

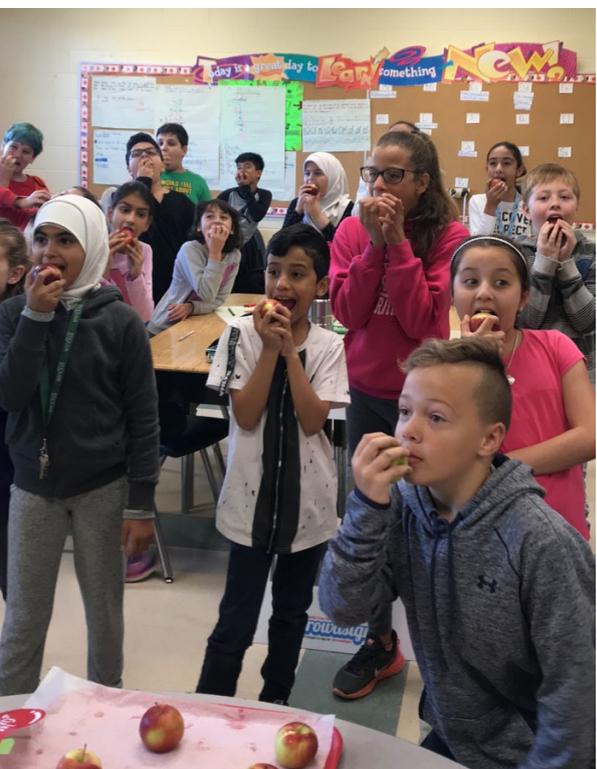


2018-2019

VON Annual Report

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.

Innovation and Transformation

When Lady Aberdeen established the Victorian Order of Nurses in 1897, she worked to transform health care in Canada. Bringing needed professional nursing to people and families in cities, towns and outposts across the country was an innovation back then – and like many successful innovations, it was hard won.

Today, the work and contributions of Lady Aberdeen and the generations of home and community care professionals who followed her live on. Today's VON is a vital part of the health system – continuing the transformative traditions of our founder and forebears.

We pay homage to our past. We too are focused on the needs of people we serve today and in the future, on the significance of our role in a rapidly-evolving health sector, and on the innovation required to continue to serve, and serve well.

The role we play in helping people to remain safe and well, at home and in their own communities, has never been more significant. Challenges in the broader health sector are at the forefront of governments' priority lists as they seek to improve the delivery of care –

while serving more people, with more acute needs, and with greater expectations for both improved health and improved health delivery.

This past year was marked by important accomplishments that position VON well to contribute to that improvement. As the preeminent providers of integrated home and community care, as leaders in innovations like eHomecare, and as partners committed to what we can do with others, we are dedicated to delivering needed improvements in care, where and how needed.

We completed a **new Strategic Plan - Toward 2025** - in consultation with clients, sector partners and many others.

Core strategies focus on:

- Clients and their families,
- Our employees and volunteers,
- Our Community Corporations and donors,
- Our role as innovators and system partners,
- and on our ever-evolving technology infrastructure.

Engaging clients and their families more fully in all of our work and increasing access to electronic health information are two priorities for client care. This past year saw us strengthening existing Client and Family Engagement Councils, setting a framework in concert with Health Standards Ontario for their further involvement in decisions across VON. This past year's Exemplary Standing rating from Accreditation Canada was a repeat achievement, and speaks well of our commitment to getting care right. Clients rated their satisfaction with VON at 96 percent across all services in all locations.

Our 6,400 employees and 6,200 volunteers are central to our work. Ensuring that we deliver on creative and effective recruitment, retention and safety strategies is an important focus of our plan.

We have made strides in these areas over the past year. We also rolled out a new Compensation Framework for all non-union employees based on the principles of consistency, equity and transparency- enabling us to invest in our front-line and management employees alike.

VON's Community Corporations contributed to setting the goals and strategic directions for our plan, and a majority have committed greater leadership in engaging donors more deeply in our work. An accelerated approach to donor acquisition brought in a record 987 new donors this past year.

Our contributions to the delivery of eHomecare have expanded as well - we are working with more partners, in more communities, to deliver an expanded suite of eHomecare services to a greater number of clients.

Finally, on the technology front, we have significantly strengthened our infrastructure and the security behind it. In conjunction with that work, we have reinforced privacy education across our entire network, expanding awareness of the role that every one of our employees plays in ensuring the security of client information.

The brief stories that follow reflect a team adept at collaboration and leadership. They reflect a culture driven by a commitment to excellence and continuous improvement. They reflect a 122-year-old history of innovation, service transformation and partnership. And they reflect a deep and unrelenting commitment to care, to the people we serve and to our partners in the health system.

As our ability to anticipate and manage change continues to

grow, we will seize the opportunities that present themselves. Our stronger financial footing enables us to invest strategically in our employees and in infrastructure, and to renew our management with next-generation leaders who will keep our organization forward-looking.

