

ANNUAL REPORT

At The Heart of Care



2025-2026

Our 2025-26 annual report theme, At The Heart of Care, recognizes the outstanding commitment of our staff and volunteers, whose compassion and expertise are at the centre of everything VON does. It also speaks to the increasingly vital role the organization plays in Canada's evolving healthcare system, delivering care where people want and need it most, in their homes and communities.

This past year, we embarked on VON's new 2025-30 strategic plan, "Transforming Integrated Care for People and Communities." As a Board of Directors, we are proud of the progress that has already been made to translate this bold vision into meaningful action.

In this report, you will see the four pillars of the plan—innovate, excel, empower and advance—and corresponding examples of initiatives implemented this year. All of these achievements are guided by our purpose: to provide excellent, integrated care and services, enabling people to remain in the homes and communities they love.

Key among these accomplishments was the continued rollout of our digital health platform, VON Connect, powered by AlayaCare. This project has grown from the seeds of an idea to a fully functional technology that impacts all of us at VON and positions us to better serve a growing and aging population.

Funded thanks to the remarkable generosity of donors, VON Connect has been a true community effort—from all the staff and volunteers who advocated for the need and worked diligently to get donors on board, through to all of the daily users who have recognized the need for change and adapted to a new way of working—and all of the dedicated folks in between! Read more about VON Connect on page 14.

We also took important steps to renew and strengthen our volunteer program. Volunteers have long been central to our mission, enriching the lives of clients, supporting the excellent work of staff and creating more socially connected communities. We look forward to building on VON's legacy of volunteerism, while inviting volunteers to participate in ways that suit their strengths and interests.

As a Board, one of our key mandates is to ensure that home and community care is recognized as an important and necessary contributor to a well-functioning healthcare system. We are encouraged by VON's continued leadership and advocacy in conversations about modernizing care.

In this and many other things, I would like to recognize the leadership of our President and CEO, Jo-Anne Poirier. Over the past 13 years, she has guided the organization through periods of significant change, growth and transformation while remaining steadfast in her commitment to clients, communities and the people who make VON what it is today.

As health care grapples with one of the most challenging periods in its history, Jo-Anne's calm and thoughtful presence has been a significant asset to the organization. Throughout her tenure, her articulate, caring and deeply professional approach has served VON well. I know I speak for the Board and staff when I say she will be greatly missed.

On behalf of the VON Canada Board of Directors, I would like to extend our sincere appreciation for her vision, integrity and dedication to VON over the last 13 years.

We are also deeply grateful to staff, volunteers, donors, funders and community supporters. Together, we have built a strong foundation for the future. We look ahead with confidence, knowing VON will continue to lead with compassion, embrace innovation and remain, always, At The Heart of Care.


Monique Porlier
Board Chair



As I look back on my final full year as CEO, I am grateful for the people who make VON extraordinary. For the past 13 years, I have had the privilege of partnering with staff, volunteers, donors, funders and community supporters. Together, we have navigated unprecedented challenges, embraced change and evolved to meet the needs of the clients and communities we serve.

This was also the first year of our ambitious strategic plan. While much of our work laid a foundation for the future, it was also a year of meaningful progress. We invested in people and initiatives that will strengthen our organization and further our commitment to providing exceptional care where people need it—in the homes and communities they love.

Our annual report theme, At The Heart of Care, pays tribute to our staff and volunteers, who are at the heart of our organization, bringing skill and compassion to every moment of care. VON is also at the heart of an evolving healthcare system, helping people live safely and independently at home and contributing to stronger, healthier communities.

This year, we continued building on one of our greatest strengths—our volunteer community. Like many organizations, we experienced a decline in volunteers during the pandemic. We have now begun to build a renewed volunteer program that will embrace new ways for people to contribute their time, talents and passion.

We also continued to realize the impact of the incredible \$10 million raised to support our digital health transformation. Thanks to the generosity of our donors and partners, we continued implementing VON Connect, equipping our teams with vital tools needed to deliver care for years to come.

