



20
19
—
20
20



VON Annual Report
**Community, Safety,
Innovation and Transformation**



VISION

Every life lived to the fullest.

MISSION

We help people live in their homes and communities by delivering the caring support that they and their families need.

VALUES

Respect – we support others honestly, openly and fairly.

Compassion – we listen and serve with sensitivity, empathy and concern.

Excellence – we commit to everyday improvement in all that we do.

Resilience in a time of change

The World Health Organization declared COVID-19 a global pandemic just 20 days prior to the end of our 2019-20 fiscal year, and yet it is impossible to look back over the year that was without reflecting on the impact of the disease, and what it has shown all of us regarding the importance of home and community care in Canada.

In a time when every person, organization, and institution has been tested – more than at any time since 1945 – VON has demonstrated resilience. That resilience is not new; it has been demonstrated throughout our history, through many equally difficult circumstances. It is resilience that is born of our foundational care for people, of focus on our social mission as a not-for-profit entity, and of the way we embody the spirit of volunteerism.

While that resilience may not always be on such stark display as it has been during this pandemic, those elements that fuel it are constant.

Although in some ways it is difficult now to remember life as it was prior to the pandemic, there is much to reflect on in the months before lockdown.



As always, our leadership teams in both Ontario and Nova Scotia worked closely with their respective provincial governments, advocating passionately for how home and community care could be an even greater part of the solution towards keeping Canadians well, at home and in their communities.

In Ontario, we were deeply involved in the process to reassess the province's system of regional health care delivery, advocating strongly for a design that met the needs of all residents, and particularly our aging population. When Health Minister Christine Elliott announced the 24 new Ontario Health Teams, beginning last November, VON was pleased to be included in all the teams in the areas in which we serve. As always, we will continue to work closely with government to ensure that VON adapts and is ready for new opportunities.

In Nova Scotia, we have continued to advocate for innovative

practices in home and community care, piloting community programs that will improve care while redirecting valuable resources to where they are most needed to ensure care is available for the province's growing population of seniors.

without leaving home is where health care is headed.

Our Information Technology team continued its work to improve our technology foundation, focusing on security, network access, data

It is resilience that is born of our foundational care for people

Digital health is playing a large role in the restructuring of health care. This includes moving towards electronic health records to increase efficiency and enable optimal sharing of data across multiple caregivers and clinical environments. The growth of in-home technology that allows people to access care

storage capacity and reliability so we have ready access to the information we need, putting us in a good position to build and roll out a digital health strategy.

Overall, engagement with clients, their families, volunteers and donors was an ongoing focus, and we

have devoted significant energy to develop approaches that allow us to get closer to those who want to remain in their homes and communities, and to grow our donor base through a structured approach to philanthropy.

As we look ahead to a time when COVID-19 vaccines and other measures can allow Canada and other countries to return to full and open operation, three things stand out as lessons we can take from this unusual time: the safety and benefit for people remaining in their homes, the importance of technology and the value that community support holds in times of crisis. What that points to for the future is a powerful recommitment to our mission of helping people live in their own homes and communities by delivering the caring support they and their families need.

It is with great sadness that we remember the tragic deaths of three of our employees in April of this year: Heather O'Brien, Kristen Beaton and Arlene Reid. Heather and Kristen were taken from their families and from VON during a senseless series of murders in Nova Scotia. Heather was a licensed practical nurse, wife, mother, and grandmother who shared her deep caring for others as a VON nurse for nearly 17 years. Kristen, a continuing care assistant, was a young wife and mother. She was a compassionate member of the VON team for almost six years. Arlene lost her life to complications from COVID-19. She was a much-loved mother and grandmother, who cared for many others in her role as a personal support worker with VON and other organizations in the Toronto area.

We mourn the losses of Heather, Kristen and Arlene, and will hold their memories in our hearts.

We recognize all our employees, along with all other front-line workers, who have put themselves at risk during this tremendously trying time. We also recognize the volunteers at the front line who remained steadfast in their commitment to service.

Finally, we thank our Community Corporations and board members, whose leadership and contributions remain focused on fulfillment of our vision and mission. Together, we are helping all of those we serve live their lives to the fullest.



