



Derek



VON Strategic Plan Toward 2025

Making meaningful change in home
and community care

Thank you

To our Client and Family Advisory Councils, thank you for your very personal, and very insightful, reminders of what's most important. To our community partners, funders and health system partners, thank you for your insight and objective observations. And to our Board of Directors, Community Corporations and management team, thank you for your contributions and guidance.

We are also grateful to the thousands of employees, volunteers, donors, clients and others who told us through initial surveys and interviews how they perceive VON and what is important to them about our work.

Finally, a very special thanks to Neil Stuart and the Strategic Planning Working Group. Neil's sector expertise, his passion for a client-focused approach and his commitment to the work of VON are second to none. This plan benefited greatly from Neil's work and from the committee members' diversity, their wisdom, and their commitment to the process.



Gary Ursell
Chair, VON Canada
Board of Directors



Jo-Anne Poirier
President and CEO



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One year ago, we started to lay the groundwork for a new strategic plan by asking ourselves, those we serve and a host of others how they perceive VON. We did this through perception research with clients, employees, volunteers, donors, and the general public. We also interviewed many stakeholders, including funders.

Respondents were asked to think about what is unique about VON, and about the value of what we deliver. We were grateful to hear that for many, VON holds a unique position in the health sector.

- We learned that as a charity with deep local roots, we hold a special position of trust. People know that what drives us is compassion and the desire to improve lives.
- We learned that many know us as trailblazers – the founders of home care in Canada. They see our long history of addressing health needs in communities across the country, and view us as system thinkers who look beyond the services we provide to broader health solutions.
- And most importantly, we learned that people see us and what we do as life-changing, as focused on the whole person and their family, sometimes even as an extension of their families.

This research helped us think differently about ourselves, and has led to a new way of thinking about how we express that to others. It has brought about the articulation of a new Vision, Mission and Values for VON, new ways of talking about our role and impact, and a new visual expression that you see brought to life in this document.

Concurrent with this work, we began a formal process to develop a new strategic plan to take us to the year 2025. We started with a deliberate and direct look at what we currently do – what we are good at, and just as important, what opportunities we have to do better in serving our clients, their families, and the

broader health system. We looked as well at our current and future context – the needs, desires and concerns of those we serve, demographic trends, technology advancements, and the make-up and performance of the health sector as a whole.

Our new strategic plan owes much to all those consulted in its preparation. It benefits as well from the research and observations of many others, whose publications and papers fueled our thinking and the actions we plan to take over the next few years.

The plan articulates our high-level goal for the year 2025, and an overarching strategy that will help us get there. It expresses where

we will focus our efforts in support of the people we serve, and underscores our commitments to employees, volunteers, partners and supporters. It will guide our actions over the coming years, and will also serve as a tool for recognizing and reporting on successes achieved by our many employees and volunteers. We look forward to working together with you to bring this plan to life.

VON's new tagline is a strong expression of our new vision – Every life lived to the fullest.

“**Live Every Day**” is a call to the people we serve, to our employees and volunteers, and to those who support us as donors. It recognizes that, regardless of one's circumstances, every day has value and everyone deserves to live each day to the fullest. It's also a promise we make to the people who share their day with us – that we will help them live each day to the fullest.



Strategic Planning Working Group

Neil Stuart, Chair

Gary Ursell
Chair, VON Canada Board

Malcolm Mercer
Vice-Chair
VON Canada Board

Peter Currie
Board Director

Pete Larocque
Board Director

Amy Lee
Board Director

Marilyn Macdonald
Board Director

Jim Merkley
Board Director

Jo-Anne Poirier
President and CEO

Roxanne Anderson
Consultant

Beth Green
Vice President
Communications,
Marketing and Philanthropy

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Vision

Every life lived to the fullest

Mission

We help people live in their own 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

Our 2025 Goal

VON has a unique and valued impact on the people we serve in the home and community care sector, and on the health sector as a whole. We are known for excellence, innovation and leadership.

Our Strategy

We will strengthen our impact and sustainability by delivering care where and how it is needed, and by enabling and accelerating meaningful and effective engagement of our clients, employees, volunteers, members, donors and partners.

We help clients live every day to the fullest

The care and services we provide are centred on the needs and preferences of clients, their families and the communities we serve.

- Enable greater client and family participation and decision-making in their own care and care planning
- Support clients to achieve the results most important to them
- Deliver excellent and compassionate care to clients and their families
- Engage client and family advisors in improving all of the work that we do

Our employees and volunteers are the heart of VON

Our people represent the best of the sector, see themselves as core to a healthy and engaged workplace and are champions for VON and those that we serve.

- Be the organization of choice in the home and community care sector for employees and volunteers
- Strengthen the leadership capacity of our employees and volunteers
- Ensure that the health and safety of clients, employees and volunteers are central to everything we do
- Enable and recognize employees and volunteers as champions for VON clients and care

Our donors and supporters have a deep commitment to our work

We have a knowledgeable, growing, loyal and diverse donor base developed and stewarded in full partnership with our Community Corporations.

- Demonstrate alignment of donor contributions to client and community need
- Strengthen adoption of integrated annual, planned and major giving programs
- Raise awareness and understanding of the work and impact of VON

We are health system leaders and partners

We develop and promote innovative services, care models, initiatives and practices that benefit the health system as a whole.

- Identify relevant opportunities to enhance care integration and results
- Increase our engagement in developing innovative services, practices and initiatives in partnership with others
- Raise awareness among our partners of new ways VON can add value in the healthcare system

Our infrastructure supports and sustains our work

Our systems, processes, tools and practices position us for excellence, sustainability and growth by enabling our employees and volunteers to deliver their best.

- Provide employees and volunteers greater access to information, tools and systems that enhance client engagement and care
- Demonstrate our capacity to scale projects, programs and initiatives



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.

www.von.ca

Charitable Business #1294 82493 RR0001

VON is accredited with Exemplary Standing by Accreditation Canada