Throughout my time with VON, I have advocated for the needs of our clients and their families, our organization and its people and the sector as a whole. This past year, I continued to work alongside government, health system partners and sector leaders to modernize home and community care and shape a stronger, more integrated healthcare system.

I have seen our staff and volunteers care for clients and their families through life's most vulnerable moments. I have watched them respond with courage through a global pandemic, a devastating tragedy, extreme weather events, changing system priorities and growing demand. Through it all, we have adapted, transformed and emerged stronger.

Thank you to staff, volunteers, donors, funders and community partners for your belief in our mission. It has been the privilege of my career to serve alongside you. Your commitment to helping those who need us most ensures we remain At The Heart of Care.

I want to extend my appreciation as well to our VON Canada Board of Directors, whose partnership and support have been invaluable. Their commitment to strong governance, thoughtful decision-making and achieving our shared mission has helped position this organization for continued success.

Finally, as I reflect on my years with VON, it is the client and family stories that I carry with me most of all. Thank you for welcoming us into your homes and your lives. Your trust is a gift that I will always cherish.


Jo-Anne Poirier
President and CEO



AT THE HEART OF INNOVATION

The four pillars of our new strategic plan guided our progress



Innovate

Growing innovative health and wellness solutions for clients and caregivers

VON is working to create and expand services that fill care gaps in our communities. For example, **VON's Chronic Pain Management Assessment and Referral Program is a model of innovation in Windsor, Chatham and Sarnia, Ontario.** It provides people experiencing chronic pain with individualized support to improve their quality of life. VON nurse practitioners Jennifer Burton and Allyson Hallahan shared their vision for a client-centred, holistic model of chronic pain management at the Nurse Practitioners' Association of Ontario (NPAO) annual conference. The program has evolved from offering consults and counselling to integrating medical expertise with psychosocial and lifestyle supports using the evidence-based model presented by ECHO Chronic Pain & Opioid Stewardship (a virtual education platform that builds capacity to manage chronic pain in the community).

The expansion of our SMART (Seniors Maintaining Active Roles Together)® exercise program to all Nova Scotia Adult Day Programs (ADPs) has standardized fitness classes across the province, providing clients with evidence-based programming to increase strength, balance and health.



Excel

Bringing the best to clients and caregivers by spreading and scaling clinical and operational excellence

Led by the Practice, Quality and Client Safety team, VON launched evidence-informed wound care directives, providing nurses with enhanced autonomy and decision-making tools. These directives address critical care gaps by enabling nurses to provide timely interventions for quicker healing, fewer hospital trips and care that meets clients' needs. In addition, our **Registered Nurse-Authorized Prescribers (RN-APs) hit the road in Cape Breton, empowered to treat issues such as urinary tract and wound infections in clients' homes.** By managing these conditions early, RN-APs help to cut down on emergency department visits and keep seniors safe at home. Four additional VON nurses were accepted into the 2025 Dalhousie RN-AP cohort. These initiatives represent strategic advancements in clinical standardization and nursing autonomy, supporting our commitment to accessible, comprehensive home and community care.

VON's Rapid Review Team provides feedback on client-facing documents, ensuring they are clear and accessible. The team—a key contributor to our people-centred care initiatives—is made up of staff and volunteer client and family engagement advisors who share their lived experience.



Empower

Creating positive experiences for staff, volunteers and student learners, and attracting & retaining a robust workforce

VON's Organizational Development (OD) team launched its Aspiring Leaders Program, strengthening the organization's future leadership capacity. Over six months, aspiring leader participants completed self-paced e-learning with group interactivity on diverse leadership topics, such as emotional intelligence for leaders and inspirational leadership. They also received mentorship in project management, stakeholder engagement and presentation skills. The program wrapped up with participants planning new initiatives for VON, directly driving innovation and leadership capacity.

