT HOME

Five Year Strategic Priorities:		Year-End Outcome
<ul style="list-style-type: none"> Amplify the voice of VHA as a thought leader and influencer in homecare Drive reimagined integrated care delivery systems (ICDSs) by leveraging our role as a trusted partner and expert in homecare 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 that enable clients to stay healthy at home Lead home care and system solutions through research to support 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 client and staff/provider experience, while managing costs and improving efficiencies 		
Year 2 Deliverables (2021)	<ul style="list-style-type: none"> Refresh our VHA thought leadership strategy to engage the full organization in amplifying our voice to influence change, showcasing our accomplishments, and delivering year two objectives. 	✓
	<ul style="list-style-type: none"> Continue to actively lead and/or participate as a key partner in the evolution and delivery of home and community care within Ontario Health Teams. 	✓
	<ul style="list-style-type: none"> Partner with hospitals implementing acute care pathways, bundled care, Alternate Level of Care/Emergency Department diversion, and surge response delivery models. 	✓
	<ul style="list-style-type: none"> Achieve Best Practice Spotlight Redesignation from the Registered Nurses’ Association of Ontario with focus on recognition and competence in the areas of mental health and chronic disease self-management (CDSM). 	✓
	<ul style="list-style-type: none"> Expand our research initiatives as outlined in VHA’s Research Vision 2020-2025. 	✓
	<ul style="list-style-type: none"> Recover overall revenue back to pre-COVID-19 pandemic levels and respond to emerging Request for Proposals (RFPs) and/or new service opportunities. 	✓
	<ul style="list-style-type: none"> Implement and achieve the objectives of the reimagined Customer Service Centre (CSC) project plan. 	➤

HIGHLIGHTS OF RESULTS ACHIEVED

REFRESH OUR VHA THOUGHT LEADERSHIP STRATEGY TO ENGAGE THE FULL ORGANIZATION INCLUDING AMPLIFYING OUR VOICE TO INFLUENCE CHANGE, SHOWCASING OUR ACCOMPLISHMENTS, AND DELIVERING YEAR TWO OBJECTIVES

Thought leadership efforts led to significant growth in engagement and audience size on VHA’s social media channels as well as strong website traffic growth. Substantial storytelling engagement across the organization led to expanded external media coverage. Conference activity, much of which took place virtually, returned to close to pre-pandemic levels. Plans were developed for new event opportunities to be implemented in 2022.

CONTINUE TO ACTIVELY LEAD AND/OR PARTICIPATE AS A KEY PARTNER IN THE EVOLUTION AND DELIVERY OF HOME AND COMMUNITY CARE WITHIN ONTARIO HEALTH TEAMS

VHA confirmed participation in 17 Ontario Health Teams (OHTs) by the end of 2021, playing an active leadership and committee role in many of them. Vaccination efforts were a priority for all OHTs throughout the year and VHA provided significant support for these efforts. In a survey completed by VHA’s partner organizations, 91% agreed or strongly agreed with the statement “Willing to participate in partnership with VHA again”.

PARTNER WITH HOSPITALS IMPLEMENTING ACUTE CARE PATHWAYS, BUNDLED CARE, ALC/ED DIVERSION, AND SURGE RESPONSE DELIVERY MODELS

Hospital partnership work expanded to include multiple new programs in various regions. New programs include those serving children with complex medical

needs, the development and provision of a digital program for palliative patients and programs to offset hospital capacity pressures during the COVID-19 pandemic. Our partnership work is now impacting thousands of clients across the GTA.

ACHIEVE BPSO RE-DESIGNATION WITH FOCUS ON RECOGNITION AND COMPETENCE IN THE AREAS OF MENTAL HEALTH AND CHRONIC DISEASE SELF-MANAGEMENT (CDSM)

Best Practice Spotlight Organization re-designation was achieved and best practice guideline implementation in the areas of mental health and chronic disease self- management is underway and on track.

