

2017-2018

VON Annual Report

Client Care Matters



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.



BOARD OF DIRECTORS

Gary Ursell*
Chair, VON Canada Board

Malcolm Mercer*
Vice Chair, VON Canada Board
Chair, Governance Committee

Dafna Carr

Peter Currie*
Chair, Finance and Audit Committee

Cyndy De Giusti

Estelle Jacquemard

Pete Larocque*

Amy K. Lee

Marilyn Macdonald

Alison McKay

Jim Merkley*
Chair, Human Resources Committee

John Peddle
Chair, Pension Committee

Monique Porlier

Lynn Power*
Chair, Quality, Risk and
Client Safety Committee

*Members of the Executive Committee

Client Care Matters

Excellent client care is at the heart of everything we do. This principle has inspired the theme of this annual report – **Client Care Matters** – and is the driving force behind our strategies to strengthen and sustain our organization.

In the past year, as we closed out celebrations of our 120 years of service, we have positioned ourselves financially to enable investments in both our employees and in underlying technology that helps us serve clients and their families.

Extensive research with clients, employees, volunteers, donors and many others has helped us understand how we are perceived, and the value people place on VON. It has led to the development of a new Vision, Mission, and Values for our organization, and new ways of expressing ourselves as we set out on another 120 years.

As we move ahead, we are embarking on a strategic plan that will set a clear path for VON to take us to the year 2025. This will outline goals and directions, strengthening our ability to help our clients live every day to the fullest. We will continue to work with our employees, volunteers, donors, partners and others to ensure that our clients and their families have access to the programs, services and support most important to them.

Looking Back

We have deepened our partnership with VON Community Corporations this past year. These local volunteer boards strengthen VON's profile in their communities, bring insight into local needs and opportunities, and help VON to attract volunteers, donors and partners in support of our mission. Together, we have developed a new collaborative approach to fund development and have built our new strategic plan.

To continue delivering the best quality home and community care, our teams have found creative ways to incorporate lean management best practices into their everyday work. Engaging our front-line employees and management teams has enabled us to improve client care while reaching positive earnings through productivity gains and prudent fiscal management. This positions us for focused investments in the organization, ensuring a strong future for VON as a not-for-profit organization and registered charity underpinned by solid business principles.

Looking Forward

Because home and community care delivery changes so rapidly, we must adapt and stay ahead of that evolution. While the value we bring to our client and family interactions remains constant, service delivery won't be done tomorrow the way we know it today. We will continue to innovate and, through programs like eHomecare and specialized wound care management, to provide better outcomes to more people.

We offer our continued appreciation to our government and service-delivery partners. We offer thanks as well to our employees, volunteers, donors and Community Corporations. Together, they enable us to provide the best care to our clients and their families. Finally, we thank our Board of Directors for their leadership, guidance, and commitment to ensuring that VON remains a trusted leader in home and community care.



A blue ink signature of Gary Ursell.

Gary Ursell
Chair, VON Canada
Board



A blue ink signature of Jo-Anne Poirier.

Jo-Anne Poirier
President and
Chief Executive Officer



Bringing Care, Comfort and Companionship

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.

Whether we are providing Health at Home services, or End of Life care, or Caregiver Support, what we do goes well beyond clinical support. We are privileged to form bonds of trust with those we serve – bringing care, comfort and companionship. We wrap our services around each person we serve, so they can stay in the comfort of their own homes and communities, where they want to be.

Together with our 6,400 employees and 6,200 volunteers, we help Canadians stay healthy, remain active and live every day to the fullest.



Technology-Assisted Rehab in the Comfort of Home

Modern healthcare delivery requires persistent navigation between the hazards of scarce resources and increasing demand. Technology can play a role in the process, but often with attendant fears that its use will reduce or dehumanize the quality of care. eRehab, the newest in VON's suite of technology-enabled services, illustrates that efficiencies and cost savings can be achieved for growing patient populations while actually increasing the human touch in homecare.

eRehab began as a pilot project with the Windsor Regional Hospital in 2017. It was designed initially to serve stroke patients.

