

VON Annual Report

2022-2023





Cyndy De Giusti
Board Chair



Jo-Anne Poirier
President and CEO

125 years of innovation

VON has been a leader and changemaker in Canadian health care since 1897. How and where we delivered care—even our very existence—were considered disruptive 125 years ago.

Long before such concepts became provincial healthcare priorities, VON addressed the social determinants of health and increased health equity for marginalized populations. We began with a mission to meet the health needs of poor, vulnerable and isolated residents. We brought new models of care into homes and local communities where they were desperately needed, beginning with home nursing visits and local cottage hospitals.

More than a century later, our healthcare system faces significant challenges—pandemics, changing demographics and economic barriers among them. Demand for care is growing, as is the disparity in health outcomes between the “haves” and the “have-nots.”

Inequitable access to health care leads to unmet needs, compromised quality of life, worse health outcomes and increased downstream healthcare costs. The time is right once again for disruption—for new ways to work together with communities in need, for new investments and for new ways of delivering care, in and close to home.

This year at VON, we have demonstrated that comparatively small investments in our sector can play an outsized role in system-wide change. Providing people-centred, wrap-around care for our most vulnerable has incredible potential for downstream savings and expanded capacity across the sector.

In this report, we share how we have adapted, grown and innovated to keep vulnerable individuals out of hospital and long-term care, improving their overall wellbeing and helping them to remain healthy and engaged in their communities.

These pages illustrate how we are working with our partners and communities to explore new relationships, new models of care, care delivery and new ways of reducing reliance on costly, downstream solutions.

This report also highlights how we are meeting the needs of an aging and growing population with programs, tools and partnerships that will make more care possible.

We are proud of all that we accomplished this past year and we are committed to our role as leaders, disruptors and changemakers in home and community care in Canada.

The future is bright! Thank you to our clients, staff and volunteers for bringing our vision and mission to life every day.



Measuring the impact

- ✓ VON helps vulnerable, marginalized and/or equity-seeking populations access care and services in their own communities.
- ✓ VON provides care and services that promote health and wellbeing and reduce the need for costly hospital and long-term care.
- ✓ VON focuses on new home and community care partnerships that enable frail seniors to age in place.

“I feel very lucky that this free service allowed me to be in my home and not in the hospital or making frequent trips to the hospital. I am very grateful that this service is available in our community. I want to thank all [the] kind, caring healthcare professionals that helped me on my journey.”

-Paula

Paula was a VON nursing client in Nova Scotia who required weekly (and sometimes daily visits) over a period of 18 months. Once hesitant to have strangers in her home, she was surprised to find that she enjoyed her visits from VON care providers.

Home Care



1,572,432
HOURS OF HOME SUPPORT



1,357,950
HOURS OF NURSING CARE



95%
CLIENT SATISFACTION
95%
WOULD RECOMMEND

Donors and Gifts



14,477
DONORS



1,345
NEW DONORS



26,329
NUMBER OF GIFTS



1,014
GIFTS FROM
ORGANIZATIONS



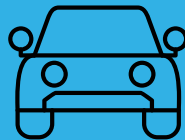
3,943
TRIBUTE GIFTS

Community Support



18,781,704
STUDENT BREAKFASTS*
*ONTARIO ONLY

712,768
MEALS DELIVERED



58,742
RIDES GIVEN

2,750
ACTIVE VOLUNTEERS



265,571
DAYS OF ASSISTED LIVING*
*ONTARIO ONLY

77,205
DAYS OF ADP RESPITE



99%
CLIENT SATISFACTION
99%
WOULD RECOMMEND



Connecting care for clients

A bundled-care approach to community support services

VON was selected as the lead community support services agency for LEGHO (Let's Go Home) in 2022, accountable to the Elgin, Oxford and Guelph-Wellington Ontario Health Team.

A successful transition from hospital to home reduces the likelihood that an emergency department visit or hospital readmission will occur. At-home personal support services immediately following discharge is a crucial part of a successful transition.

LEGHO is a bundled-care approach to community support services for seniors and adults with physical disabilities who have been discharged from hospital to home or who present at emergency departments with needs related to social determinants of health.

VON works with hospital discharge planners to ensure that for four to six weeks after discharge or an ER visit, the client receives a standard bundle of community support services.

