



Leading the Future

OF HOME AND COMMUNITY CARE

ANNUAL REPORT 2021-22



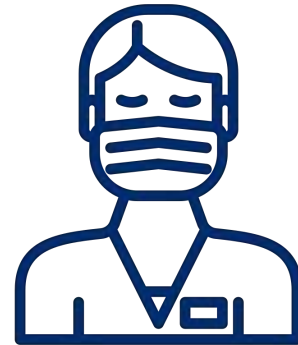
Measuring our Impact

2021-22



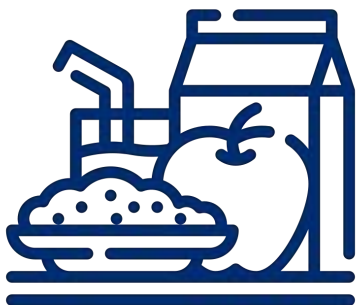
650,000 meals

delivered to clients' homes
to keep them healthy and
well nourished



**1.4 million hours of
nursing care**

delivered in homes and in
community nursing clinics



**18.6 million breakfasts
and snacks**

to ensure students are well
nourished and ready to learn



**1.5 million hours of
Home Support**

to help keep clients living
independently at home



57,000 rides

to prevent isolation and keep clients engaged in their communities

77,000 attendance days in adult day programs

to help ease the burden on family caregivers



97% of clients are satisfied with VON*

98% of clients would recommend VON*

**Does not include home care clients in Ontario*

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The Future of Home and Community Care

VON is Canada's longest-serving provider of both home care and community support services. We are uniquely positioned to deliver upstream, whole-person care and services that help maximize limited resources and relieve the incredible pressure on the acute care and long-term care sectors.

Despite another challenging year, VON has continued to have significant system and sector impact by leveraging our unique position as a provider of both home care and community support services. In the face of increased demand caused by the pandemic and health system backlogs, we delivered 1.4 million hours of nursing care, both in-home and at our community nursing clinics, and 1.5 million hours of home support. Our respite care programs supported family members caring for frail and housebound loved ones. Our nursing clinics and virtual care strategies helped to create much-needed system capacity, and we hope to expand these innovative programs in the near future. It is because of our diverse program and service offerings we are able to meet a variety of clients' needs, including clinical services, food, hygiene, safety and security, social connectedness and independence. The examples we share in this report demonstrate how comprehensive, cost-effective wrap-around care can reduce demand for costly hospital stays or long-term care.

Engaging volunteers in the delivery of non-clinical services has also helped us maintain programs and services in the face of resource constraints. We couldn't do what we do without the dedication of the thousands of volunteers who give their time and energy to VON and the clients we serve. We are also grateful that our donors have remained committed to VON; their generosity makes many of our programs and services possible. The need for both clinical and non-clinical home supports escalated dramatically throughout the pandemic. In Nova Scotia alone, demand for our meals program more than doubled in one year. Thanks to our donors, we have been able to respond to this increased need, providing food security to some of the most vulnerable community members. Donor contributions have also made it possible for us to maintain many other programs and services in the face of severe resource constraints and shortages.

This year, we began the planning and implementation of a new industry-standard electronic health record called VON Connect. Once in place, this tool will automate and standardize our lengthy manual paper processes, allowing us more time to interact with our clients and their families. This is a significant and long-term project, and we look forward to the advantages it will offer to clients, families, staff and the healthcare system. We are also in the early stages of our \$10 million capital campaign to fund its implementation in both Nova Scotia and Ontario. VON Connect represents a critical transformation for VON and for the sector and is a significant organizational priority.

On the advocacy front, in conjunction with system partners, we called for critical incremental sector funding. In April 2022, the Ontario government announced an additional \$1 billion investment over the next three years to further expand home and community care. We look forward to working with the government to determine the most beneficial ways of investing those dollars. In Nova Scotia, we received an increase in home support funding to cover additional costs related to the current post-pandemic state, which includes significant staff shortages, high absenteeism (sick time) and reduced volumes. We also successfully advocated for additional funding to cover these cost pressures from 2021-22 and are currently in discussions to have this additional funding applied to the 2022-23 budget.