VON Nova Scotia sites celebrated the success of a key initiative empowering continuing care assistants (CCAs). The Province's Department of Seniors and Long-term Care required that all CCAs be working at full occupational standards of practice by the end of 2025. With the guidance and support of our Practice, Quality and Client Safety team, our Annapolis Valley team conducted a pilot. The remaining sites worked to ensure that VON's over 700 CCAs were trained to complete tasks including assisting with administration of some medications, collecting vitals, activities of daily living and specimen collection. In addition to empowering CCAs, this achievement strengthened the provision of people-centred care and supported stronger interprofessional collaboration.

Our efforts to advance Equity, Diversity and Inclusion (EDI) education, resources and support continued with mandatory e-learning for managers, 100% completion of Indigenous cultural safety training among executive-level staff, implementation of an EDI lens in policy review processes and inclusive work practices, along with monthly EDI communications. To further support these efforts and align with VON's strategic priority Empower, we secured organizational membership in the Canadian Centre for Diversity and Inclusion (CCDI), increasing guidance for inclusive practices across VON.



Advance

Improving experiences and outcomes for clients, caregivers and our teams, using data and technology

The team continued to leverage the strengths of VON Connect, powered by AlayaCare, our digital health transformation strategy. **We saw meaningful progress in how VON Connect supports the work of our clinical staff. In Home Support, the integration of VON Connect significantly improved how our teams track and respond to client needs.** Our unregulated care providers are able to access real-time care plans, document visits more efficiently and flag concerns within the system, all helping to reduce delays and improve continuity of care.

In the fall, VON received AlayaCare's Early Adopter Award, recognizing a customer who is driving change within the home and community care sector. VON has worked closely with AlayaCare to ensure that the software represents the wide range of services we provide. **These improvements are not only benefiting clients and their families and healthcare and service providers, but also helping to shape solutions that benefit the greater AlayaCare community and the healthcare system.**



AT A GLANCE

Q1: April - June 2025

- New, mobile-friendly CEO staff newsletter launches
- CEO unboxes new strategic plan during site visits
- VON Week 2025 takes place May 18 to 24
- Second annual 50/50 virtual jackpot winners Sarah St-Jacques (staff) and Greg Nix announced
- VON's external newsletter, *Connecting*, launches
- SMART flash mob delights visitors at the Devonshire Mall
- Culture Project reporting sessions with managers
- CEO Jo-Anne Poirier co-hosts a VON Connect donor reception at Pier 21 in Halifax with Annette Verschuren, Officer of the Order of Canada



Q2: July - September 2025

- Four additional VON nurses accepted into the September 2025 Dalhousie RN-AP cohort
- We honour VON Canada Award recipients at AGM
- The Springhill, Nova Scotia community nursing clinic, located in All Saints Hospital, starts accepting referrals
- People-centred care recruitment campaign results in four new members on national Client and Family Advisors Council
- VON Connect launches in London, Elgin, Strathroy, Grey Bruce, Hamilton, Niagara, Haldimand, Brantford and eHomecare



Q3: October - December 2025

- Marigold Hospice smudging ceremony and grand opening events held
- October is Community Support Month in Ontario and Continuing Care Month in Nova Scotia
- CEO Jo-Anne Poirier attends Palliative Care Coalition of Canada "Breakfast on the Hill"
- CEO presents at Canadian Healthcare CEO Summit in Alberta
- GTA Home Care and Peel Community Support Services teams re-locate to a new shared site
- VON Connect launches in Windsor, Chatham-Kent and Sarnia-Lambton



Q4: January - March 2026

- Handbags for Hospice raises over \$231,000 for VON's Sakura House
- VON celebrates March for Meals, highlighting the benefits of Meals on Wheels programs
- VON's Ontario Student Nutrition Program - Southwest participates in Great Big Crunch Day
- VON Connect launches in Simcoe County, Oxford, Perth Huron, Peel, Greater Toronto Area and Waterloo Wellington Dufferin
- VON's Rapid Review Team helped improve the clarity and accessibility of 18 client-facing documents