A care planner works with the client as a single point of contact to set up and initiate multiple services and supports (meals, transportation, homemaking and more). The cost to provide up to six weeks of community support services is much less than the cost of hospital admission.

The programs and services offered at the site will grow, based the needs of the clients and families and dependent upon partnerships with other community organizations, businesses and service providers.

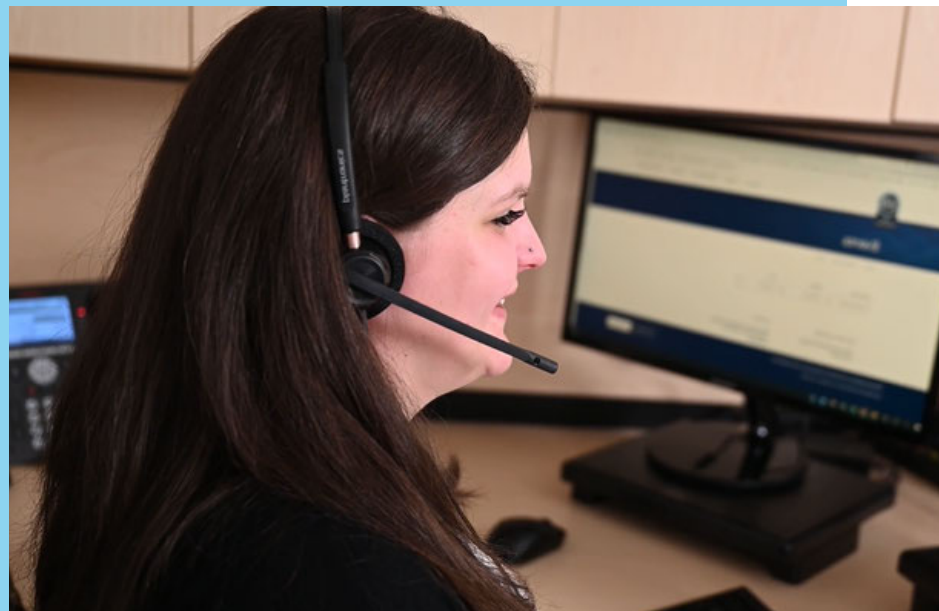


Neighbourhood hubs

Together with Home and Community Care Support Services in Erie St. Clair, VON launched a one-year neighbourhood hub model demonstration project in February. The hub will support 50 clients in a specific neighbourhood made up of 14 apartment buildings and surrounding private dwellings in the Sarnia-Lambton area. Collectively, the clients will be provided with a total of 800 hours of PSW care per month.

Hub models have many benefits. Clients get a consistent care team with a stable and predictable shift schedule and fewer missed visits. They also benefit from frequent assessments and check-ins (virtual and in-person), as well as better communication within their circle of care. Service hours are available for urgent, unscheduled care.

At the end of the year, the project will be evaluated for its intended impact on health human resources pressures, waitlists and missed care.



Accessible care close to home

Between our founding and the mid-1920s, VON established and operated 44 small cottage hospitals in six provinces and Labrador. They provided timely and affordable care, helping to reduce the number of residents who were forced to travel hundreds of miles to the nearest hospital.

VON's present-day community nursing, Nurse Practitioner clinics, and community services like Adult Day programs and Meals on Wheels are helping to prevent costly hospital visits with timely, accessible care close to home.

Expanding nursing capacity and scope

A "clinic first" approach

VON is a leader in community nursing clinics in both Ontario and Nova Scotia. In each clinic, a combination of Registered Nurses and Registered/Licensed Practical Nurses provide care to home care clients in the community. In a system rife with shortages and scarcity, a "clinic first" model maximizes resources in a way that's easy and convenient for our clients and helps ensure those who need home care can access it when they need it.

In these models, home care clients whose health and mobility allow it can be seen in local community nursing clinics rather than in their homes.

Time that would have been spent travelling between client homes is spent caring for clients in the clinic. A clinic nurse can see 150 percent more clients than a nurse making home visits. Clients enjoy the ability to book an appointment for a certain time rather than waiting at home for their visit.

VON operates nursing clinics across Ontario and Nova Scotia.

"VON in Nova Scotia does a fabulous job of taking pressure off an overburdened health service and is an intrinsic part of our health system... I would urge everyone to support their efforts in keeping our population healthy, well and out of hospital or nursing homes for as long as possible."