In the coming year, we will consider how best to ensure a well-functioning, client-and-family-centred healthcare system, able to meet current and anticipated demands. The unprecedented demand and human resource challenges necessitate the need for system transformation. We strongly believe that home and community care options are the most expedient and cost-effective way to build system capacity, while also helping our clients remain in their homes, where they want to be, living their lives to the fullest.



Peter Currie
CHAIR, BOARD OF
DIRECTORS



Jo-Anne Poirier
PRESIDENT AND CEO



We help our clients live every day to the fullest.

We believe that remaining in one's own home and community as one ages is not merely a preference — it speaks to the universal need for independence, respect and dignity. Meeting these essential needs also helps reduce demand for costly hospital or long-term care.

Giving our clients a reason to SMILE

SMILE (Seniors Managing Independent Living Easily) is a unique program that supports seniors who want to remain in their own homes, but who have difficulty with activities of daily living and are at risk for long-term care or hospital admission. This award-winning and cost-effective program can easily be expanded and adapted to any geography or population.

Frank's story

Frank became a SMILE client at 92, after his wife passed away. Frank had been a farmer for many years. Staff described him as frugal, stubborn and someone who liked to do things for himself, or at least on his own terms.

Like we do for all SMILE clients, we began by assessing Frank's needs to determine what services and supports he required to remain safely at home. At first, his care plan was simple: bi-weekly home support and an in-home medical alert device. We helped Frank identify who provided these services and supports in his community, and he chose the provider(s) — options included traditional community support services providers, support service agencies, or non-traditional providers, individuals or other groups. We helped him arrange delivery, and, because of his household income, Frank was also eligible to receive an annual budget to help cover the cost of these services.

Frank was able to choose who provided the services he needed and when and could make service changes as required. This made it much easier for him to accept the help, which he acknowledged was truly beneficial for him.

Frank progressed to weekly housekeeping and laundry supports and assistance with grocery shopping. Once he couldn't prepare his own meals, hot meal delivery was added to his care plan.

Eventually, Frank was not able to live at home and was admitted to hospital to wait for a bed in a long-term care home. Frank, who was always grateful that SMILE was able to help him stay in his own home, passed away only three weeks after being admitted to long-term care.

The assessment, navigation, service coordination and, for eligible clients, an annual budget, provided by the SMILE program can delay or prevent the need for costly long-term care or hospital resources.

"Nothing about me without me"

We are guided by lived and living experience.

We strongly believe that clients and their families are our partners and have the right to make informed decisions about their care. We work closely with them to address their needs and concerns, which results in better information, decisions and outcomes — for everyone.



In September, we held a two-day orientation session for our new client and family advisors. This year marked more than 20 advisors being oriented to the role. Advisors help shape programs, services and initiatives designed to improve care; bring the needs and experiences of clients, patients and their families to the table; and collaborate and partner with healthcare providers, policymakers, volunteers and leaders.

We also began discussions to create a people-centred staff champions network that will be co-designed and co-led by staff.

Thank you to the members of our National Client and Family Advisors Council for your time and your commitment to person-and-family-centred care at VON.



Between October 2021 and March 2022, this wrap-around approach ensured 288 clients per month received regular, nutritious meals and saved 23,203 hours of CCA time.

Meals on Wheels for Home Support clients

In October, we began offering frozen meal delivery to Home Support clients in the Colchester East Hants, Cumberland and Pictou areas of Nova Scotia through our Meals on Wheels program. Many frail seniors do not have the capacity to prepare meals for themselves. In-home meal preparation is one of the services that a continuing care assistant (CCA) can provide. But, if a client cannot grocery shop and has no food in the house, or if a client requires a specialized diet, it is more difficult for a CCA to provide this care, which takes an average of 30 minutes per visit. The meal delivery approach began as a pilot in the Annapolis Valley area the previous year. Immediately, the advantages of this wrap-around approach were clear:

- A client could begin receiving meals right away, even if they had to wait for Home Support.
- Meals on Wheels gave them many meal options to choose from, including for a wide range of dietary restrictions.
- Clients gained the autonomy to reheat their meals whenever they felt like eating.
- The community volunteers who delivered the meals offered social connection and a check-in on the client's wellbeing.
- CCAs gained time to provide other care and supports to clients.



We are health system leaders and partners.