Board of Directors



Malcolm Mercer
Chair, Board of Directors



Jo-Anne Poirier, ICD.D
President and Chief
Executive Officer

*members of the Executive Committee

Malcolm Mercer*
Chair, VON Canada Board

Peter Currie *
Vice-Chair, VON Canada Board

Dafna Carr, MBA*
Chair, Quality, Risk and Client Safety
Committee

Cyndy De Giusti

Annette Elliott Rose, RN, PhD

Estelle Jacquemard, CPA, CMA

Pete Larocque*

Amy K. Lee, MBA, BSc(OT), CRM, RF

Marilyn Macdonald

Alison McKay

Jim Merkley*
Chair, Human Resources Committee

John Peddle, ICD.D
Chair, Pension Committee

Darrel L. Pink*
Chair, Governance Committee

Monique Porlier*
Chair, Finance and Audit Committee

COMMUNITY



Unique local connections at the heart of our work

VON Canada thrives through strong community connections, whether with external partners, or our own VON Community Corporations – local charitable corporations made up of volunteer leaders who support VON Canada’s mission in their own back yards. In partnership with VON Canada staff, they help build relationships with other local leaders and community groups, businesses, schools and more to strengthen VON’s work. They raise funds to support VON clients, programs and initiatives, and advocate on behalf of VON in their communities.

Ten years of special care

Dying well, in the embrace of family, is the best final chapter in a life lived to the fullest.

VON's residential hospice on the outskirts of Woodstock, Ontario, celebrated 10 year in operation in 2019. The community's efforts to bring residential hospice to Woodstock actually began in 1993, when the germ of an idea began to grow, planted by one local resident. **VON Oxford Sakura House**, as this beautiful facility is now known, was developed as a labour of love by the community in Oxford County, including individual volunteers, service clubs, religious groups, an active city council, VON, and an invaluable corporate commitment from Toyota Motor Manufacturing Canada, who in 2005 donated the home and land that are now Sakura House.



The hospice provides a place for area residents to die with dignity, with the care and support of family along with professional hospice workers. VON operates the home in partnership with the VON Oxford Community Corporation, whose members were at the heart of the effort to bring Sakura

House to life and who continue to galvanize and lead vital community support. While residential hospice is recognized as important and cost-effective support, government funding does not fully cover operations - and the role of volunteers and donors is essential to Sakura House's existence.

In addition to annual fundraising in the community, Sakura House has relied on more than 330 volunteers since it opened its doors. It is this broad community involvement that has allowed the hospice to serve more than **1,500 patients and 6,000 family members**.

Toyota Motor Manufacturing Canada, which donated the 2.6-hectare property and mansion

that would become Sakura House in 2005, remains an important sponsor to this day. Tim Hortons raises funds every year through its Smile Cookie Campaign. And local residents from far and wide contribute with donations and through participation in VON's annual events, Handbags for Hospice and Hike for Hospice.

Walking the walk

When Donald Outhouse was in palliative care, he told his family he was worried he wouldn't be able to raise funds and walk in VON's local annual walkathon – an event he had participated in for the previous 44 years to raise funds for VON in Tri-County, Nova Scotia.

On the day after he died, his daughter called VON to say his family had reassured Donald they would continue to support VON in his name.

In honour of Mr. Outhouse's fundraising contributions, VON Tri-County renamed its walkathon the Donald Outhouse Memorial Walk in 2019, the 50th year the event was held. His family took part in the walkathon,

“Since 2003, when the first annual Hike for Hospice helped raise funds to create a hospice, the Oxford County community has expressed their passion for hospice. It has been amazing to be on this journey with them.”

VON Manager,
Fund Development, VON Oxford

Walking the walk CONTINUED



carrying a torch with his picture on it. His wife, Donna, now sits on the board of the VON Tri-County Community Corporation.

Despite his ardent support of VON over the years, Donald Outhouse did not begin using VON nursing services himself until he was near the end of his life. He collected pledges from his friends and neighbours and walked in the

walkathon all those years because he knew many in his community relied on VON services.

Fundraising is integral to the sustainability of VON community programs. In Tri-County, VON's Adult Day Programs, transportation to medical appointments and grocery shopping, and frozen meal programs all rely on donor support for their continued existence.

“Donald was an exceptional man who jumped in wholeheartedly and focused on raising funds every year. Even when he was elderly, he'd still go knocking on doors in Yarmouth and remind people that it was time to support his work with VON. To do this for 44 years is exceptional. The torch Donald lit as part of his exceptional involvement with VON is still on fire. The world needs more Donald Outhouses.”

VON Program Coordinator, Tri-County

Bringing residential hospice to Durham Region

Chris Raynor, past chair of the VON Durham Community Corporation, encountered VON 27 years ago when she first arrived in Canada. She was eight months pregnant with her third child. Her furniture was stuck on an ice-bound ship somewhere on the St. Lawrence River, and for two months, she and her family had no furniture other than a mattress on the floor. She vividly remembers the visit she and her husband received from a VON nurse.