CARE IN ACTION



1,440,455

DELIVERED MEALS

26,020,325

STUDENT BREAKFASTS*
*ONTARIO ONLY



76,435

TRANSPORTATION/RIDES



1,741,187

NURSING VISITS

1,615,380

HOURS OF HOME SUPPORT

282,473

DAYS OF ASSISTED LIVING*
*ONTARIO ONLY



112,469

ADULT DAY PROGRAM
DAYS OF RESPITE CARE

AT THE HEART OF CARE DELIVERY



Adult Day Program brings Sharon's smile back

Nova Scotia retiree Art plans to keep his beloved partner, Sharon, at home with him as long as possible. When Sharon was diagnosed with a rare illness as well as dementia, she began attending her local Adult Day Program twice a week. Art has noticed a remarkable change, "from being in a shell to coming out of that shell," he says. "She can carry on a conversation with me." The program gives Art respite too—time to run errands or just get some air. "It's not only good for you, it's really good for them," he says. "When she comes in here, she's smiling. I'd recommend the program to anybody."

I'd recommend the program to anybody.



At 101, Sylvia thrives at home with VON's SMILE program

At 101, Sylvia lives independently in her country home, with help from her daughter, Betty, and VON's Seniors Managing Independent Living Easily (SMILE) program. SMILE has helped with weekly homemaking support, a falls alert device, Meals on Wheels and at-home foot care, all chosen according to Sylvia's wishes and coordinated to fit her life. "We've had the same person from the beginning, and she's like family," says Betty. "It makes a whole world of difference."

It makes a whole world of difference.



Care team helps critically ill client spend final months at home

VON team members in Belleville, Ontario partnered to help a critically ill client spend his remaining months at home. The 78-year-old husband and father received VON services following a lengthy stay in hospital, where he had been diagnosed with end-stage heart failure. "With all odds against him, he remained optimistic," says Jessica Sharpe, team lead. "He had a goal of being able to sit in a wheelchair and make it outdoors for the summer months."

VON personal support workers (PSWs) and nurses worked with an occupational therapist and a physiotherapist from a partner organization to build his strength and comfort. "I am so proud to say that he was finally able to ditch the bed and relax in his wheelchair comfortably," says Jessica. The care provided by the team also provided respite for the client's wife, his primary caregiver, so she could spend quality time with her loved one.



VON transportation keeps clients safe and connected

VON's transportation program helps seniors and adults with disabilities live independently, while easing the burden on family caregivers. At VON's Waterloo Wellington Dufferin site, a survey found clients deeply grateful for the rides that get them to medical appointments, Adult Day Programs and social events. In just one year, the site provided 22,000 rides to 916 clients. Thirty-five volunteers travelled over 270,000 kilometres to serve their communities. "VON transportation is vital to my ability to live independently," said one client. "I can count on VON to take me where I want to go, safely and with kindness."



AT THE HEART OF COMMUNITY

Our staff and volunteers carry out VON's mission every day

Volunteer driver helps vulnerable client feel safe

A 94-year-old VON Nova Scotia client sings the praises of the volunteer driver who delivered her safely to and from her eye doctor's appointment. Ruth has vision and hearing deficits, making excursions outside her home difficult. **Volunteer driver Don**—himself a former VON client who received wound care at VON's community nursing clinic—took Ruth's arm and made sure she felt safe.

"I spent 40 years in the military, and I just want to serve," Don says. "Who better to serve than the company that helped me."

With no taxi in her small town and family not always available, Ruth says VON drivers have been a godsend. "Because of VON coming and taking me where I need to go medically, I'm fine," she says. "Don and the VON team are now part of my surrogate family."



VON supporter shows up with commitment and heart

Sally Wismer, 88, began her journey with VON as a client and volunteer of the SMART exercise program, later becoming an appreciative donor too.