It was a very busy year for advocacy at VON, with many opportunities to demonstrate our value as a system partner that offers effective and innovative solutions to meet the needs of clients and their families.

Advocating for change in Ontario

In Ontario, the impact of the pandemic on frail seniors and people living with complex conditions has been compounded by the government's lack of investment in home and community care. Front-line staff in our sector remain the lowest paid in the entire system, making it difficult to recruit and retain sufficient staff to deliver services. In the 2021 provincial budget, there were limited increases in base funding and no new investments. It became neither viable nor sustainable to increase service volumes at the rates that services were funded.

We welcomed the Ontario government's announcement in November, as part of their Build Ontario plan, of an additional \$548.5 million over three years to expand home and community care. Although this funding was much needed, it still was not enough to meet growing future demand, nor make up for the vast funding discrepancies between home and community care and other areas of the healthcare system. Our pre-budget submission to the Ontario government in February of this year recommended an additional investment of \$600 million; elimination of red tape to allow the spread and scale of innovative new models of care; and a target of 10% of total healthcare spending allotted to home and community care. We also submitted recommendations as part of a collaboration with other large-scale home care organizations in the province. In April 2022, the Ontario government included an additional \$1 billion investment over the next three years to further expand home and community care.

In 2021 the Ontario government pledged an additional \$548.5 million over three years to expand home and community care plus \$1 billion over three years in the 2022 budget.



New ways of working together

VON will be leading or collaborating on five innovative projects funded by Nova Scotia's Department of Seniors and Long-term Care.

We are always looking for new and innovative ways to maximize our resources, including leveraging collaborative relationships with government and partner organizations. VON Nova Scotia was quick to submit expressions of interest when the province's Department of Seniors and Long-Term Care announced funding for innovative pilot projects in March 2022. VON will be leading or collaborating on five of these projects.

Enhanced adult day programs

Research demonstrates that attendance in Adult Day Programs (ADPs) contributes to fewer emergency room visits, fewer hospital admissions and fewer days in hospital. Unfortunately, frail, at-risk seniors with cognitive impairment, behavioural issues and/or complex chronic medical conditions are not always able to take part in such programming. Enhanced ADPs include a skilled health professional like a nurse to expand services and the

level of care available for ADP clients with complex needs. Enhanced ADPs will offer current respite care and additional services such as toileting and feeding (which will help alleviate pressure on the Home Support programs).

Workplace safety and injury prevention for front-line providers

Keeping our front-line staff healthy and injury-free is increasingly important in the face of severe shortages of healthcare workers. Together with online physiotherapy start-up Phyxable, VON will customize an injury prevention program for 450 front-line workers across Nova Scotia, delivered via a mobile or desktop app. The 12-week progressive program will include self-serve dynamic programming, group education sessions guided by a healthcare professional and 1-on-1 health coaching sessions.

In another funded project, we will support workplace safety through a shared-service model for occupational therapy services. This allows us to support worker safety and safe mobility of Home Support clients across the northern and western zones of the province.

Increasing client independence at home

We were awarded funding to purchase automatic medication dispensers to support in-home medication administration. These devices dispense medication to clients up to four times daily, increasing compliance and minimizing missed doses. Dispensers will complement in-home nursing services, reduce wait times and increase client independence.

Cluster care in seniors' housing

We will be one of the provider agencies working with Housing Nova Scotia to pilot a cluster-care model of home-care delivery in high-density, seniors' public housing settings. In this model, one agency provides care to all clients in a specific geographic area with a focus on neighbourhood clusters. This project will test cluster-care programs in both urban and rural areas of Nova Scotia in public housing buildings and units.

Enhanced ADPs will offer additional care and services from skilled health professionals, which will help alleviate pressure on Home Support programs.



Our employees and volunteers are the heart of VON.

This year we continued to invest in the safety, wellbeing and satisfaction of our staff. Their expertise and commitment, and the dedication of our thousands of amazing volunteers, allows us to deliver the best care and services in the face of system-wide shortages.



Volunteer drivers
for our
Transportation
service in Nova
Scotia (like Brian,
pictured here with
his dog Beatrice)
drove a total of
170,580 kilometres
— that's more
than four times
around the earth!