The process begins with a Clinical Care Coordinator, a registered nurse (RN) who works for the Local Health Integration Network (LHIN) and is responsible for the patient's transition to home from hospital. The patient's eRehab team includes a supervising registered therapist and a number of specially trained therapeutic assistants (TAs). The TAs conduct home visits and serve as the eyes, ears and comforting hands and voices of the therapist who attends patient visits through teleconferencing. They deliver the patient's care plan – assisting with physical exercises, reinforcing speech and language skills and rebuilding life-skill competencies.

With registered therapists in short supply, especially in rural areas, eRehab makes optimal use of their expertise. Without the need for travel and with the help of the TAs, they can supervise the care of up to four times as many patients as before eRehab. And patients who used to see a registered therapist once a week now receive up to four home visits per week.

The new approach also enables fully integrated care as the registered therapist can supervise the delivery of physical, occupational and speech and language therapies by the TAs.

Since its introduction, eRehab has delivered impressive outcomes. **It has increased the number of patient rehab visits by 77% overall and has reduced patient length of stays.** The readmission rate for eRehab patients has dropped and no emergency department visits have occurred. The program has already reduced system costs considerably.

All of these efficiencies and savings have been achieved while maintaining a strong focus on the quality of care. Patients respond well to the consistency and frequency of the therapeutic visits.

The outcomes for eRehab have been so positive that VON and partners will soon expand the service to meet the needs of patients recovering from knee and hip replacement surgery. Using the same technology-enabled, collaborative approach as the stroke service, eRehab Ortho delivers a hands-on, higher frequency course of therapy to ensure safe and well-managed patient recovery.

“I would especially like to thank Jessica, my therapy assistant. She's GREAT. She taught me exercises and balance. She did exercises with me and literally stood with me in case I felt dizzy or weak.”



comfort

HEALTH AT HOME



The rate of opioid poisonings has increased

53%

over the past 10 years.

VON Pain Management Strengthens Community Capacity and Changes Lives

Pain management has emerged as a significant challenge, and its repercussions are threatening our health and the health care system as a whole. Over-prescription, opioid misuse, and other significant issues have inextricably linked the words “opioid” and “crisis” in public consciousness.

According to the Canadian Institute for Health Information, the rate of opioid poisonings has increased 53 per cent over the past 10 years. And this rate of growth is accelerating. More than 9,000 Canadians have died as result of opioid overdoses since the start of 2016.

In response, the Erie St. Clair Local Health Integration Network (LHIN) and VON introduced a promising innovation in front-line health care to better address pain management – **VON’s Chronic Pain Management Program**. The region has the second-highest rate of opioid use in Ontario and related deaths and hospitalizations are higher than the provincial average.

Many patients referred to the VON Chronic Pain Program are on long-term opioid therapy for chronic non-cancer pain. These are the patients who often fall through the cracks as they feel stigmatized seeking treatment at an addiction clinic.

Using a highly collaborative and multidisciplinary team approach, VON accepts referrals of chronic non-cancer pain patients from local primary care providers, community agencies and specialists. A nurse practitioner or RN conducts a thorough assessment and provides a holistic pain management report that includes recommendations on medications and other approaches including exercise and other therapies. The program offers one-on-one counselling and cognitive behavioural therapy with social workers, as well as education groups with a focus on self-management.

Last year, as part of its strategic plan for addiction treatment, the Erie St. Clair LHIN asked VON to expand the pain management program and provided additional funding for a registered nurse to serve as opioid case manager. With this reinforcement, the VON team shifted its focus to a harm reduction model designed to serve patients facing mental health and addiction issues in addition to their chronic pain.