-Dr. George Burden

-George Burden spent 43 years as a family doctor practicing in Elmsdale, Nova Scotia. He retired in January 2023. These comments are excerpted from an opinion piece for Saltwire Cape Breton.



New Nursing Clinic in Dartmouth

With growing demand for community nursing clinics in the Halifax area, VON was pleased to accept an offer from the Dartmouth General Hospital to set up a temporary clinic in space owned by the hospital. The space was offered free of charge, and the hospital also provided some of the needed equipment. The clinic opened in early November 2022.



Julia Teng



Laura Kelly



Melanie Barr

Wound care and ostomy

Wounds that are not identified and treated early and properly can lead to a chronic condition that can have a profound impact on a client's quality of life, not to mention an enormous cost to the healthcare system.

In Ontario, VON employs a team of nurses specializing in wound, ostomy and continence (NSWOCs) to ensure clients receive access to high-quality, evidence-based wound care as quickly as possible, leading to better outcomes, earlier discharge from hospital, a better quality of life for clients and significant savings for the system.

Julie Teng has been with VON for 10 years. Laura Kelly was hired in June 2022, with Melanie Barr joining the organization in August.

Within her first month, Laura helped a 50-year-old palliative cancer patient who was housebound due to her ileostomy bag, which had to be changed up to six times a day. Following treatment, the client's ileostomy bag only had to be changed once a week, and the client gained freedom, independence and an improved quality of life.

VON hopes to expand the support provided by the NSWOC nurses to other sites.



Making more possible

Supporting clients with complex needs

Adult Day Programs provide the chance for clients to socialize in a safe and supportive environment, giving their family members the opportunity for important, often critical breaks from the demands of caregiving.

Caregivers of individuals with complex needs (often due to Alzheimer's or other forms of dementia) are left to rely on in-home respite care.

That's changed for family caregivers in Truro and Stellarton, Nova Scotia. The new Enhanced Care Adult Day Program includes clients who require additional supports, such as assistance with medication, feeding or toileting—support that isn't available within the traditional social model of Adult Day.

The enhanced program includes a day full of activities that help clients to maintain and improve cognitive and physical skills.

One client who struggled to even go into the building on her first day now attends three days per week. Her family says she loves the program and looks forward to being with her new friends.

VON Nova Scotia received over \$1.5 million in government funding to support our role in five innovative projects for seniors that drive true change at the community level. Enhanced Care Adult Day Programs are one of these important and potentially life-changing projects.

77,205
DAYS OF ADP RESPITE

Thanks to our volunteers

VON has long been supported by caring and compassionate individuals who dedicate their time to making a difference in their local communities. We could not do what we do without them—volunteers fill many roles fundamental to our Community Support Services (CSS) programs and services.

Since 2013, Middlesex-Elgin volunteer Jerry Veale has supported VON by making introductions, securing cash sponsorships and meeting with potential donors. He attends Chamber of Commerce meetings and cheque presentations on behalf of the local Community Corporation. When the call went out for volunteers to participate in a VON photo shoot, Jerry was there. And, as a long-time Lion's Club member, he blends his passion and participation in VON with fellow Lion and Lioness members and clubs across the region.

Jerry was recently awarded the Volunteer Award to commemorate the Queen's 70-Year Jubilee.



Nancy Bowness, 82, has been a Meals on Wheels volunteer for 40 years. "Life is not a free ride," she says. "I think everybody should volunteer." Nancy is committed to supporting vulnerable and isolated residents in the North Bay area with tasty, healthy and affordable meal options and safety check-ins.

712,768
MEALS DELIVERED

58,742
RIDES GIVEN



Creating partnerships and access

Increasing access to primary care

Many families involved with the Nipissing Parry Sound District Children's Aid Society (CAS) were struggling to find regular access to a primary care provider. To help meet this demand, VON partnered with CAS to provide its clients with primary care via a newly opened nurse practitioner clinic in North Bay.

The clinic, which opened in February 2023, is part of the Elmwood Hub, a CAS-owned former school that brings together local service providers and other organizations to support vulnerable youth and families in the community. The clinic's goal is to help address various risk factors associated with health, education and lifestyle with the hope of promoting stabilization and recovery for families in the area. The clinic is staffed by a nurse practitioner and a medical secretary.