Back then, she had no idea that she would ultimately work as a volunteer with VON to establish the first residential hospices in Durham Region, Ontario. The region encompasses populated areas like Whitby, Pickering and Ajax, as well as sparsely populated farming communities, and is the only area of its size in Ontario without residential hospice beds.

Raynor was originally a board member of Durham Hospice, a local agency delivering bereave-



ment care in the region and committed to bringing residential hospice to the county. Durham Hospice's services were integrated into VON in 2015, and VON's experience providing bereavement support, palliative care and residential hospice in other communities made it a great fit.

Chris became Chair of the VON Durham Community Corporation, which along with former Durham Hospice volunteers has led efforts to bring residential hospice to Durham in concert with VON Canada and many others. Together, they are part

of Durham Region Hospice, a collective committed to building VON-operated residential hospices in Whitby (10 beds) and Clarington (nine beds) to provide care for up to 300 families each year.

A land grant from the town of Whitby, strong funding commitment from the provincial government, and exemplary leadership by Lakeridge Health are all foundational to the work to bring much-needed residential hospice facilities to life in this Ontario region.

Putting home care on the curriculum

Nurses form one of the only professions whose education covers both medical and behavioural sciences, allowing nurses to provide care that addresses both physical and psychosocial aspects of patients' needs. But most nursing education focuses on hospital-based care – and there is a growing need to expand the curriculum into home care nursing practice. That's the premise on which Dr. Carole Orchard devised teaching modules that will enable nurses to return to a role that's as old as nursing itself but with the skills and confidence to tackle contemporary issues.

“Before we had socialized medicine in Canada, nurses would go into the homes of people who couldn't afford care,” she said. “They would do a lot of things such as maternity care and follow up with babies—many of the things that public health now does.”

Priorities and funding models changed, and we shifted away from home visits for new mothers, but the needs of an aging population, and the chronic illnesses that can accompany longer lives, have brought us full circle. Patients are now moved quickly out of hospital, with home care nurses often providing the same level of care

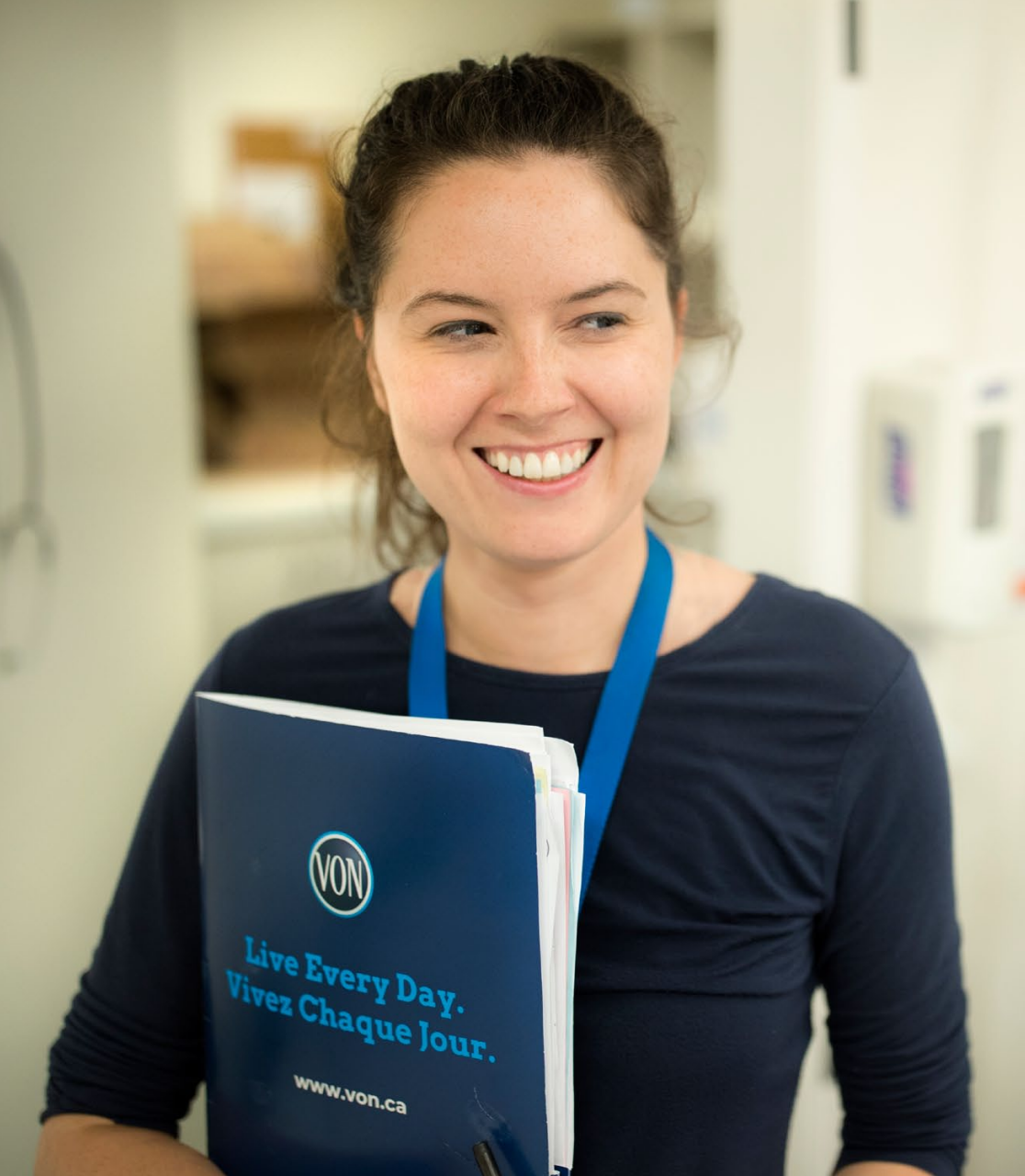
as is delivered in hospitals. Yet, graduates don't have the training to deal on their own in a home environment with complex issues like the administration of central venous catheters for cancer patients or ventilation procedures, and that has led to a larger-than-average turnover among these nurses.