Our volunteers go the extra mile

Lillian was eager to get to her doctor appointment in Kentville. She lives about an hour away in Lunenburg County and can no longer drive, but she knew she could rely on VON's Transportation program to get her there. Lillian was getting frustrated, though, as her appointment had already been rescheduled twice. Brian volunteers with the Queens County Transportation program, but also helps out in Lunenburg County when a client requires a more long-distance drive. Brian picked up Lillian to take her to and from her appointment, but the appointment was cancelled again while en route. Lillian was disappointed, and Brian could tell she needed more than to be dropped off at her apartment alone.

"I took her for a drive to the beach and across the (LaHave) ferry," explains Brian. "She really needed to get out of the apartment. We had a good time, and she was feeling very happy when I dropped her off. We had some good laughs." Lillian is not only an appreciative client, she's also a donor. Each time she uses the transportation service, she donates to VON. Thank you, Lillian, and thank you, Brian, for all that you do!

In his own words

Dave M's uncle was a client of VON's Hospice at Home program

“These past few months, up until yesterday when (my uncle) died, the VON palliative care team was so wonderful and caring. This program is such a great idea to help families get through these tough times. I was the only family member that could be there with him, but the staff also felt like family, and I just wanted you to know that we appreciate them for the outstanding people they are. I cannot imagine how they can do this type of work and yet show so much compassion for us as family members who lose loved ones. Without them I would not have been able to get through this rough time. On behalf of my uncle, please thank them all.”

Maximizing scope of practice to tackle HHR shortages

In the face of severe health human resource (HHR) shortages, eHomecare is an innovative approach to care that allows VON to maximize the knowledge and scope of practice of our staff.

Hands-on care is delivered by healthcare technicians (HCTs), who are personal support workers (PSWs) with additional training. The HCTs are directed virtually by a regulated care provider. This allows the scope of the HCT to go beyond the scope of a PSW, meaning we can deliver a wider variety of care and services to clients in their homes. We use this model to deliver a number of different programs, including full-shift care (eHomecare, Hospice at Home) and per-visit care (eClinics, virtual wards). Although this is a technology-driven program, it's the compassion and hands-on care provided by the HCTs and regulated staff that make all the difference.

According to a February 2022 survey by the Ontario Community Support Association (of which VON Canada is a member), the vacancy rate for full- and part-time RN, RPN and PSW positions was 17.4%. Only one year prior, the vacancy rate was 6.8%.

Committed to a mentally healthy workplace

In April, 45 managers from across the organization became certified through Queen's University's first-of-its-kind Workplace Mental Health Leadership Certification Program. Participants improved their understanding of relevant legal, ethical and business concerns. They also learned more about empathetic and solution-focused leadership skills that are applicable to a variety of professional settings and situations.

Stepping up when needed

We are grateful for our caring staff members, who consistently step up when a need arises. In May, when SE Health asked for help with mass vaccination clinics for front-line home care workers and support staff in the Greater Toronto Area, Rola El Moubadder (Practice Education Development Consultant), Gagan Shokar (Manager, Quality and Risk) and Bella Panchmatia (Director of Professional Practice) were among those who offered their time and expertise. Thank you, Bella, Rola and Gagan!

This year's VON Award recipients

Lady Ishbel Aberdeen Award

Sharon Truin

Sharon was a 35-year veteran of our Human Resources team who very sadly passed away in June 2020.

Lifetime Associate Award

Barb Rodney

Barb began her nursing career with VON Halifax. She was also a long-time VON volunteer, including serving as VON Tri-County Community Corporation Chair.

Awards of Distinction

Balbir Kaur

Balbir is VON's corporate affairs manager and executive assistant to our president and CEO. She has provided service of great distinction and broad impact to VON.

The Steering Committee for Client and Family Engagement

Neil Stuart (chair), Jas Grewal, Barbara Hall, Paul Kocher and Dorothy Macdonald helped VON to establish its sector-leading client and family engagement strategy.



Our infrastructure supports and sustains our work.

We are encouraged by how clients, their families and our staff embraced technology during the pandemic. We are now exploring more opportunities to leverage technology to scale and expand programs and services to meet the growing demand for home and community care.