EXPAND OUR RESEARCH INITIATIVES AS OUTLINED IN VHA’S RESEARCH VISION 2020-2025

7.9M in funding applications were submitted with VHA as Co or Principal Investigator, 5 manuscripts were submitted for publication, 3 graduate student scholarships were awarded and 4 point of care fellowships were awarded and supported.

RECOVER OVERALL REVENUE BACK TO PRE-COVID-19 PANDEMIC LEVELS AND RESPOND TO EMERGING REQUEST FOR PROPOSALS (RFPS) AND/OR NEW SERVICE OPPORTUNITIES

Personal Support revenue has recovered to 2019 levels. Integrated services increased by 150% and private services revenue increased by 3%. 75% of RFPs/grants were successful.

IMPLEMENT AND ACHIEVE THE OBJECTIVES OF THE REIMAGINED CUSTOMER SERVICE CENTRE (CSC) PROJECT PLAN

This deliverable was delayed due to the pandemic lasting longer than anticipated as well as related health human resources pressures and staff changes at the senior and mid-management levels. The first phase of the plan involving personal support services is now underway.

CARE to Create – TRANSFORM SERVICE EXPERIENCES AND CLIENT CARE/OUTCOMES

Five Year Strategic Priorities:		Year-End Outcome
	<ul style="list-style-type: none"> 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 make informed decisions and share our information with system partners to improve client/caregiver experience and the healthcare system as a whole Develop and deliver leading practices in quality team-based clinical care 	
Year 2 Deliverables (2021)	<ul style="list-style-type: none"> Move the organization to an improved Customer Relationship Management platform that: a) generates organizational value through process automation, improved communication and a more seamless experience for our field staff and the Customer Service Centre; b) enhances client/family experience by supporting a broader range of digital services in the areas of communications, virtual care, service scheduling and access to information and c) supports seamless information exchange across the broader system. 	✓
	<ul style="list-style-type: none"> Remain nimble in response to COVID-19 pandemic waves and challenges. 	✓
	<ul style="list-style-type: none"> Expand and evaluate virtual care, increasing adoption and exploring new opportunities to use virtual care including remote monitoring for clients. 	P✓
	<ul style="list-style-type: none"> Develop and implement the business intelligence and analytics roadmap to enable business insights and support more data-driven decision making. 	✓

HIGHLIGHTS OF RESULTS ACHIEVED

MOVE THE ORGANIZATION TO AN IMPROVED CRM PLATFORM THAT: A) GENERATES ORGANIZATIONAL VALUE THROUGH PROCESS AUTOMATION, IMPROVED COMMUNICATION AND A MORE SEAMLESS EXPERIENCE FOR OUR FIELD STAFF AND THE CSC; B) ENHANCES CLIENT/FAMILY EXPERIENCE BY SUPPORTING A BROADER RANGE OF DIGITAL SERVICES IN THE AREAS OF COMMUNICATIONS, VIRTUAL CARE, SERVICE SCHEDULING AND ACCESS TO INFORMATION AND C)

LEGEND: ✓ Achieved; P✓ Partially Achieved; ➤ Carried over to 2022

SUPPORTS SEAMLESS INFORMATION EXCHANGE ACROSS THE BROADER SYSTEM

VHA has formed a three-year partnership with GoldCare and has upgraded to GoldCare’s new cloud-based service offering CloudCare 2.0.

REMAIN NIMBLE IN RESPONSE TO COVID-19 PANDEMIC WAVES AND CHALLENGES

Our Pandemic Response Team was active for the duration of 2021 with key priorities including management of Waves 3-5, mandatory vaccination reporting and the implementation of VHA’s mandatory vaccination policy. Wave five was particularly difficult as the highly transmissible Omicron variant resulted in unprecedented and widespread absenteeism in the weeks leading up to and following the holidays in December & January. A sustainable supply of personal protective equipment (PPE) has been secured along with ongoing distribution processes to our teams with volunteer support.