With its ranks now strengthened, the team is now a mighty group of five – two nurse practitioners, two social workers (one an employee of the Canadian Mental Health Association) and the RN opioid case manager. It sees an average of 40 new patients per month while providing continued care of the patients on opioid replacement therapy. These numbers are evidence that the model is scalable and transferable to other regions and to other community health challenges.

This program has positioned VON as part of the solution to address the growing chronic pain, mental health and opioid addiction crisis. It has become widely respected throughout the local healthcare system and VON is being asked to provide education for local primary care providers.

No one is under any illusion that the opioid crisis will end soon. There are very few hopeful dispatches from the front as it continues to take a terrible toll on patients and families. Yet programs like this important innovation offer glimmers of hope that, though we may not be able to see the beginning of the end, we may be witnessing the end of the beginning.

strengthen

HEALTH IN THE COMMUNITY



Cherishing Every Day

Compassionate, respectful and excellent care for the dying has long been an important part of the VON mission. Fulfilling this mission takes many forms. On the front line is VON's small army of home care nurses who deliver daily palliative care to patients who have chosen to live their last days in their homes. These patients and their families can also access VON's community support programs that provide services – such as counselling, transportation, meal delivery and respite – to improve the quality of those days.

Hospice care is becoming an area of increasing focus for VON. For example, in Durham Region, a team of VON staff and specially-trained volunteers provides support to those facing a life-limiting illness or bereavement. Apart from palliative care and bereavement support, Durham Region VON also runs a Day Hospice for patients in the area.

Since 2009, VON has operated Sakura House, a residential hospice in Woodstock, Ontario. The staff and volunteers at Sakura House provide excellent care in a setting where life is celebrated and fear and pain are eased. A key part of this approach is including and accommodating a continuing family presence throughout the patient's time in residence.

Perhaps because death is a universally shared experience, there is strong community support for hospice care and places like Sakura House. Toyota Motor Manufacturing Canada, for example, donated the land and building for Sakura House, covered carrying costs for three years and eliminated its capital campaign debt. Toyota employees also make frequent contributions to the maintenance and upkeep of the facility. Members of the Woodstock community regularly turn out for fundraisers like Hike for the Hospice.

Similarly, the City of Whitby has given VON a parcel of land to help VON complete a mandate for the construction of its second residential hospice. The Province of Ontario has made an initial capital commitment to the project as well as an annual per bed operating cost commitment. The plan is to build a ten-bed facility there over the next two years.

End of life care doesn't end with a patient's passing. VON recognizes the challenges loved ones confront at time of loss and offers services to assist. For example, after determining that there was a shortage of bereavement care services in the counties around Yarmouth, Nova Scotia, VON stepped

in to fill the gap. For four years, it operated a formal bereavement support group in Yarmouth. A bereavement specialist led the group in a multi-week program of education on an array of topics, counselling and mutual support. Additionally, the program offered more informal bereavement outreach to smaller, rural communities surrounding Yarmouth.

For VON staff and volunteers the act of providing palliative care and end of life support clearly contributes to their own aspirations to "Live Every Day". As one practitioner put it, "I think it is an honour to be part of someone's life, at the most vulnerable time of their life, providing the best care possible."

"My father died at the Sakura House Hospice. This hospice is a healthcare marvel...Pain managed by qualified palliative care experts. Surrounded by caring volunteers. Friends and family members with 24-hour access to his bedside. It's how he wanted his end of life to be...peaceful."

cherish

END OF LIFE

Teamwork with a Focus on Belonging

In 2017, after a strategic organizational review, the Canadian Red Cross decided that it would withdraw from providing community care services in six communities across Ontario. With its long history of service in Ontario and its expertise in delivering both home and community care, VON was the natural choice for Red Cross to turn to, to carry on their good work.



From May of 2017 until March of 2018, staff in four VON regions in Ontario contributed to the success of this transition. The programs transferred ranged from a small assisted living facility in Apsley near Peterborough to the more complex undertaking of eight programs in three communities in Ontario's south west. The scheduling, processes and terms of the transfers varied, but one thing was consistent across all phases and locations. Ensuring a seamless and timely transfer of responsibility required a tremendous amount of teamwork from VON staff and volunteers.