A former executive director of the Guelph Arts Council, Sally jumped in to help her SMART instructor **Janet Ferguson**—taking attendance, printing materials, recruiting participants and preparing equipment. "Despite any mobility or health challenges she may face, Sally shows up with commitment and heart," says supervisor Kelly Gee. Sally values both the physical and social benefits. "We have quite a fun group. We all end up singing. I always feel good afterwards." Now also a client of VON's transportation program, Sally chose to donate. "I'm getting a lot out of this, so this is a good way for me to give back. It just feels good and it feels right."

Longtime volunteer has served at every level



Ron Elliott's three decades as a volunteer with VON span every level of the organization. He joined what is now the Community Corporation in Middlesex-Elgin while running his own pharmacy in St. Thomas, later serving on committees and stepping up as board chair. Alongside his wife, **Michelle**, he became known for creative fundraising, helping build a trivia night that ran 21 years and grew from a modest school-hall event into one drawing hundreds. In retirement, Ron moved to hands-on service through the transportation program and Meals on Wheels, driving clients to appointments and errands. From boardroom to driver's seat, he has given at every level.



How Christine found her purpose



Christine O'Donovan spent more than three decades in finance before a life-changing emergency revealed her true calling. In 2023, when relatives were seriously injured in an accident, Christine took compassionate leave to care for them, driving between hospitals, assisting with daily needs and providing comfort. "After about five or six weeks, I thought, this is what I should be doing for the rest of my working life," she recalls. She enrolled in the personal support worker program at Fanshawe College, and a placement with VON led to her current role. "It's a real privilege to help people stay in their own homes and be as independent as possible," she says. "To love what you do, to feel fulfilled, and to know that you've made a real difference in someone's life every single day—that's incredibly meaningful."



Marcos, pictured with VON CEO Jo-Anne Poirier, who gifted him a sweater as a thank-you for his Zorzi sandwich fundraising initiative.

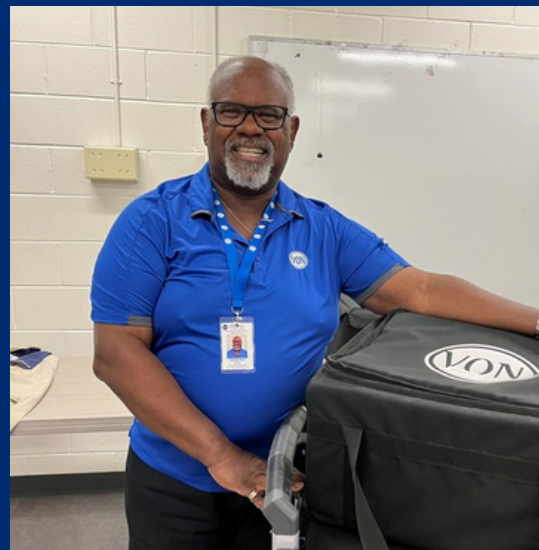
Sandwich raises funds for VON

When VON staffer **Marcos Zorzi Rosa** saw that a new restaurant had launched a program to support local charities, he knew just the right charity. "Supporting VON and our programs is incredibly meaningful to me," he says. "As part of the VON team, I witness the profound impact our work has on lives every day." Comfort Cravings invited customers to submit recipes for its menu, with \$2 of every item sold going to the creator's charity of choice. Marcos and his wife, Kayla, submitted a recipe, later selected for the menu, with proceeds benefiting VON's Meals on Wheels program. "The inspiration for the Zorzi Sandwich comes from a classic Brazilian sandwich," Marcos says. It is made with roast beef, tomatoes, provolone cheese, spicy pickles (chef's secret recipe!) and mayonnaise mixed with oregano.

Enhancing our volunteer strategy

Volunteers are essential to VON's success. They work alongside our dedicated staff to improve our clients' lives and help build connected communities. Over the past year, VON worked with an external consultant to identify opportunities to enhance our volunteer strategy. The process was informed by 100 VON volunteers in Nova Scotia and Ontario, who shared their experiences, current roles, needs and ideas for the future. Their input will improve our volunteer recruitment and onboarding experience to more closely align with individual skills and interests. We aim to enrich our connections and volunteer support.

