



2024 ANNUAL IMPACT REPORT



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MESSAGE FROM VHA'S LEADERSHIP

2024 was a year of many important accomplishments for VHA Home HealthCare (VHA).

We were proud to collaboratively lead VHA to deliver on significant organization-wide priorities while maintaining our focus on strong governance, operational excellence and powerful client and family participation.



VHA's new [Strategic Plan 2025-2030: Leading the Future of Health and Independence at Home](#) was finalized with full support and approval from our Board of Directors. We were inspired by the deep engagement of our Client & Carer Advisory Council and the tremendous participation from VHA's team members, clients and families, partners, volunteers and funders throughout the development process. These contributions were essential to deliver a strategy that builds on VHA's legacy and positions us well for the future. Our new Purpose, **Care at home. Delivered with heart. Led by science.**, and our five strategic priorities: **system solutions, science, seamless service, homecare specialists and sustainability**, will guide VHA forward to drive change and innovation and be an important part of the future of a stronger healthcare system in Ontario.

VHA once again achieved [Accreditation with Exemplary Standing](#) from Accreditation Canada in 2024, an acknowledgement of VHA's commitment to continuous improvement and quality excellence. In 2024, VHA supported 111,000 clients through more than 3.9 million episodes of care and was proud to see very positive [client experience survey results](#) including 94% of respondents indicating they were treated with courtesy and respect during care. VHA [launched Workday](#) to improve the experience of our team members and were encouraged

that 87% of respondents to our [Worklife Pulse Survey](#) rated VHA as a great place to work and 97% would recommend VHA to family and friends who require care. VHA expanded partnerships to deliver more integrated care and was [proud to be selected as one of the service provider organizations](#) for an innovative homecare leading project with East Toronto Health Partners Ontario Health Team. As we strive towards more inclusive work environments and communities, our Board committed to diverse representation and training to support cultural safety and reconciliation. Our [Client Voice Report 2024](#) showcases the initiatives our Client and Carer Advisory Council were involved in, including the development of a Client Engagement Framework.

We are proud to share VHA's 2024 accomplishments through this report. As we celebrate 100 years of care at home, delivered with heart, we thank you for your partnership and support as we work together to lead the future of health and independence at home.

- Kathryn, Ian and Sonya

OUR PURPOSE

Care at **home**.
Delivered with **heart**.
Led by **science**.

FIRST PRINCIPLES

We are committed to:

- ◆ Deep **collaboration** with clients, carers and our teams as key voices in creating better systems of care and support
- ◆ Driving change as a solution finder, system builder and **partner** of choice in the system
- ◆ Diversity, inclusion and meaningful action towards **reconciliation**
- ◆ Serving the most vulnerable in our **communities**
- ◆ Always advocating for **equity** in recognition of and compensation for our teams
- ◆ Responsible and ethical use of **technology** that simplifies our systems and processes and improves experiences
- ◆ Data driven quality improvement and **safety**
- ◆ Wise and responsible use of **resources**



“When I go to my clients’ homes I always give my heart and my all.”

HOPE DURING HARD TIMES: One PSW’s compassionate support made all the difference

For Personal Support Worker (PSW) Marjorie Hapin, the chance to have a positive impact in the lives of her clients has always been the highlight of her work. During a particularly vulnerable and challenging time in client Natasha’s life, Marjorie was the kind heart and compassionate support she needed.

After an accident left Natasha’s leg severely broken, she couldn’t put weight on it for six months and had to be off work for eight months. “I’m an independent person and have lived on my own for 25 years. To all of a sudden go from able-bodied to completely disabled was difficult and very scary,” recalls Natasha. It was at that point that Marjorie came into Natasha’s life allowing her to remain as independent as possible throughout her healing journey. “Marjorie was instantly so wonderful and loving and made things that were very uncomfortable as comfortable as they could be. She cared for me physically, but also mentally.”

From the very first visit, it was clear to Natasha that Marjorie is right where she should be. “I could tell that being a PSW is in her heart. It doesn’t feel like this is a job she’s getting paid for. It’s a part of her life mission to care for people,” Natasha says. “Marjorie’s an ambassador for the PSW world. VHA first connected us and I know we’ll always stay connected.”

“When I go to my clients’ homes I always give my heart and my all,” says Marjorie. “I care so much about them.”

“Each day is a precious opportunity to create a positive impact in their lives.”



“They love having someone else who can give them attention and care.”