In Mississauga Halton, for example, VON's team stepped up to take over the Red Cross Meals on Wheels program in the summer of 2018. VON is an experienced Meals on Wheels provider and was already operating two programs in the region. But even though there was virtually no learning curve, the logistics of the transfer were challenging.

The LHIN approved the transfer on July 7 and requested completion by the end of August. One hundred and fifty clients had to be notified of the transition, records had to be integrated into VON systems, incumbent staff had

to be offered ongoing employment and relationships with the meal suppliers had to be established all within a five-week period in the height of the vacation season.

Meals on Wheels is a particularly volunteer-dependant service. VON reached out to all the former Red Cross volunteers to explain the transition plan and encourage them to re-enlist. VON volunteers generously assisted in this approach, sharing their stories and experiences. The whole regional team pulled together to ensure a smooth cut-over on August 15. This level of dedication and professionalism was replicated in the three other regions involved.

The assumption of the responsibility for these programs has had a positive impact on VON's operations. For one thing, new funding to deliver the services provides important revenue growth. For another the head count among staff and volunteers has grown significantly. But there are also benefits that won't appear on a balance sheet.

For instance, the expertise in a broad range of community care services, which was so instrumental in VON receiving these mandates, has been expanded.



In Thunder Bay three new services – **Home Help, Home Maintenance and Congregate Dining** – have been added to the community care portfolio bringing new know-how to the organization. And the regional expansion of VON's services further strengthens its visibility and profile across Ontario.

But the greatest benefit of all may accrue to clients. Modern healthcare delivery is an often-bewildering patchwork of institutions and organizations. VON aspires to achieve better integration between hospital, home and community care. By broadening its expertise and increasing its operational reach, it moves toward that goal, offering a wide array of services from one recognizable, trusted organization.

belong

SOCIAL CONNECTION



Sharing Joy, Sustaining Loved Ones

If you were to visit one of the 50 Adult Day Programs (ADPs) that VON operates in Nova Scotia and Ontario, you'd see senior citizens and younger adults with special needs exercising and singing or engaged in art and horticultural projects. But there is much more going on than meets the eye.

"It gets me out of the house and when I come down here, I can relax," he says. "I don't have a care in the world."

Amid all the laughter and chit chat it won't be obvious that there is solid behavioural science being practiced here. ADP programming is based on the concept of therapeutic recreation, designed to enable people with physical, cognitive and social limitations to acquire or maintain the skills necessary to enjoy their leisure. Clients in an ADP may look like they're having fun, but they're also learning, socializing and reinforcing skills that age and illness may erode.

While you'll see an array of group activities taking place simultaneously, you may not be aware of how client-centric the approach is. Drawing from principles popularized by the Montessori Method of early childhood education, VON ADP programming starts with the needs of each individual client. Like a Montessori school, they offer a range of activities (including some an individual may perform alone)

and give the client the freedom to decide what they will do with their time there.

You also won't see the people who are elsewhere, enjoying a day of respite. Among ADP clients are seniors with dementia. About 61 per cent of seniors with dementia in Canada live at home in the care of a loved one. That care is hard work, consuming an average of 26 hours a week. The work and the emotional strain take their toll, with the caregivers of dementia patients twice as likely to show symptoms of stress and depression as those caring for seniors without dementia. ADPs provide these caregivers with a vital respite from their burden of care. Entrusting their charge to an ADP allows them to take a break while knowing those they care for are enjoying themselves in a safe environment that strengthens their abilities.

VON's ADP professionals are committed to a high standard of care and a persistent pursuit of best practices.

These professionals are also pretty innovative. If your visit were to take you to the ADP that VON operates in Middleton, Nova Scotia, you'd see a new concept that puts all these factors into play. Memory Baking is an idea first suggested by the clients themselves.