We are grateful for our thousands of volunteers who have built much-needed capacity and make an important contribution to the communities we serve. Our volunteers are skilled, experienced individuals who support us with selflessness and heart across the organization—from community support programs to hospice care, fundraising and much more. Our volunteers strengthen VON's ability to serve our clients and communities every day.



AT THE HEART OF GENEROSITY

Donor support is changing lives for the better



13,640
GENEROUS DONORS



\$852,636
IN LEGACY OR MEMORIAM



26,473
DONATIONS



\$7,109,477
TOTAL DOLLARS RECEIVED

VON is a registered charity, relying on the generous support of our donors to bring additional programs and services to clients who need help to live independently in their homes and communities. Contributions, big and small, help us to provide the compassionate care that VON is known for, throughout Ontario and Nova Scotia.

We are grateful to each and every individual donor, foundation and organization that has chosen to contribute to our mission. The examples are countless and reasons for giving diverse, but all who contribute are united in the desire to improve the lives of their friends, families and neighbours.

In Oxford County, Ontario, **the Vink family** chose to donate to VON Sakura House, our residential hospice, in honour of mom Corrie. Thanks to the dedicated Sakura House team, husband Bill and family were able to spend quality time with Corrie before she passed away. Their donation helps to ensure end-of-life care continues to be available for those who need it at no cost. It has also funded a wind phone—an unconnected telephone in a private booth that people can use to speak with their loved ones. The wind phone is a symbol of the compassionate care and support we offer enabled by generous donations from our communities.



When **Antonietta** first walked into the VON Sudbury office more than two decades ago, she had a simple goal: to help others. That visit began a 24-year relationship. She volunteered with meal preparation, programs and events—and stayed connected with clients by phone through the pandemic. Now, at 95, Antonietta lives independently, with the support of family and VON's Home Helper and Adult Day Programs. "I encourage people to go to VON for help," she says, "because you are a person when you go there, you are not just a client. They treat you with a white glove." Antonietta is also a long-time donor to VON, supporting the organization she believes in so deeply.



Aberdeen Health Foundation, Photo Credit: Christine Whelan

This year, the profound generosity of supporters who remembered us in their wills helped to sustain VON's mission. Bequest contributions provide stable, necessary funding that assists us in caring for clients in greatest need. These thoughtful gifts help to ensure that we can continue to provide comfort, dignity and social connection within our communities for years to come.

A gift from the **Aberdeen Health Foundation** has enabled VON's Pictou County, Nova Scotia site to purchase technology to enhance client care delivery in nursing clinics and bring a new form of interactive fun to Adult Day Program (ADP) clients.

ADP clients have been enjoying the benefits of a new projector system, designed to promote immersive play, cognitive engagement and stimulation for people living with dementia. This partnership empowers care delivery teams to continue strengthening the care provided to clients across Pictou County. The donation also funded advanced nursing tools including six

Clarius multipurpose ultrasound scanners, nine pulse oximeters, three assessment carts and several large-volume smart pumps.

The **Poplar Hill Lions Club**—located in the small communities of Poplar Hill and Coldstream, Ontario—is a longtime contributor to VON's mission. The club has been donating to VON Middlesex-Elgin for close to 30 years. Members of the Poplar Hill Lions Club are also VON volunteers, having supported the Ailsa Craig Country Breakfast and the VON Activity Challenge for over a decade. We are grateful for this small club that demonstrates big heart!

In 2025, the **J&W Murphy Foundation** made a transformative donation in support of VON's Community Transportation Program in Halifax and Springhill. Transportation services are a cornerstone of preventative health care and social connectivity, helping to combat isolation and empowering seniors and individuals with disabilities to remain active in their communities. Thanks to this generous gift, VON's Community Transportation Program provides clients of our community nursing clinics with assisted door-through-door service to medical appointments and essential errands.