HELPING HANDS: Life-changing Support for Vulnerable Families

Erzsebet, a 34-year old mother of four children—ages 14, 8, 4 and 15 months—is used to having her hands full. However, after experiencing two miscarriages, one with twins in 2023 and another in 2024, she found herself overwhelmed by grief and depression. Without in-home or community support, and with her husband working long hours in residential construction, Erzsebet was solely responsible for childcare and household duties.

Even the most basic tasks, like bathing and preparing meals, became increasingly difficult to manage. And without childcare for her younger children, attending doctor’s appointments to support her own health wasn’t an option.

Exhausted yet unable to sleep well, Erzsebet felt burnt out and isolated. “I had a hard time focusing on the care of my children,” she shares.

After a referral from Toronto Public Health, Erzsebet found VHA’s [Helping Hands: Home Support for Families](#) program, funded by the United Way Greater Toronto. This initiative supports low-income parents of young children facing a crisis or medical situation, including women like Erzsebet navigating grief after pregnancy loss.

Betlehem, a VHA Child and Family Worker now visits Erzsebet’s home two to three times a week for three hours. In just a short time, this hands-on, in-home support has been life-changing. It provides Erzsebet with the opportunity to rest, attend appointments or simply take a moment to herself, knowing her children are safe and cared for.

“I am so happy these days,” Erzsebet says. “When Bethlehem comes to my home and takes care of my kids, I am free. I am more rested.”

While Erzsebet is still processing her loss, she feels less anxious knowing she has reliable support. Her children are thriving too.

“They’re loving it,” she says. “They love having someone else who can give them attention and care.”



“They were there to see that I wasn’t on my own.”

“I’M NOT ON MY OWN”: VHA partnership with Sunnybrook meets needs beyond hospital walls

The transition home after a hospital stay is often challenging. With factors like pain management and changes to physical abilities, the care and support of homecare specialists is often the key to a smooth, safe and comfortable recovery.

With a new partnership with Sunnybrook Health Sciences Centre through a program called Sunnybrook to Home, VHA is bridging that gap to create a streamlined care experience and ensuring Sunnybrook patients’ care needs are met beyond hospital walls.

Bella, 81, is one Sunnybrook to Home client. She was admitted to the hospital after experiencing a traumatic fall in 2024.

“I was told it would take me about a year to heal completely,” she says.

Bella lives independently and had a lot of concerns about returning home after the fall, which happened in her bathroom. Since her mobility was limited as she healed, bathing was difficult and she feared another fall occurring if she attempted to do that alone.

With support from a team of VHA Personal Support Workers and a VHA specialist to coordinate care, Bella was discharged from Sunnybrook just several weeks after her fall. She had the comfort of knowing their expertise would keep her safe.

“Taking a shower was a big issue for me. They were there to stay with me and help me. After a while, I was able to shower by myself, but when I came out, they helped me get ready for the day. They were there to see that I wasn’t on my own.”

Sunnybrook to Home clients, like Bella, have one point of contact at VHA, who use their expertise in community care to assess their needs and ensure the right kinds of care are coordinated for clients for up to 16 weeks after their hospital discharge. There are also other important checkpoints along the way, like a designated care plan for clients for their first 72-hours back at home, and a mandatory check-in with the primary care physician 7 days after they have left the hospital.

Strong partnerships between homecare providers and hospitals through programs like Sunnybrook to Home advance the healthcare experience when clients need support most, ensuring that high-quality integrated care is meeting the needs of its community every step of the way.

BETTER TOGETHER: How VHA's IPCC Framework is Changing Teamwork in Home Care

As healthcare continues to evolve, interprofessional collaboration has become essential in delivering high-quality, person-centred care. In home and community care, where professionals often work independently, effective collaboration is even more critical. VHA's Interprofessional Collaboration Competency (IPCC) Framework was designed to make sure the right providers are part of a client's circle of care and to provide a structure to support teamwork.

The framework serves as a blueprint for VHA's diverse workforce to collaborate more effectively. Built on the 2024 Canadian Interprofessional Health Collaborative Competency Framework, it outlines **seven core competencies essential for teamwork**:

1. Interprofessional Communication
2. Collaborative Decision Making
3. Interprofessional Conflict Resolution
4. Role Clarity
5. Organizational Consistency
6. Collaborative Leadership
7. Team Development and Empowerment

To develop these competencies into practice, VHA launched its IPCC Framework Training Workshops. These sessions equip point of care staff with the knowledge, skills and behaviours to integrate interprofessional collaboration into their daily work. Participants explore strategies for strengthening team dynamics, recognizing the value of different professions within VHA, and becoming champions of collaborative leadership.