The staff of the Port Hope nursing clinic work closely with the local hospital and other care providers, which has a direct impact on emergency department volumes and hospital lengths-of-stay.

New nursing clinics relieve pressure on local hospitals

Our clinic in Port Hope, Ontario, opened its doors in September. The clinic is run and staffed by registered nurses (RNs) and registered practical nurses (RPNs), who provide comprehensive nursing care. Services include enterostomal therapy, such as wound care and ostomy care. This is not a walk-in clinic — clients must be referred by Home and Community Care Support Services. The clinic also works closely with the local hospital and other care providers, which has a direct impact on emergency department volumes and hospital lengths-of-stay.

In October, VON opened the newly expanded nurse practitioner (NP) clinic in Saugeen Shores, Ontario. A second NP, more clinic space and dedicated administrative support were added, along with a move to VON's NP electronic medical record (EMR) system. VON operates 13 NP clinics across Ontario, with a shared electronic EMR across these clinics, plus capacity for virtual care. The clinic uses a hybrid model, where each NP sees fewer registered patients and time is set aside in the afternoons for urgent care appointments. Urgent care was sorely needed, as the area attracts a large population of temporary residents, including construction workers and cottagers. The clinic has relieved the pressure on the emergency department at the hospital where these temporary residents also go for their primary health care needs.



Investing in the future of home and community care: VON Connect

Currently, almost 85,000 Canadians who want home care are unable to receive it — and demand is expected to increase significantly over the next several years. Baby Boomers, the largest generation in Canada, have started turning 75.

Governments are beginning to understand that optimizing the use of home care can help relieve pressure on other areas of health care, such as hospitals and long-term care. In fact, the Canadian Medical Association predicts that the demand for home care in Canada will increase by 53% by 2031. The home care sector is still working with outdated technology and has remained primarily paper based. In order to meet demand and help relieve some of the pressure on the system, we need to invest as a sector in the use of digital health technology.

VON Connect is a digital health solution that will help VON modernize and streamline our internal processes and systems and integrate more broadly with system electronic medical records.

Some of the benefits of this cutting-edge software include: automation and standardization of time-consuming manual (paper and pencil) tasks, expansion of our ability to provide virtual care, from-anywhere access for clients and their families to care updates and progress reports and more efficient scheduling to minimize driving time for our providers

The many features of VON Connect will benefit clients and their families, healthcare and service providers and the healthcare system.



Real-time access to client information



Customized clinical documentation



Virtual care and remote monitoring



Automated scheduling



Client and family portal



Seamless follow-ups and referrals

The VON Connect Capital Campaign

The VON Connect Capital Campaign is an ambitious fundraising campaign with a three-year, \$10 million goal. We are early in the campaign and thank everyone who contributed to helping us make this future a reality!



Our donors and supporters have a deep commitment to our work.

As a trusted and long-standing member of many communities, we are supported by thousands of donors who enhance the work of our community support services teams. We are grateful to our knowledgeable, growing, loyal and diverse donor base for their ongoing commitment to VON.

Supporting the future, honouring our colleagues

Since the loss of colleagues Kristen Beaton and Heather O'Brien in Nova Scotia's mass casualty tragedy in 2020, VON has looked at how best to honour their legacies and celebrate their commitment to home and community care.

We worked with the Beaton and O'Brien families to develop eight annual VON Memorial Awards of \$1,500 each. The awards will recognize graduating registered nurses (Dalhousie University, St. Francis Xavier University), licensed practical nurses and continuing care assistants (Nova Scotia Community College).

The awards will be given to students who demonstrate attributes that both Kristen and Heather embodied in their work: care, compassion and dedication to community.

University students host VON fundraiser

Four St. Francis Xavier University students donated \$2,600 to VON Antigonish Community Support Services after organizing a fundraiser at a local brewery. The initiative was for a school project, but they were genuinely excited to support VON's community programs and even referred to VON as "dope" and "sick"—high praise from young men their age.

We are grateful to
our generous
donors who make
our work possible.