Pictured above (l-r): North Bay Mayor Peter Chirico, Shari Comerford, National Director of VON's Nurse Practitioner Professional Practice, Gisèle Hébert, Executive Director at Nipissing Parry Sound District Children's Aid Society and Nipissing MPP Vic Fedeli at the grand opening of VON's nurse practitioner clinic.

Culturally appropriate palliative care

eHomecare supports easier access to care for rural and remote communities and more efficient use of limited healthcare resources. Our successful Hospice at Home (H@H) programs use the eHomecare approach to allow more people to spend their last days and weeks in the comfort of their own homes. This year, we used a H@H approach to support access to culturally sensitive palliative care in the Aamjiwnaang community near Sarnia, Ontario.

VON worked in partnership with Aamjiwnaang community members to co-design a model of in-home palliative care based on VON's successful H@H program. VON provided the clinical training required for personal support workers from the Aamjiwnaang community to become Health Care Technicians (HCTs) and deliver care that reflects the Indigenous history, culture and traditions of the community.

Each patient is cared for in their home by an HCT who is remotely supervised by a Directing Registered Nurse (DRN). A single DRN, located anywhere in the province, can supervise five to six HCTs at one time, using well-established technology called eShift. The partnership resulted in increased access to end-of-life care in Indigenous communities.



Co-designing people-centred care

Our client and family advisors assist in shaping programs, services and initiatives designed to improve care, bringing the needs and experiences of clients, patients and their families to the table. VON also partners with health-care professionals, policy-makers, volunteers and system leaders to ensure care is reflective of community, practitioner and system needs.



“VON’s quality of service is superior to anything that I have experienced. They provide that full family coverage that other services don’t.

My mum, like myself, was a caregiver. She made me strong, she made me wise. She gave me tenacity. And she would want me to use that to benefit others. This is her legacy.”

-Barb S.

After witnessing the care that VON provided to her mother, Barb S. became a volunteer client advisor to contribute to a more effective system for clients, caregivers and staff.

Meals on Wheels for diverse communities

VON operates Meals on Wheels (MOW) programs across Ontario and Nova Scotia, including in Mississauga/Halton, one of the most culturally and linguistically diverse communities in Canada. Recognizing that there are needs not being met with a traditional MOW program, we engaged with the local community to re-design the program in Peel Region.

Community members and local organizations, including Punjabi Community Health Services, the Dixie Bloor Neighbourhood Centre, ICNA Relief Canada, the Muslim Welfare Centre and the Yee Hong Centre were engaged in the process, which began by gaining a better understanding of the barriers experienced by community members to accessing culturally appropriate meals.

Research has shown that elderly patients who are admitted to hospital malnourished have worse outcomes than those who are appropriately nourished.

We learned during our consultation process that some residents would rather eat nothing at all than consume a Western diet.

Together, we were able to identify opportunities to overcome these barriers and ensure an inclusive, accessible and sustainable MOW program in the area. Funding for this project came from a successful Health Systems Improvement Proposal submission to Ontario Health.

Once implementation is complete, the “meal of the day” will include five options: Western, South Asian, Middle Eastern, Chinese and Caribbean. Each of the five options will be available in Halal and non-Halal versions. Posters and brochures to spread awareness of this new, inclusive initiative will be available in Punjabi, Urdu, Arabic, Chinese, English and French.



“My mom is no longer able to read recipes or cook every day, but VON’s frozen meals are easy for her to microwave, giving her the independence of preparing a meal for herself.”

“VON’s Meals on Wheels give me peace of mind. They save me time and stress because I don’t have to think about what to cook for my parents.”

CAREGIVERS OF MEALS ON WHEELS CLIENTS

The importance of connection

Connecting to our past

VON relies on charitable donations to support its many programs and services. There is no better way to communicate our purpose and inspire generosity than to share the stories of how, every day, we change the lives of the clients and families we serve. Sharing our story, and empowering clients and families to share theirs, has always been an important part of our work, even in our earliest days.

Probably the best known VON story, one that helped convince skeptics of the need for and benefits of this new-found organization, is the story of Georgea Powell, Margaret Payson, Rachel Hanna and Amy Scott, four VON nurses who travelled to the Klondike in 1898 to care for victims of the typhoid epidemic.

