



YEAR-END PROGRESS REPORT ON

2022 DELIVERABLES

STRATEGIC PLAN

2020 – 2025

February 21, 2023

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

Five Year Strategic Priorities:

- 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 diseases 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-End Outcome
Year 3 Deliverables (2022)	Implement Y3 commitments from refreshed Thought Leadership Strategy and achieve 2022 foundational targets.	P✓
	Advance our work with OHTs and hospital partners to drive new models of integrated care.	✓
	Expand our research initiatives as outlined in VHA's Research Vision 2020-2025 with an aim to increase academic and financial independence.	✓
	Create a business growth strategy (BGS) that will guide decisions about program growth, innovation and divestiture.	✓

HIGHLIGHTS OF RESULTS ACHIEVED

Implement Y3 commitments from refreshed Thought Leadership Strategy and achieve 2022 foundational targets.

2022 saw a significant expansion of VHA's thought leadership activity with VHA's leaders engaging in numerous presentations, publications and meaningful connections with health sector leaders. We achieved our targets of 25% more external media coverage, 25% growth in VHA's social media audience and exceeded our goal of implementing 10 meaningful thought leadership activities with leaders.

Advance our work with OHTs and hospital partners to drive new models of integrated care.

In 2022, VHA renewed its Ontario Health Team engagement strategy. We continue to be linked to 18 OHTs and are engaged most directly with OHTs in priority neighbourhoods that have received funding for service delivery. An OHT framework has been designed to assist the organization in determining priority roles to play as well as to monitor roles and involvement on various committees and work plans.

Expand our research initiatives as outlined in VHA's Research Vision 2020-2025 with an aim to increase academic and financial independence.

In 2022 we exceeded all previous records for academic productivity (funding awarded, manuscripts accepted and students supported). Competitive research funds awarded in calendar year 2022 was \$5.6M, 11 academic manuscripts accepted for publication (VHA researcher as first author (7) and senior author (1)) and 49 students received at least a 3-month research placement within the department. In 2022 we hosted two research knowledge exchange events – one in occupational health and safety and another celebrating academic work across the East Toronto Health Partners.

Create a business growth strategy (BGS) that will guide decisions about program growth, innovation and divestiture)

The Business Growth Strategy has been developed identifying growth and divestment opportunities and will inform key organizational deliverables for 2023 and 2024.

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

Five Year Strategic Priorities:		
<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-End Outcome
Year 3 Deliverables (2022)	Implement Phase One - Personal Support CSC Reimagined.	✓
	Operationalize a Remote Care Monitoring (RCM) program at VHA.	➤
	Expand the utilization of VHA's virtual care program.	P✓
	Deliver a Client Portal that enables clients and caregivers to access their relevant service information and communicate with their VHA care team.	✓

HIGHLIGHTS OF RESULTS ACHIEVED

Implement Phase One - Personal Support CSC Reimagined

Successfully implemented the one-team model across all 23 Personal Support teams. The model has demonstrated strengthened relationships and communication within the teams resulting in better client experience and outcomes. Overall, client satisfaction has improved in the areas of timely access to office staff and communication regarding schedules. In addition, more clients are reporting advance notice regarding scheduling changes. Point-of-care staff and service provider satisfaction with the responsiveness of the office team has also improved, reinforcing the "one team" approach of the new model.

Operationalize a Remote Care Monitoring (RCM) program at VHA

We completed the RCM pilot and evaluation with North York Toronto Health Partners in July 2022. Feedback indicated that clients and RCM nurses enrolled in the program were highly satisfied with the service and felt that it had a positive impact on care and risk of hospital readmission. The RCM business case/investment opportunity has been completed and approved by the Board and we will be moving forward to procure a RCM platform in 2023.

Expand the utilization of VHA's virtual care program

Overall, expansion of the virtual care program was successful in 2022. Nursing and PSW pathways were developed and streamlined resources and tools along with expanded education modules for all professional services were created. Nursing utilization of virtual care remains a focus with favorable uptake for afterhours client scenarios. The spread of virtual on call for nursing will continue in 2023. Overall client satisfaction with VHA's virtual care services is very positive at 78% of those surveyed indicating "definitely yes" or "probably yes" on a four-point scale to the survey asking "would you use virtual care again".

Deliver a Client Portal that enables clients and caregivers to access their relevant service information and communicate with their VHA care team

VHA was very proud to deliver the *MyVHA Client Portal* in December 2022. This was an important collaboration with our clients and families with client and carer partners engaged throughout the development and launch, contributing to the design, functional requirements and testing of the application. Key features include the ability to view schedules, request schedule changes and cancel visits. Client and family enrollment across our PS and shift nursing services will be the focus for 2023.

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

LEGEND: ✓ Achieved; P✓ Partially Achieved; ➤ Carried over to 2023

Five Year Strategic Priorities:		
<ul style="list-style-type: none"> • 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 3	Protect our people by addressing priority areas of concern with emphasis on preventing burnout, providing adequate time off, providing more predictable work and supporting mental health and wellness.	P✓
Deliverables (2022)	Amplify our Anti-Black Racism, Diversity, Equity and Inclusion (DEI) work with a focus on building our competence to provide anti-racist, inclusive care within a healthy, supportive work environment.	P✓
	Continue to explore and develop new models of care delivery to address HHR capacity challenges and increase workforce satisfaction.	➤

HIGHLIGHTS OF RESULTS ACHIEVED

<p>Protect our people by addressing priority areas of concern with emphasis on preventing burnout, providing adequate time off, providing more predictable work and supporting mental health and wellness.</p> <p>VHA’s <i>Worklife Pulse Survey</i> had a strong team member response rate of 51% (n=1452), up from 49% in 2021 (n=1249). Overall satisfaction rates, measured by “How would rate your organization as a place to work?” remained very high at 90%. We were proud that 86% of team members who responded would recommend working at VHA to a friend; that 90% felt VHA was a good, very good and excellent place to work; that 88% were proud to work at VHA; and that 90% would recommend VHA to friends and family who required care. When we asked about satisfaction with our approach to remote and hybrid work arrangements, 91% indicated they were satisfied. This year we took the important step of introducing a new Employee and Family Assistance Program Inkblot – a Canadian company that is focused on high quality, digital-first mental health and wellbeing services that has been very well received.</p> <p>Amplify our Anti-Black Racism, Diversity, Equity and Inclusion (DEI) work with a focus on building our competence to provide anti-racist, inclusive care within a healthy, supportive work environment</p> <p>At the beginning of the year, VHA delivered its first DEI Report and set course on an ambitious 10-point action plan. Over the year, major accomplishments were made and a final report was broadly shared at VHA’s well-attended DEI Townhall in December 2022. One of our major accomplishments in the area of enhancing our culture of continuous DEI education was the VHA Inclusion Dialogues (VIDs) that were held throughout the year. Topics for the VIDs included “Understanding Microaggressions in Healthcare”, “Understanding Ableism”, “Sustaining ourselves for the work of Equity, Inclusion and Belonging” and “Antisemitism in Healthcare”. To date, over 1200 participants have attended 12 VID sessions.</p> <p>Continue to explore and develop new models of care delivery to address HHR capacity challenges and increase workforce satisfaction</p> <p>VHAs <i>Essential Care on Weekends</i> model of care that was projected for spread in 2022 in partnership with Home and Community Care Support Services was put on hold due to the implementation of new government wage enhancement and retention incentives over the course of the year. Exploration of the model with government partners will continue into 2023.</p>
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LEGEND: ✓ Achieved; P✓ Partially Achieved; ➤ Carried over to 2023