16,307
donors

2,470
new donors

27,440
gifts from
individuals

1,002
gifts from
organizations

4,583
in memoriam
gifts

45
gifts from wills
and estates



Lights of Love burn bright at Sakura House

On the night of December 3, 2021, 388 lanterns glowed bright outside Sakura House. Each lantern represented a minimum \$25 donation and bore the name of, and often a heartfelt message to, a loved one who had passed away but was not forgotten. This was the second year for the Lights of Love fundraiser. This year's event helped raise \$100,905 for Sakura House, a residential hospice serving Oxford County. Thanks to events like Lights of Love, and generous community donations, compassionate end-of-life care can be offered to clients and families at no cost.



“Remember that they are smiling down on you, because they are.”

Those were the words of Ryerson Read, who attended the ceremony with her father Justin Read.

Ryerson's mother Jolene died at Sakura House in January 2020.

To all our donors, supporters
and volunteers who make our
work possible

THANK YOU

When you support VON, you're supporting quality,
accessible and affordable home and community care for all.
You're giving the gift of companionship for the lonely, food
for the hungry, comfort and dignity at the end of life and
care for the most vulnerable. This wouldn't be possible
without you.



Some of our most dedicated supporters

The members of our board of directors are accomplished and dedicated champions for VON who donate their time and expertise in support of the work that we do. Our board brings together leaders in the fields of health care, nursing, management, finance, law, human resources and information technology. We rely on their guidance to move VON Canada forward in our commitment to create a stronger health system and build a healthier society for all Canadians.

Peter Currie

CHAIR

Cyndy De Giusti

VICE-CHAIR

Dafna Carr

CHAIR, QUALITY, RISK AND
CLIENT SAFETY COMMITTEE

Pete Larocque

CHAIR, HUMAN
RESOURCES COMMITTEE

CHAIR, IT
SUB-COMMITTEE

John Peddle

CHAIR, PENSION
COMMITTEE

Darrel I. Pink

CHAIR, GOVERNANCE
COMMITTEE

Monique Porlier

CHAIR, FINANCE AND
AUDIT COMMITTEE

Anna Babin

MEMBER

Cynthia Dorrington

MEMBER

Frances (Fran) Gregor

MEMBER

Estelle Jacquemard

MEMBER

Amy K. Lee

MEMBER

Marilyn Macdonald

MEMBER

Michael Nicin

MEMBER

Annette Elliot Rose

MEMBER

Our senior leadership team

Jo-Anne Poirier

PRESIDENT AND CEO

Sharon Goodwin

SENIOR VICE PRESIDENT, HOME AND
COMMUNITY CARE

Roxanne Anderson

SENIOR VICE PRESIDENT, BUSINESS
OPTIMIZATION AND CHIEF FINANCIAL
OFFICER

Valerie Carter

VICE PRESIDENT, ENGAGEMENT AND
PHILANTHROPY

Michele Lawford

GENERAL COUNSEL AND CHIEF
PRIVACY OFFICER

Wendy Steele

VICE PRESIDENT, HUMAN RESOURCES

Victorian Order of Nurses for Canada

Summary of consolidated revenue and expenses for the year ended March 31, 2022

	2022		2021	
		% of revenue		% of revenue
Revenues				
Fees for service	231,986,265	74.9%	222,050,127	71.4%
Program grants	67,797,997	21.9%	67,740,241	21.8%
Miscellaneous income	6,958,850	2.2%	16,996,859	5.5%
Donations and Other	2,894,760	0.9%	4,370,529	1.4%
	309,637,872	100.0%	311,157,756	100.0%
Expenses		% of expenses		% of expenses
Salaries and benefits	255,121,399	83.6%	253,180,121	83.6%
Mileage and travel	12,744,968	4.2%	12,495,526	4.1%
Direct program costs	10,300,772	3.4%	11,269,904	3.7%
Bad debts	50,499	0.0%	72,257	0.0%
Occupancy costs	8,478,792	2.8%	7,979,483	2.6%
Administrative, office and general	9,322,827	3.1%	7,983,531	2.6%
Telecommunication costs	4,528,078	1.5%	4,607,005	1.5%
Information technology services	2,742,668	0.9%	3,041,100	1.0%
Amortization of capital assets	1,754,437	0.6%	2,085,938	0.7%
	305,044,440	100.0%	302,714,865	100.0%
Net revenue for the year	4,593,432		8,442,891	

VON CONNECT

is the future of home
and community care.

Find out more

WWW.VON.CA/VON-CONNECT