One key area of focus within the IPCC Framework is role clarity. When team members understand each other's roles and responsibilities, they collaborate more effectively. In a recent peer support meeting, a group of physiotherapists at VHA participated in a role mapping exercise to explore their professional strengths.

"We did the role mapping exercises to learn about each other's skills and strengths. It was such an eye-opener! Now, we know our teammates' strengths and affinities in our area of work," said Bhavani Ravi, a Physiotherapy Clinical Lead in Ottawa.

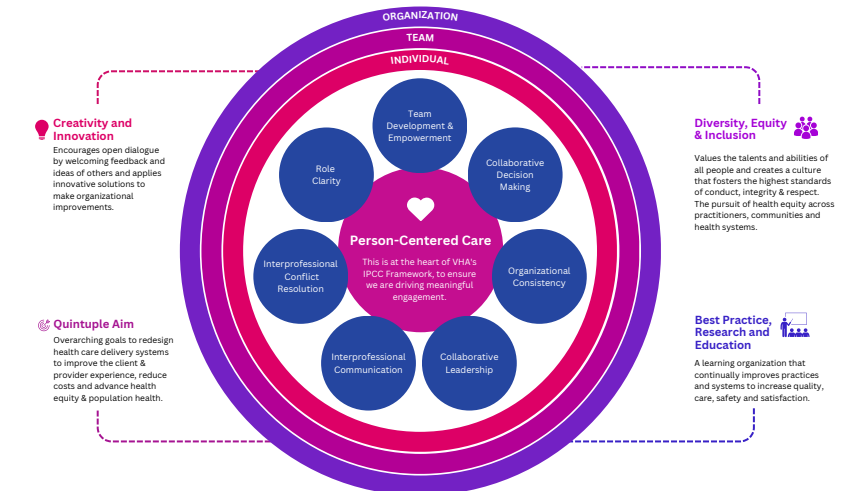
Even within the same profession, differences in specialization and expertise became clearer. The exercise helped physiotherapists identify colleagues with specific skills, strengthening their ability to collaborate and provide more holistic care.

Small changes in how teams interact can create lasting impacts. Many team members have expressed how valuable the IPCC Framework Training Workshops have been in fostering a deeper understanding of each other's expertise.

"After the peer support, I had several people message me telling me that the role mapping exercise was very beneficial and that they learned so much more about each other even though everyone in that meeting was a physiotherapist," Bhavani shared.

Building on this, VHA teams are finding new ways to share knowledge, such as informal "coffee-table" discussions where members teach and learn from one another. Future sessions will invite professionals from other disciplines to further enhance understanding of interprofessional collaboration which translates to learning with, from and about each other.

By embedding the framework's competencies into training and daily practice, VHA is creating a culture where interprofessional teamwork is the foundation of high-quality home care. As point of care staff and service providers continue to adopt these practices, the framework's impact will only grow, improving both team cohesion and client outcomes.



STRENGTHENING SUSTAINABILITY, SAFETY AND INCLUSION

In 2024, through VHA's 2025–2030 strategic planning process, sustainability was identified as an important area of focus to build on our existing strong social mandate as a not-for-profit charitable organization. We aimed to develop goals that would further our promotion of safety, equity, inclusion and diversity and build climate resilience and environmental sensitivity to create a more caring, sustainable and equitable future.

A Sustainability Framework was developed in alignment with the [United Nations Sustainable Development Goals](#) (SDGs), created to support peace and prosperity around the world, and Canada's Truth and Reconciliation Commission's Calls to Action to advance the process of Canadian reconciliation.

The Truth and Reconciliation Commission recommended 94 Calls to Action for the Canadian government to redress the legacy of residential schools and advance the process of Canadian reconciliation. VHA highlighted Calls to Action #22 and #23, which provide recommendations specifically for the healthcare system, and Call to Action #92, which targets businesses and employers, as those where VHA can take the most meaningful and material action.



Through an environmental scan and in alignment with Accreditation Canada's healthcare standards, VHA selected five SDGs to be part of the Sustainability Framework, choosing those best aligned to VHA's Purpose and where we feel we can make the most impact – *Good Health, Decent Work, Reduced Inequalities, Sustainable Communities, and Partnerships*.