EXPAND AND EVALUATE VIRTUAL CARE, INCREASING ADOPTION AND EXPLORING NEW OPPORTUNITIES TO USE VIRTUAL CARE INCLUDING REMOTE MONITORING FOR CLIENTS

Operating metrics and a virtual care dashboard have been developed and implemented. All baseline data has been collected and is refreshed daily to support virtual care program management and performance improvement. We saw significant increases in adoption for both rehab and nursing and have engaged more volunteers in supporting virtual care. A remote care monitoring pilot focused on VHA palliative clients is now live in partnership with the North York Toronto Health Partners OHT following completion of funding agreements with the province and co-development of the pathway with Mississauga OHT.

DEVELOP AND IMPLEMENT THE BUSINESS INTELLIGENCE AND ANALYTICS ROADMAP TO ENABLE BUSINESS INSIGHTS AND SUPPORT MORE DATA-DRIVEN DECISION MAKING

Our Business Intelligence (BI) roadmap was finalized and over 40 new reports and dashboards were developed to support areas including client services, integrated care and our COVID vaccine response. A data governance program and structure were established alongside the development of a data quality monitoring and reporting system, a dictionary to ensure data consistency across the organization, education for the new dashboards and an accountability structure that supports the resolution of data quality issues.

CARE to Inspire – ATTRACT AND RETAIN TOP TALENT AND BOOST TEAM PERFORMANCE

Five Year Strategic Priorities:

- Grow VHA’s profile as an inspiring place to work where 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 support job satisfaction, work life balance, meaningful rewards/recognition, career growth, and professional development
- Augment our team with a vibrant cadre of volunteers that offer personal touch points and services

		Year-End Outcome
Year 2 Deliverables (2021)	• Protect and support our valuable human resources and address priority areas as identified in regular mini-Worklife Pulse surveys.	P✓
	• Amplify our Anti-Black racism, LGBTQ2s committee work and deliver 2021 action plans aligned with OHT diversity/inclusion framework.	✓
	• Continue to develop and implement new models of care to address PSW capacity challenges.	➤
	• Successfully negotiate three new contracts with unions – 1) SEIU PS/NS; 2) SEIU OT; and 3) OPSEU.	✓

HIGHLIGHTS OF RESULTS ACHIEVED

LEGEND: ✓ *Achieved*; P✓ *Partially Achieved*; ➤ *Carried over to 2022*

PROTECT AND SUPPORT OUR VALUABLE HUMAN RESOURCES AND ADDRESS PRIORITY AREAS AS IDENTIFIED IN REGULAR MINI-WORKLIFE PULSE SURVEYS

VHA leaders worked hard to maintain engagement with their teams throughout this second full year of the pandemic. Health human resource issues caused ongoing challenges that were amplified by COVID-19 waves, particularly during Wave 5 when we experienced widespread absenteeism. We saw minor declines in some survey results, but almost half our teams experienced a positive increase in scores. 85% of staff indicate they “Would recommend working at VHA to a friend”.

AMPLIFY OUR ANTI-BLACK RACISM, LGBTQ2S COMMITTEE WORK AND DELIVER 2021 ACTION PLANS ALIGNED WITH OHT DIVERSITY/INCLUSION FRAMEWORK

Our inaugural Diversity, Equity and Inclusion survey and report was completed. An education program was implemented with leaders across the organization, a “Call it Out” statement was developed to support reporting of discrimination, a thorough policy review was completed and numerous events and communications took place to recognize and celebrate the diversity of our teams.

CONTINUE TO DEVELOP AND IMPLEMENT NEW MODELS OF CARE TO ADDRESS PSW CAPACITY CHALLENGES

While new models of care were implemented as planned, priorities needed to be adjusted as the pandemic lasted much longer than expected. COVID-19 wave 5 in particular, which was completely unexpected, caused a devastating impact on health human resources.

SUCCESSFULLY NEGOTIATE THREE NEW CONTRACTS WITH UNIONS – 1) SEIU PS/NS; 2) SEIU OT; AND 3) OPSEU

Three new contracts successfully negotiated with terms agreeable to and supportive of all parties involved.