A professor emerita at the Arthur Labatt Family School of Nursing at the University of Western Ontario, Dr. Orchard studies interprofessional client-centred collaborative team practice. She is also a long-time volunteer on the VON Middlesex-Elgin Community Corporation board, where she

recently completed her term as board chair.

Informal discussions within VON led to growing enthusiasm for the concept, and Dr. Orchard eventually took the idea to nursing administrators at Western. Based on a previous program that increased the training for nurses wanting to specialize in intensive care units when she was director of the nursing school, Orchard was able to make the case for the new home care modules and gain support from a number of Western nursing faculty, from the former Ontario Minister of Training, Colleges and Universities and key leaders in the former local LHINS in Ontario.

Like so many things, progress toward putting the modules into place was stalled by the COVID-19 crisis, but Orchard is confident the momentum toward the new curriculum additions will resume, and she's also hopeful it's something that will catch on across the country.



“ We need a high level of nurse who is able to deal with complexities, and also to teach family members to be able to provide that ongoing care because of the way the funding models are. So, our baccalaureate-prepared nurses are a critical element in all of home care.”

Past Chair
VON Middlesex Elgin
Community Corporation

Celebrating 75 years in Thunder Bay

“VON is woven into the fabric of the city. People will say, ‘You know, VON took care of my mother or my grandfather.’ Caring for the vulnerable means we work on a different basis. For us, it’s health, not business. This is what anchors us within the community.”

VON Senior Manager
Home and Community Care, Thunder Bay



Earlier this year, VON Canada and the VON Thunder Bay Community Corporation partnered to celebrate 75 years of VON in this northern Ontario community. VON has been an integral part of nursing in Thunder Bay since 1944, due to community involvement engendered by the city’s remote location and the broad range of services it provides. Our services

there extend well beyond city limits, occasionally expanding to include special fire-line nursing support to northern forest fire fighting efforts.

Longstanding and retired staff and volunteers, city councillors, MPs and MPPs joined in the historic celebration, with many noting that they or their families have been touched by VON and our services.

In many ways, the city’s isolation encourages good relationships among charities and other organizations that provide services to the most vulnerable. VON is unique in providing both preventative programming—adult physical activity, exercise, and psychosocial programs like congregate dining—as well as home care and visiting nursing.

SAFETY



Making sure that home is the safest place to be for everyone

It has never been more important to be safe at home. And it's never been more evident that for VON to do what we do, our front-line care providers – nurses, personal support workers, continuing care assistants and many others – must be safe as well. And yet, every day, they are exposed to risks unique to our sector, and often, thoughts of their own safety come second for them. We have a unique opportunity to elevate everyone's safety awareness – and we're working to do just that.

Safe home

It's a foundational tenet of working life: whether you're a construction worker, a chef or a VON nurse or home support worker: you deserve to be safe on the job.