VHA's Sustainability Framework outlines our ambitions in these five areas

In 2024, we incorporated sustainability principles into our 2025–2030 Strategic Plan, including specific goals and activities that align with our purpose and first principles, dovetail with our existing operations and positively impact our clients, families, staff, service providers and partners.

<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>10 REDUCED INEQUALITIES</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>
<p>FIVE-YEAR AMBITIONS FOR GOOD HEALTH</p> <ul style="list-style-type: none"> • Create possibilities for more independence. • Provide responsive community care to address the social determinants of health, including a focus on reducing homelessness. 	<p>FIVE-YEAR AMBITIONS FOR DECENT WORK</p> <ul style="list-style-type: none"> • Enable workforce growth. • Enhance our culture of caring, collaboration and inclusion. 	<p>FIVE-YEAR AMBITIONS FOR REDUCED INEQUALITIES</p> <ul style="list-style-type: none"> • Recognize and value the diversity of our team members, our clients and families and our community members. • Ensure equitable and inclusive practices in all aspects of our work including providing culturally safe care to the Indigenous community. • Partner to address systemic racism, including anti-Indigenous systemic racism. 	<p>FIVE-YEAR AMBITIONS FOR SUSTAINABLE COMMUNITIES</p> <ul style="list-style-type: none"> • Reduce impact on the environment. • Improve climate resilience. 	<p>FIVE-YEAR AMBITIONS FOR PARTNERSHIPS</p> <ul style="list-style-type: none"> • Foster collaboration and partnerships to advance integrated, client-centered care. • Partner to improve access to data while protecting the privacy of clients.

In 2025, we will develop a scorecard to measure, track and report on organizational sustainability and continue to grow our culture of inclusion. Progress will be shared through our annual impact report.

BY THE NUMBERS

In 2024, there were:

 **3,054** staff & service providers

 **3,916,764** episodes of care

 **111,000** clients admitted to care where and when they need it

 **26** client & family partners deeply engaged with our initiatives

CLIENTS AND FAMILIES

85% Overall Client Satisfaction Rate

94% of VHA clients felt they were treated with courtesy and respect during care

DIVERSITY, EQUITY & INCLUSION

77% of VHA team members were born outside of Canada

82% of VHA staff and service providers identify as racialized

90 distinct languages are spoken by VHA team members

RESEARCH & INNOVATION

17 manuscripts published

8 grants awarded

36 academic trainees

4 in-home technologies tested to enhance safety and well-being for clients and their families

72 research partnerships

2024 Client Voice Report



[See more about our 2024 work with clients and families](#)

2024 Diversity, Equity & Inclusion Report



[Click here to read more about our DEI work in 2024](#)

2024 Research & Innovation Report



[Learn more about Research & Innovation at VHA](#)

RESPONSIVE COMMUNITY CARE AND MENTAL HEALTH SERVICES

In 2024, VHA's Responsive Community Care team delivered 67,239 hours of services to clients in need



7,423 hours of Connected Families: Parenting Support services provided



376 Restored Home: Extreme Cleaning clients were able to stay safe in their homes and avoid eviction



66 volunteers engaged in providing support for our clients and families with over **4,720** hours of service



146 Safer Spaces: Hoarding Support clients received critical services



10,550 hours of Helping Hands: Home Support for Families provided



4,578 hours of Respite & Renew: Caregiver Support services provided



STAFF AND SERVICE PROVIDERS

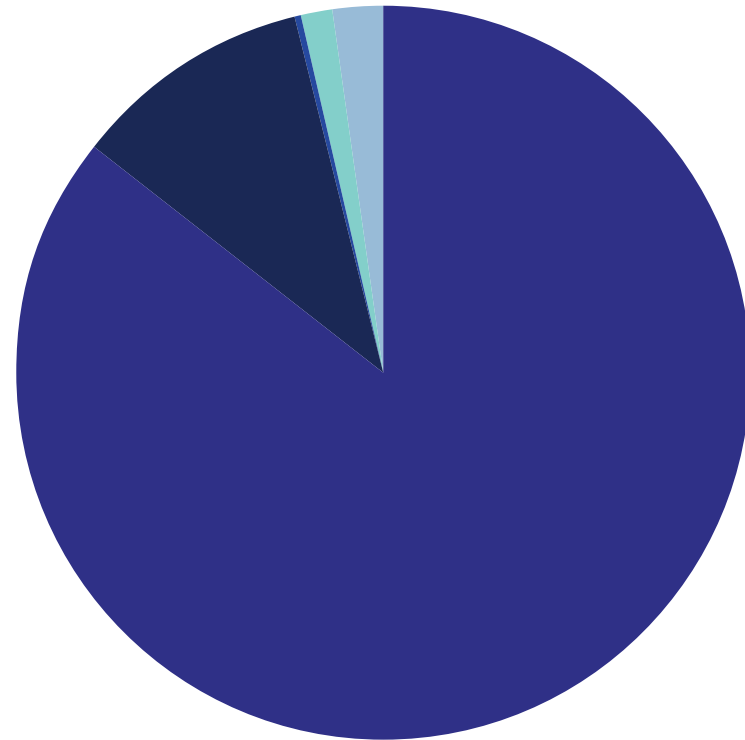
87% of staff and service providers feel they are treated with respect by those they work with