They used to enjoy baking but they now face obstacles when they try to bake at home. For example, one client's failing eyesight makes it impossible for her to read recipes any more. But her measuring skills are still strong so someone in the group reads the recipe aloud while she measures out ingredients and passes the bowl to another colleague who's pretty good at mixing. Others will grease bake pans and keep an eye on the oven. And, when the project is complete, everyone gets to enjoy something delicious.

Serving well over 1,000 clients annually, ADPs are among the strongest expressions of VON's commitment to help break the loneliness and isolation that people encounter with aging and illness.

"At a VON ADP, you have staff who are trained to work with people who have cognitive impairment and make them feel they're still part of the community while addressing their personal and social well being."

sustain

CAREGIVER SUPPORT



Meet Dorothy Grant.

Journalist.
Advocate.
Donor.

As a consumer reporter for the CBC in Halifax, Dorothy Grant wrote many stories about health care products and services. Consumers would contact Dorothy with questions and complaints about everything from medical devices to the quality of practitioner care. And she would investigate and report and, frequently, get things improved.

Over the course of her 20 years in journalism, this work brought her into regular contact with many of the participants in Nova Scotia's health care delivery system. And it gave Dorothy a profound and enduring respect for VON. "All of my contact with VON was positive", she said. "I have always admired them."

Now in "retirement", Dorothy actively shares this admiration with others in her community. She is a popular speaker at public events and uses her platform to promote VON and raise funds for the organization. One such platform was an International Women's Day event, where Dorothy saluted VON and National Council of Women of Canada founder Lady Aberdeen as "one of Canada's first feminists."

After outlining the opposition that Lady Aberdeen faced and overcame, Dorothy closed her remarks with a clear call to action. "People in this province should demonstrate their gratitude to the VON nurses who faithfully care for them," she said. "This should be done by making a donation that will help ensure they never close their office doors in Nova Scotia".

Herself a regular donor, Dorothy also frequently conducts fundraising events on VON's behalf.

She is articulate in her championship of the work the organization does. "They are all heroes to me", she said. "VON goes into areas where people are extremely poor and they help people. They are absolute angels."

Sometimes Dorothy's advocacy goes beyond fundraisers and the podium. Sometimes it recalls the fire of the staunch consumer champion she was.

A rare genetic disorder has made it necessary for Dorothy to use a wheelchair and receive regular visits from VON herself. When she learned that the nurses coming to treat her were having their cars ticketed or towed from their parking spots in front of her residence, Dorothy was outraged by the injustice. She called everyone she knew at City Hall and campaigned relentlessly to have VON caregivers exempted from parking restrictions. They now have VON designated spaces in front of Dorothy's building. But her campaign won't end until the exemptions are city-wide. As she delightfully understates, "I'm passionate about the things I believe in." Fortunately VON is one of those things.

"People in this province should demonstrate their gratitude to the VON nurses who faithfully care for them," she said. "This should be done by making a donation that will help ensure they never close their office doors in Nova Scotia".

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



2 million
nursing visits

2.09 million
home support
visits



The comfort of home

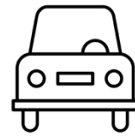
Our home care goes well beyond clinical support – we wrap our services around each person we care for, so they can stay in their own homes, where they want to be, for longer. Nursing care to manage illness, wounds or medication....help with tasks of daily living like personal hygiene, nutrition and home management....all delivered by wonderful, caring and professional staff.

Care in the community

Remaining healthy is the best prevention! Our services help people from all walks of life, in the communities they call home. Staff, volunteers, donors and so many others contribute to helping people who are frail or vulnerable to remain healthy, whole and independent.