That was the starting point for a 2018 report, Workplace Safety for Nova Scotia's Home Care, Long Term Care and Disability Support Sectors, a multi-stakeholder project initiated to address the high number of workplace-related injuries in these sectors.

The recommendations and insights of that report led to VON's establishment last year of a safety-focused partnership that includes AWARE-NS (a not-for-profit association focused on worker safety in the health and community sectors), the Nova Scotia Workers' Compensation Board, the Department of Health and Wellness, Nova Scotia Health and the unions supporting VON employees – all working together to implement a new VON Safety Initiative in the

province. A Steering Committee with representation from the partners, and chaired by VON CEO Jo-Anne Poirier, leads the initiative.

VON's commitment to employee safety is longstanding. While the advent of COVID-19 certainly shone additional light on the importance of employee safety, VON was well down a path to improvement before the pandemic struck.

AWARE-NS has been a key partner in VON's new plan. Last year, they deepened their commitment to our employees' safety by undertaking an audit to pinpoint areas of strength and opportunity. All-told, 11 VON sites and 150 team members participated in the audit, which now forms the basis of VON's

Safety Management System plan – our safety roadmap for the next number of years.

The province also stepped up to the plate, investing \$1.86M in new safety equipment and training for employees across the sector.

Among the training offered was Non-Violent Crisis Intervention (NVCI), which teaches specific ways of de-escalating confrontations, and Safe Handling and Mobility (SHM), which improves practices in managing care for clients who have mobility challenges. More than 600 employees were able to participate in this important training, thanks to 40 VON nurses having received train-the-trainer education.



“The commitment of our partners is remarkable – we know that safety is a common goal for us all, so it’s a great rallying and unifying initiative for us. What has been most exciting is how our employees are embracing this work, how it gives us opportunities to show we care – and at the end of the day, it will be great for our clients too. Everyone wins.”

Jo-Anne Poirier, President and
CEO, VON Canada

Keeping Canadians safe

VON nurses played a role in supporting the health of Canadians returning from Wuhan, China, after the COVID-19 outbreak. The Public Health Agency of Canada engaged VON to assist with screenings of Canadians quarantined at CFB Trenton in February 2020.

The request to support this important effort is testament to the quality care of our staff, and the trust placed in our team by our partners.

INNOVATION AND TRANSFORMATION



Hallmarks of how we work

Whether creating new programs, expanding our care into new regions, or participating in health-system change, VON remains focused on three important groups of people. First are **the people we serve** – how can we direct VON's unique strengths to helping others live their lives to the fullest. Second are **our employees and volunteers** – how can we enrich their opportunities for fulfillment. Third are **our system partners** – how can we shift to better deliver care with others, in ways that benefit the health system overall.

Transforming the health system

– community by community, patient by patient

As the Ontario government undertakes its bold initiative to update health care by creating Ontario Health Teams (OHTs), members of the VON transformation team see this new integrated model as an opportunity to showcase the breadth and strength of VON's home care offerings, and to introduce our robust preventative community care programs into the mix.

Under the Ontario Health Team (OHT) model, integrated teams of hospitals, doctors, and home and community care providers will improve the patient journey, which today can be hampered by a siloed system. OHTs should be better able to communicate and understand what a patient needs and how each member of the team contributes to care.

OHTs will remove the layers of care that can be hard for patients to navigate, provide better collaboration between different services, and make it easier for patients to direct their own care.

There will be an emphasis as well on virtual and digital health, including electronic health records, virtual visits and the use of smart medical devices that can be monitored

remotely. VON's experience delivering a range of eHomecare services positions us well in this area.

VON is a member of 13 of the 24 confirmed OHT candidates announced last year by the Ontario government and is involved with 16 more teams in different stages of the application process.

The discussions at OHT tables enable VON to showcase the breadth and excellence of the home care services that we provide, and to highlight the essential role of community care in an integrated model.

“This ambitious change has so much potential for improving health care delivery for Ontarians, especially with the recognition of home and community care as vital to their health and wellbeing. If done right, we will have a better-functioning system that delivers greater value for everyone.”

Senior Vice President, Home and Community Care, VON Canada

“VON fits well with the OHT model because we offer services for a patient’s entire journey. Better connections across the parts of the health system will help us identify people before they have to go to the hospital and provide them the help they need to stay at home. We can offer alternative level of care to get patients out of the hospital and support them in their homes. And we provide e-home care to reach rural areas and help support end-of-life care.”

Regional Executive Director,
Ontario Central, VON Canada





“OHTs are a great opportunity for VON to demonstrate to primary care teams the value of our extensive home care and community support services. VON’s involvement in OHTs will allow more complex cases to stay at home, all the way to end-of-life care. We can also show how we provide comprehensive and customized support to local communities, including services they aren’t even aware of, like day programs and respite services.”