VON has an indisputably valuable legacy. Our charitable status brings community respect and trust, and provides an outlet for the philanthropic aspirations of many in the communities we serve. As a charity, our focus is not on maximizing profits - but rather on maximizing social good. We do that every day. Our community ties strengthen our credibility and impact. Our resilience and appetite for innovation will ensure that VON continues to make a difference in the lives of those we serve for the years ahead.



Malcolm Mercer
Chair, Board of Directors



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

Board of Directors

*members of the Executive Committee

Malcolm Mercer*

Chair, VON Canada Board

Gary Ursell*

Past Chair, VON Canada Board

Dafna Carr, MBA*

Chair, Quality, Risk and Client
Safety Committee

Peter Currie*

Chair, Finance and Audit 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

Top Marks from Accreditation Canada

VON's work on achieving the highest standards of excellence in home and community care never ceases. But the organization did pause for a moment in last October for a quick round of high fives.

Accreditation Canada, the national body that sets quality standards in the health and social services sectors, had just submitted its assessment of VON's national operations and its work in Nova Scotia. The report indicated that VON had met 100 percent of the standards Accreditation Canada sets and had no recommendations for improvement or remediation – a first for VON, and indeed, a first for Accreditation Canada.

Accreditation assessments take place on a four-year cycle. VON Canada and its operations in Nova Scotia and Ontario are

all regularly surveyed. This past year's assessment focused on VON Nova Scotia and VON Canada. VON Ontario's assessment takes place in October 2019.

The cycle begins with a series of self-assessment questionnaires Accreditation Canada has prepared for the standards it scrutinizes. VON circulates these questionnaires to staff working in all levels of the operation along with its own surveys about client satisfaction and client safety. The data collected gives VON's Quality, Risk and Client Safety team the input it needs to identify quality issues

and to develop an improvement plan to address any issues in the time leading up to Accreditation Canada's live survey.

Before the Accreditation Canada survey team arrives, VON conducts two rounds of mock surveys in the sites being assessed. The mock surveys turn up any areas the quality improvement plan may have missed. Accreditation Canada samples half of an organization's sites in the surveyed region, so many frontline, management, administrative and support personnel play a role in the accreditation process.

Accreditation Canada's surveyors are distinguished professionals from the health care and social services sectors. Surveyors are in leadership positions in their own organizations, and as such provide valuable peer feedback.

Surveyors first conduct interviews with leadership of the organization. Then they begin to trace all the processes involved in the delivery of services. They spend a considerable amount of their time in the field with service providers and clients. Then Accreditation Canada files a report notifying the organization of its accreditation status and recommending, if necessary, areas for improvement.

VON clearly takes accreditation very seriously. For one thing, accreditation is a prerequisite for the public funding that sustains the organization. But, beyond that, a professional approach to the accreditation process is an ongoing expression of our commitment to service excellence and continuous improvement.

A top score certainly validates that commitment and hard work.

“A 100% score gives us excellent standing with our funders. It gives our clients and our staff a high level of confidence in our work. It also indicates VON’s exemplary leadership in the industry. The commitment to quality is deeply embedded now, driven by a desire to be advancing and always improving.”

VON Manager, Accreditation



A Detour to Appropriate Care

Long before the term “hallway medicine” became part of the popular conversation, Geriatric Emergency Nurses (GEM) at the Windsor Regional Hospital approached VON to help solve a problem. Like many other hospitals, they found that an increasing number of seniors were coming to emergency rooms for treatment of illness or injury. Frail seniors who were deconditioning at home could find themselves in a crisis – a fall, passing out, over-medicating – and have no place to go but an emergency room.

Once they presented at Emergency, there were really only two options for their care. They could be treated for the medical issue, stabilized and returned home to potentially encounter the same health crisis again. Or they could be admitted to hospital for a short stay which all too often becomes a long stay. For most, neither option was a great choice.

Working closely with the geriatric nursing team, VON set out to find a better solution. Together, VON and the hospital built a literal and figurative detour of

Windsor Regional’s emergency rooms. Critical to this effort was VON’s Windsor-Essex Community Corporation, which also provided three-year seed funding to get the program off the ground.

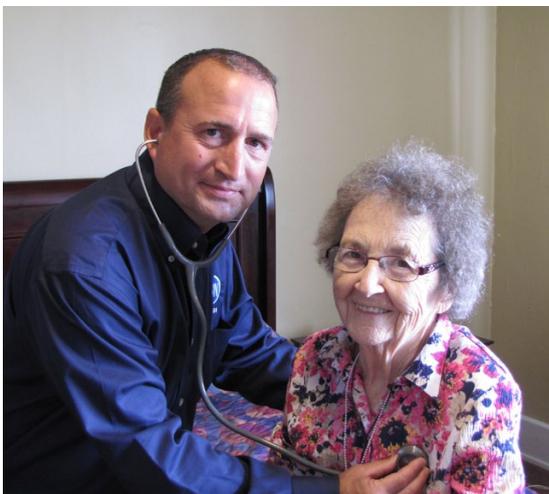
Deterring Emergency Time Offering Urgent Respite (DETOUR) is a community-based collaboration that dedicates four beds in a Windsor retirement home to the program. A VON nurse coordinator oversees the four beds and takes referrals from the hospital or Local Health Integration Network (LHIN).