97% of staff and service providers would recommend VHA to friends and family who require care

87% of team members rate VHA as a good, very good or excellent place to work

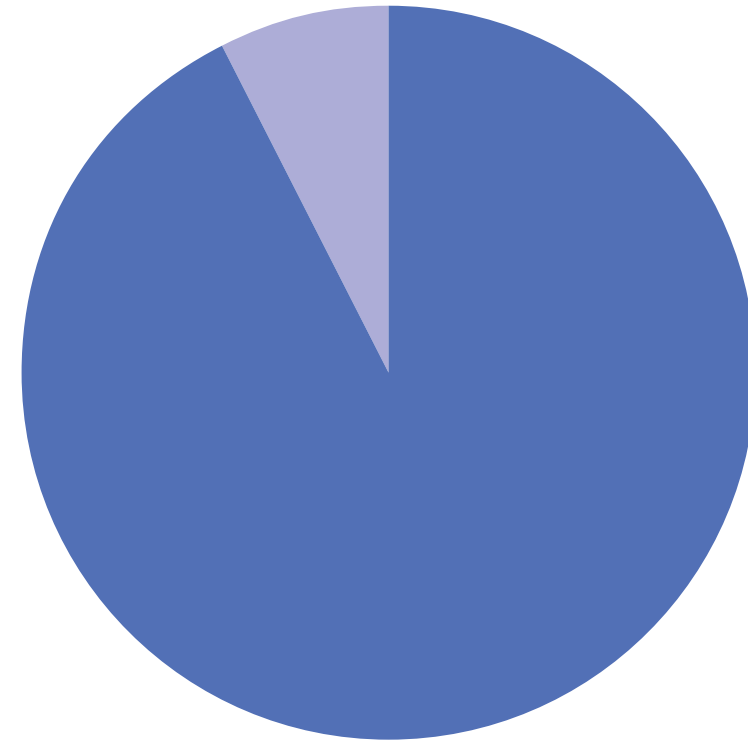
FINANCIALS

Revenue



- Ontario Health atHome Services 85.8%
- Healthcare Partners and Client fees 10.4%
- United Way 0.4%
- Municipal 1.2%
- Other 2.2%

Expenses



- Salaries, Benefits and Purchased Services 92.5%
- Building and Operating 7.5%

In 2024 we set VHA's strategic plan for 2025-2030

LEADING THE FUTURE of Health and Independence at Home

This plan is the culmination of nine months of engagement with VHA team members, clients, families, partners, funders and volunteers, alongside comprehensive environmental analysis. The quality, quantity and breadth of participation across our community, with over 1550 touchpoints throughout the process, was spectacular and gives us confidence that we have set the right plan to deliver on our purpose, thrive as an organization and contribute to a well-functioning publicly-funded healthcare system.

Our Strategic Priorities

- Build innovative **system solutions** that improve client experiences and outcomes in homes and communities
- Deepen our leadership in home care **science** to improve health outcomes
- Integrate care and use technology for more **seamless service** delivery
- Empower and enrich our team of home care **specialists**
- Strengthen **sustainability**, safety and inclusion





Creating More Independence

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VHA Home HealthCare would like to acknowledge that we are living and working on Indigenous land. This includes the territories of the Un-ceded Algonquin Anishinaabe, the Attawandaron, the Anishinaabeg, the Haudenosaunee, the Lunaapeewak, the Mississaugas of the Credit and the Wendat peoples.

Registered Charitable Number: 108185141RR0002
VHA Home HealthCare has no corporate or other affiliation
with VHA Health & Home Support, also known as VHA Ottawa