Regional Executive Director,
Ontario South West, VON Canada

From hospital to home

Home care is an often-invisible part of health care – after all, it is delivered in the privacy of one’s home. And while many people understand the role of home care in helping people age well at home, this type of care is also a critical support to patients when they are discharged from hospital.

Like home care, community care can often be a hidden part of the health care sector – perhaps because it is not clinical, but rather social support that is provided. But this social support is what helps people in frail and failing health live more fully at home – and it’s just as important for people transitioning from hospital to home.

For VON, home and community care go hand-in-hand. VON’s depth in both home and community care sets us apart from other providers – and this is where we provide unique value in an evolving system.

VON delivers nursing and personal support to patients when they are discharged from hospital – helping

them to heal at home, and reducing reliance on more costly hospital after-care. VON’s community care programs including delivery of meals, transportation to medical appointments or grocery shopping, and social programs are vital to keeping people healthy and in their homes – and for those just discharged from hospital, they also contribute to healing.



“Our ambition is for the OHT structure to allow for more flexibility in how patients receive referrals – that will provide easier access to home and community care.”

Regional Executive Director, Ontario East and North, VON Canada

Making each day count

Before 1984, aging residents of southwestern Ontario and adults living with long-term disabilities in the region had limited options when it came to outside-the-home diversions. And those who cared for them had little hope of getting a break from round-the-clock demands.



Enter VON. Thirty-five years ago, VON opened its first two adult day programs, operating in Woodstock and Tillsonburg, Ontario. Today, these programs are still thriving, and in total VON now operates 71 adult day programs across Ontario and Nova Scotia. While VON celebrated this milestone last year, our adult day programs continued to expand, and a new site was opened in Ingersoll, Ontario.

In the early years, these programs were largely socially focused. Over time they have expanded to include overnight respite and targeted programs like after-stroke care. As the programs diversified and expanded, so too have the participants. Many are seniors with dementia or other cognitive challenges. Some are younger adults with physical or developmental disabilities. All benefit from the time spent together.

Programming is well planned with clear goals in mind. Participants benefit socially and intellectually, and their physical and psychosocial wellbeing is enhanced. For family members or others who care for them, the programs offer time to take care of themselves.

As this past year came to a close, COVID-19 forced the temporary cancellation of programming in VON's adult day centres. VON employees and volunteers immediately found solutions, introducing program innovations including virtual contact and personalized activity packages to help keep people occupied and connected. These connections have provided great value to both day program participants and those who care for them at home, but regardless, replicating the stimulation and social interaction of in-person settings is not fully achievable.

But some things have remained the same. Personalization of care is not new. VON puts participants at

the centre of their care. Every day-plan is prepared collaboratively, with participants included in decision-making on what types of activities will be part of the day.

In 1984, we could not have anticipated the growth and evolution of these now-signature VON programs. Our opening commitment to helping

clients live their lives to the fullest still shines through today. And the adaptations and innovations that started the very moment our first adult day programs were established 35 years ago continue to this day as well.

“(VON’s) amazing team is still an integral part of our lives. Care packages have been delivered to our door since the shut down. Puzzles, seed plantings, mug-cake baking, word games, cards of love and encouragement entertain my mom while she is homebound. Every two weeks, one of (VON’s) thoughtful and kind team members phones me to check on mom’s status. This lovely lady also supports and encourages me, the caregiver, and provides suggestions and strategies to help me assist my mom.”

Daughter, Adult Day Program client, Orillia, Ontario (abbreviated)

Seamless transition

On July 1, 2019, VON took on delivery of important community programs in Napanee, Ontario, previously delivered by Lennox & Addington Seniors Outreach Services (LASOS). This transition was arranged under the guidance of the South East Local Health Integration Network (LHIN), and supported by both LASOS and VON. The move ensures the sustainability of these programs for the Napanee community and the 450 clients now benefiting from VON's Meals on Wheels, Transportation, Congregate Dining, Home Respite, Weekend Overnight Respite and Adult Day Programs.

The VON transition team continues to have a positive and collaborative working relationship with the LASOS executive, which still shares office space with VON and delivers additional nonprofit outreach and social programs for those 55 and older in the area.

As part of this transition, nearly 30 community support staff and

70 volunteers joined VON from LASOS. VON has since increased the number of volunteers supporting the programs by nearly 30 percent, and services offered have expanded to welcome new clients.