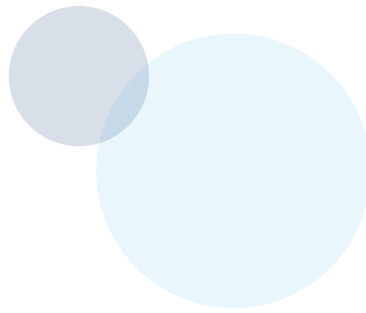
The women travelled by rail, steamer boat, horse or mule and on foot to reach Dawson City—a trip that took almost four months. More than just an interesting anecdote or adventure story, this trip was critical to the acceptance of the newly founded Victorian Order of Nurses.

A reporter from the Toronto Globe accompanied the nurses, allowing Canadians to read first-hand accounts of the journey, including what they faced and what they were able to achieve, despite the conditions in the Klondike.

The stories of the brave and selfless nurses on their Klondike “adventure” captured the hearts and minds of Canadians, generating significant financial support from major institutions and cementing the need for and importance of the work of VON nurses across the country.

Today, one of the important ways we engage with clients and families is by inviting them to share their own stories with our staff and board members.





Connecting in the future

VON is finding innovative new ways to connect with clients by implementing an electronic health record (EHR) called VON Connect.

VON Connect will make it possible for our care providers to share information immediately. It will also make it easier to connect clients with other VON care and services, and to share important medical information with a client's family doctor. The biggest difference that clients will notice is that staff will be using tablets to record information, rather than a paper and pen. This will save staff time, allowing them to spend more time delivering the quality, hands-on care that VON is known for.

North Bay and Timmins (Porcupine) were selected as "beta sites" for VON Connect. The software is used by a small group of VON staff to ensure the product functions as it's supposed to in the "real world." These sites have several characteristics that make them ideal for testing the processes and functionality that are critical in delivering services to clients. They will allow the VON Connect team to test the new solution with home support, nursing and community support services (specifically Meals on Wheels).



The VON Connect Capital Campaign aims to raise a total of \$10 million over the next two years to implement this digital health platform, and revolutionize care across the organization.

Financial Report

Summary of Victorian Order of Nurses for Canada's consolidated revenue and expenses for the year ended March 31, 2023

| General Fund | 2023 | | 2022 | |
|------------------------------------|--------------------|---------------|--------------------|---------------|
| | | % of revenue | | % of revenue |
| Revenue | | | | |
| Fees for service | 244,141,931 | 76.8% | 231,986,265 | 75.5% |
| Program grants | 67,823,977 | 21.3% | 67,797,997 | 22.1% |
| Miscellaneous income | 4,132,054 | 1.3% | 4,757,117 | 1.5% |
| Donations and Other | 1,881,404 | 0.6% | 2,721,065 | 0.9% |
| | 317,979,366 | 100.0% | 307,262,444 | 100.0% |
| Expenses | | | | |
| | | % of expenses | | % of expenses |
| Salaries and benefits | 264,415,258 | 83.6% | 257,105,482 | 84.1% |
| Mileage and travel | 13,930,415 | 4.4% | 12,744,968 | 4.2% |
| Direct program costs | 12,586,477 | 4.0% | 10,209,996 | 3.3% |
| Bad debts | 131,843 | 0.0% | 50,499 | 0.0% |
| Occupancy costs | 8,683,888 | 2.7% | 8,456,856 | 2.8% |
| Administrative, office and general | 9,191,961 | 2.9% | 9,087,424 | 3.0% |
| Telecommunication costs | 3,567,998 | 1.1% | 4,528,078 | 1.5% |
| Information technology services | 3,284,551 | 1.0% | 2,666,201 | 0.9% |
| Amortization of capital assets | 658,549 | 0.2% | 801,459 | 0.3% |
| | 316,450,940 | 100.0% | 305,650,963 | 100.0% |
| Net revenue for the year | 1,528,426 | | 1,611,481 | |

“VON is extremely well regarded in the healthcare world. The organization has been innovative from the day it was founded. [VON] created home care in Canada. It’s an honour to serve on a board of an organization with that kind of history and such a long-term contribution to health care.”

-Cyndy De Giusti

-Cyndy De Giusti began her term as Board Chair in September 2022



CONNECT

The future of home
and community care



Scan code to learn about VON Connect



visit us online at VON.ca
find us on social media