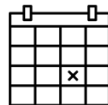
396,562
meals served through VON Meals on Wheels, Frozen Favourites and Congregate Dining Programs



93,341
rides given to people who cannot drive themselves to shop, attend appointments or visit friends



11,120,440
healthy breakfasts and snacks served to school children in southwestern Ontario through VON and the Ontario Student Nutrition Program



738,341 hours of respite care provided to clients and caregivers through Adult Day Programs, overnight and weekend stay respite, and in-home respite

Client satisfaction*

It's about more than the professional care we offer – it's about the way we deliver that care, with care. It's about the bonds of trust that form between people. It's about the scheduling that is focused 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..... **99%**

Percentage of clients satisfied with their care... **98%**

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

Thank you to our Donors

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

16,999
Total number of donors

25,385
Total number of gifts

24,170
Total number of gifts from individuals

1,215
Total number of gifts from organizations

6,804
Total number of in memoriam gifts

35
Total number of gifts from estates



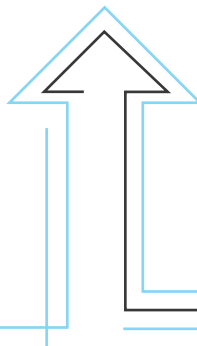
Financial Highlights

VON revenues grew to **\$287.4 million**, as compared to \$279.4* million for the previous year including.....



\$4M Growth

in fees earned for home care including visiting nursing and home support services, reflecting growing demand in both Nova Scotia and Ontario.

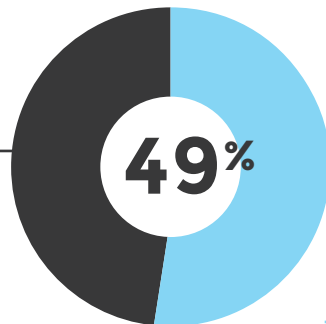


\$3.1M Growth

in program grants supporting community care services, representing a **growth rate of 5.5%**, demonstrating program expansion and growth primarily across Ontario.



49% Increase in revenue contributions from fundraised dollars.



4.7% Total cost of mileage and travel,

reflecting a year-over-year reduction as a ratio of total expenses, demonstrating efficiency gains from deployment of clinical mobile technology.



\$11.2M Net revenue for the year

from continuing operations, nearly double the previous year's number of \$6.2M*.

Stable percentage cost of salaries and benefits, a strong measure of productivity and investment and in the employees who deliver our services.



VON Canada

Summary of consolidated revenue and expenses

For the year ended March 31, 2018

	2018	% of revenue	2017	% of revenue
Revenue				
Fees for service	\$222,835,684	77.53%	\$218,787,486	78.29%
Program grants	\$59,298,791	20.63%	\$56,207,440	20.11%
Other	\$5,278,173	1.84%	\$4,473,183 *	1.60%
	\$287,412,648	100.00%	\$279,468,109 *	100.00%
Expenses				
Salaries and benefits	\$232,188,975	84.07%	\$229,522,629 *	84.06%
Administrative, office and general expenses				
Administrative, office and general expenses	\$7,413,793	2.68%	\$6,819,014	2.50%
Occupancy	\$7,038,613	2.55%	\$7,227,484	2.65%
Telecommunications	\$4,569,049	1.65%	\$4,524,652	1.66%
Information technology	\$2,147,362	0.78%	\$2,351,717	0.86%
Mileage and travel	\$12,980,046	4.70%	\$12,880,666	4.72%
Direct program expenses	\$6,958,601	2.52%	\$6,548,789	2.40%
Amortization of capital assets	\$2,767,253	1.00%	\$3,019,881	1.11%
Other	\$121,934	0.04%	\$144,143	0.05%
	\$276,185,626	100.00%	\$273,038,975 *	100.00%
Net revenue for the year	\$11,227,022		\$6,429,134	
Gain on re-measurement of pension obligation	\$38,528,000			

* Numbers restated from previous year due to adoption of Restricted Fund method of accounting for contributions, and a change in accounting for the VON Canada Pension Plan.

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

Charitable Business #1294 82493 RR0001

VON is accredited with Exemplary Standing by Accreditation Canada