The transition has been good for Napanee. VON brings an economy of scale that means it can provide services across

a number of areas, leverage the various programs and look for opportunities to increase services. VON has historically provided services in Kingston, which borders Napanee, and has a reputation for working well with other agencies and providers in the region.

“The Richmond staff have seen a lot of different people come in and out of their lives over the years. Our goal has been to integrate this new team into the VON way—things like charting, filing, and a focus on client and staff safety—and show them we’re committed to making our partnership successful.”

VON District Executive Director, Cape Breton

Embracing change

In April 2019, the Nova Scotia Department of Health and Wellness asked VON to assume the operation of home care agency Richmond County Home Support, a transition that became official June 9.

Planning involved staff from VON's senior operations leadership and management teams, supported by human resources, information technology, finance and communications team members to ensure a smooth shift for both clients and staff.

Having completed the transition, VON efforts are now focused on continuous quality improvement. VON's occupational health and safety practices are one important area of opportunity, and enhancing how we schedule the work and improving the employment relationship with staff will hopefully translate to providing excellent care to even more clients.

The size and infrastructure of VON make it easier to ensure program sustainability, as well. VON's knowledge and history of the home care business, client focus, strong leadership, and support teams help clients access various services.

Like most parts of rural Nova Scotia, Richmond County has limited

access to different types of services. Since the Richmond staff team and clients have settled in to VON, we are now also able to look at new opportunities such as the introduction of community support services like transportation and meal programs to the area.

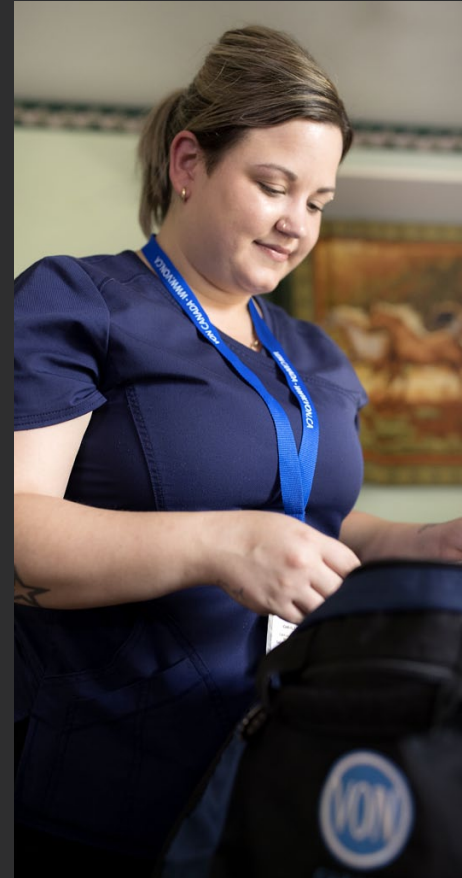


There when it counts

Points for care

In September and October 2019, surveyors from Accreditation Canada visited sites across VON's Ontario operations, observing how we work, attending client visits, interviewing staff and stakeholders. Shortly before Thanksgiving, VON celebrated the news that once again we achieved Accreditation with Exemplary Standing - the highest possible ranking by Accreditation Canada.

Of 566 standards examined, VON met 560. Surveyors were impressed by the excellence of care and service in our sites. They commented as well on the strong leadership of the Board and senior team, our innovative approaches, and our strong community and partner relationships....great testament to VON's commitment to excellence and everyday improvement in all that we do.



Serving those who served

When eight Canadian veterans attended D-Day's 75th anniversary ceremonies in Halifax last year, VON nurses were there to support. VON was invited by Veterans Affairs Canada to assist - and our service in both great wars made this invitation a particular honour for VON.

Three VON nurses accompanied the veterans to commemorative events and heard unforgettable stories of their experiences. Moments like this truly do bring out pride in our past - and pride in our teams of nurses.



Person-centred care

Engaging client and family advisors to improve the work we do is a strategic priority of VON's. In 2019, working with Health Standards Organization, VON conducted a review of its activities in client and family engagement, resulting in several recommendations to support this important work.

A dedicated role at VON was established to work closely with VON's client and family advisors, staff and leadership to co-create a meaningful action plan that aligns with our organizational vision and purposefully guides VON on our journey of providing exceptional service.



BY THE NUMBERS



What's in a number?

Well, lots. Thousands of people touching the lives of thousands of people, every single day. On any given day of the year, VON nurses, professional caregivers and volunteers walk through the doors of more than 10,000 homes to help make someone's life better. Thousands of donors, helping VON to deliver more and better care, supporting the key strategic investments that we are not otherwise funded to make. And underneath all this, millions of personal stories of joy, kindness and care.