Aberdeen Health Foundation, Photo Credit: Christine Whelan

Outgoing **VON President and CEO Jo-Anne Poirier** has been a tireless advocate for VON and our clients for the last 13 years, working to ensure the organization has the recognition and resources it needs to bring the best care possible to the families who need us. Knowing that donor support enhances care opportunities and expands our reach to more vulnerable individuals, Jo-Anne is also a long-time personal donor to VON.

The **Sisters of St. Martha of Antigonish** share with VON a long-time commitment to home health care in the area. They are also VON donors, with their most recent gift allowing for the purchase of ergonomic tablet accessories for nurses in the Eastern Zone of Nova Scotia. As VON continues to implement our digital health strategy, this gift—including items such as tablet straps and wireless keyboards—will improve staff wellbeing and reduce injuries, supporting staff as they continue to care for our clients.



CONNECT

The future of home and community care



We continued to realize the impact of the incredible \$10 million our teams fundraised to implement VON Connect, powered by AlayaCare, our digital health transformation project.

Having completed the rollout at all 11 Nova Scotia sites in February 2025, we continued implementation at our Ontario sites.

The new technology replaces outdated pen-and-paper charting processes, creates an electronic client health record, and transforms how we provide care by supporting our nurses, personal support workers, continuing care assistants and other care providers to more easily communicate with each other and to access needed resources in real time.

Three years ago, the VON Connect implementation began with an April 2023 beta launch in North Bay and Porcupine, Ontario. With lessons learned from the beta launch, we piloted the program in Pictou County, Nova Scotia in 2024.

VON Connect supports the goals of our strategic plan, strengthening our ability to provide innovative new solutions for clients and caregivers. It will spread clinical and operational excellence across the organization, empower staff with better tools and experiences and advance care through data and technology.

By the end of fiscal year 2025-26, we were on schedule and on budget, prepared to implement at all VON sites by June of 2026.

Across VON, staff, volunteers, donors and community supporters helped make this vision a reality.

"I am incredibly proud of what we have accomplished together," says President and CEO Jo-Anne Poirier. "Thank you for your continued commitment to our clients, caregivers, communities and to one another."

Jo-Anne adds, "The demand for home and community care is growing. Even though most seniors wish to age at home, currently many frail seniors are being admitted prematurely to long-term care. Digital transformation is necessary to enable us to provide effective supports to those who need them, at home, where they want to be."



FINANCIAL REPORT

Summary of Victorian Order of Nurses for Canada's consolidated revenue and expenses for the year ended March 31, 2026.

	2026		2025	
		% of revenue		% of revenue
Revenue				
Fees for service	308,020,480	75.1%	281,229,350	74.2%
Program grants	95,050,856	23.2%	90,035,320	23.8%
Miscellaneous income	4,419,171	1.1%	4,741,254	1.3%
Donations and Other	2,899,015	0.7%	2,849,094	0.8%
	410,389,522	100.0%	378,855,018	100.0%
		% of expenses		% of expenses
Expenses				
Salaries and benefits	322,836,314	80.3%	301,500,699	80.8%
Direct program costs	31,227,498	7.8%	27,142,083	7.3%
Mileage and travel	17,282,531	4.3%	16,142,449	4.3%
Administrative, office and general	9,888,070	2.5%	9,794,631	2.6%
Occupancy costs	10,550,682	2.6%	9,980,408	2.7%
Information technology services	5,209,972	1.3%	3,952,812	1.1%
Telecommunication costs	4,312,441	1.1%	3,603,820	1.0%
Amortization of capital assets	623,749	0.2%	668,727	0.2%
Bad debts	192,706	0.0%	191,669	0.1%
	402,123,963	100.0%	372,977,298	100.0%
Net revenue for the year	8,265,559		5,877,720	



VOLUNTEER



DONATE



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Charitable Number: 129 482 493 RR0001

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