The comfort of home



1.97 million
nursing visits



2.01 million
home support visits

VON employees, volunteers, donors, partners and so many others contribute to helping people who are vulnerable or frail to remain healthy, whole and independent.

A VON nurse brings way more to each visit than exemplary clinical support – he or she also provides comfort and care to each person we serve, and to the families of those we serve as well. Our nurses provide care to manage illness, wounds and medication, and sometimes to support end of life. Our home support professionals help with vital tasks of daily living, like personal hygiene, nutrition and home management. They bring companionship and a friendly ear as well, and can often be the first people to spot additional health needs.

VON's home care providers ensure that that people can receive care in their own home, where they want to be. And these days, that's more important than ever. **Home is not only where people want to be, it's also the safest place to be.**

Client satisfaction*

It's about more than the professional care we offer – it's about the way we deliver that care, with care. The bonds of trust that form between people. Scheduling that focuses on making sure the right VON team member is there, where and when needed, to provide the care and comfort that are part of our everyday commitment to the people we serve.

Percentage of clients happy to recommend VON services **98%**

Percentage of clients who are satisfied with their care **98%**

* client satisfaction numbers represent all VON programs and services in all provinces.

Care in the community

VON's community-based care helps people remain healthy and in their own homes and communities for longer. Our employees and volunteers work with many others in your community to help keep those we serve connected and cared for.



402,819 meals served through VON Meals on Wheels and Frozen Favourites



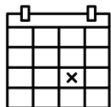
99,854 rides given to people who cannot drive themselves to shop, attend appointments or visit friends



13,904,214 healthy breakfasts and snacks served to school children in southwestern Ontario through VON and the Ontario Student Nutrition Program



1,130,430 hours of respite care provided to clients and caregivers through Adult Day Programs, overnight and weekend stay respite, and in-home respite



300,435 days' assisted living for high-risk seniors, supporting activities of daily living

Thank you to our Donors

Donors play a crucial role in sustaining our work and supporting our clients

15,948

Total number of donors

849

Total number of new donors

24,567

Total number of gifts

22,986

Total number of gifts from individuals

1,581

Total number of gifts from organizations

5,275

Total number of in memoriam gifts

43

Total number of gifts from estates

Financial highlights

VON revenue grew to **\$307.7 M** as compared to **\$295.7 M** for the previous year.



\$11.8 M



revenue growth from increases in home care visits by VON nurses and home support professionals.

\$1.6 M



revenue growth representing expanding community programs in Ontario.

\$5.6M



net revenue from continuing operations.

VON Canada

Summary of consolidated revenue and expenses

For the year ended March 31, 2020

	2020		2019	
		% of revenue		% of revenue
Revenue				
Fees for service	\$236,080,953	76.7%	\$224,291,134	75.8%
Program grants	\$65,871,959	21.4%	\$64,273,230	21.7%
Donations and other	\$5,794,540	1.9%	\$7,158,961	2.4%
	\$307,747,452	100.0%	\$295,723,325	100.00%
Expenses		% of expenses		% of expenses
Salaries and benefits	\$252,310,755	83.5%	\$239,316,250	84.0%
Administrative, office and general expenses				
Administrative, office and general expenses	\$9,679,681	3.2%	\$8,456,522	3.0%
Occupancy	\$7,906,379	2.6%	\$7,211,912	2.5%
Telecommunications	\$4,445,769	1.5%	\$4,146,088	1.5%
Information technology	\$2,651,977	0.9%	\$2,768,095	1.0%
Mileage and travel	\$14,596,261	4.8%	\$12,965,634	4.5%
Direct program expenses	\$8,221,657	2.7%	\$7,515,552	2.6%
Amortization of capital assets	\$2,229,350	0.7%	\$2,563,222	0.9%
Other	\$71,648	0.0%	\$112,602	0.0%
	\$302,113,477	100.00%	\$285,055,877	100.00%
Net revenue for the year	\$5,633,975		\$11,210,695	

VON Canada has been pioneering care at home for over 120 years

Today, we are a highly-trusted non-profit organization that works with our clients, employees, volunteers and partners to provide innovative clinical, personal and social support to people who want the comfort and peace of mind of living in their own homes and communities.

von.ca

Please note that some of the stories and images are from pre-COVID-19 times and do not represent VON's pandemic infection prevention and control practices.

Charitable Business #129 482 493 RR0001

VON is accredited with Exemplary Standing by Accreditation Canada