When the coordinator admits a client, their medical condition is assessed and they are given a series of tests and risk assessments (cognitive, balance, depression etc.) and a review of medication. Then the coordinator prepares a care plan. In the retirement home, the care plan is executed, and the client is supported by all the auxiliary benefits of residence living – good food, opportunities for socializing and therapeutic support. The coordinator also works with the client and family to find a sustainable, long-term care solution.

By introducing a practical alternative to the choices available at the hospital, DETOUR has helped to prevent many return visits to hospital. **VON statistics demonstrate the return rate to be lower than 10 percent – well below the average return rate of 44 per cent within six months.**

DETOUR also delivers significant cost savings. The average daily cost for a fragile senior in an acute care hospital bed (even one in a hallway) is an estimated \$1,200 per day. In contrast, the daily cost associated with a DETOUR client is between \$150 and \$200. Since it began in 2012, the program has served 430 clients and provided 4,250 bed days in the retirement home, saving the healthcare system \$4 million.

Not only is DETOUR a sensible and compassionate model of care that is delivering great outcomes, it is eminently scaleable. With a track record of literally hundreds of patients detoured toward more appropriate care in the community, VON is now working to expand the program to four other communities - demonstrating exactly the kind of collaboration and results so important to today's health system leaders.



Let's Give Them Something to Talk About

It's estimated that about 8 million Canadians are caregivers –

family members and friends who regularly look after a loved one who is sick, elderly or disabled. A growing number of them are caring for spouses, parents or other relatives in the last stages of their lives.

As dementia takes its toll, the relationship can shift from its foundation of love and companionship to a situation where the (frequently exhausting) chores of care and management dominate. Simple communication, the mainstay of all loving relationships, becomes more challenging to initiate...all too often met with a conversation-stopping "I don't remember." Isolation and sadness make as potent a contribution to caregiver fatigue as the physical work and the anxiety of care.

VON's Adult Day Programs, offered in 50 communities in Nova Scotia and Ontario, are a defence against this. They provide a day away in a safe, companionable, entertaining and therapeutic environment while giving caregivers much-needed respite. There are increasing indications as well that day programs

can also enrich the quality of life patients share with their caregivers when they return home, simply by giving them something to talk about.

The programs run in the Annapolis Valley are built around a theme that changes every week. Programs will include features like word puzzles, art projects, story telling and song, all based on the selected topic. Themes are wide ranging, covering topics as diverse as water, Martin Luther King Day, aviation and gold.

Gold Week struck a chord with one gentleman suffering from moderate dementia and other illnesses that had caused him to withdraw from active engagement. While he is quiet in the program, he returned to home to his wife and caregiver that day and astonished her. "I always ask how his day was,

but I don't usually get much response" she reported. "This time he had so much to talk about... he was just brimming over with information."

This enriched dynamic between the carers and the cared-for plays out in many other ways. There are frequent requests for copies of the word puzzles to take home to see if the caregiver can solve them. Sometimes caregivers are asked to send contributions from home to support a program theme. June, for example, usually features a wedding week and participants are asked for pictures and mementoes from their own weddings. One VON staff member describes: "Along with some photos, one caregiver sent us a story about how his mother felt so sorry for keeping the cab driver who drove her to her wedding waiting in the car that

she invited him to join the wedding supper. If you were to ask her to tell you about her wedding day, she wouldn't be able to. But with his help we were able to tell her story and she was amazed. 'How did you know that?' she asked, and all the stories of her day came pouring out. That's the power of reminiscence therapy."

And, no doubt, she had a few more stories and chuckles to share with her son on her return home.



“Caregivers have the toughest job in the world. Not only are they responsible for the nutrition, cleanliness, health, well-being and medical treatment of those in their care, but while they are doing all this, they are dealing with their own grief for the past life they had with this person.”

VON Community Care Coordinator

Champions of Care

VON's home care nurses treat a lot of wounds. The organization estimates that anywhere from 40 to 50 percent of its nursing clients need treatment for wounds. And, like every other aspect of healthcare, wound care is always evolving, subject to continuous improvement and innovation in technology and treatment. This means that all of VON's nurses must stay continually current with best practices. This past year, seven VON nurses in Nova Scotia and Ontario re-

ceived specialized training to become "wound care champions", with responsibility to spread best practices among their peers.

These champions are nurses who have acquired additional training in wound care treatment, who commit to continuous learning in the field and who make themselves available to their peers for just-in-time consultations on wounds. In addition to training their colleagues, they are always available for consults and advice.

VON is recognized for its commitment to excellence in wound care. Its training approach is to create and build on an internal reservoir of skills and experience. VON's deep commitment to best practice and the effectiveness of its wound care champion approach to continuous improvement are reflected in its status as a Best Practice Spotlight Organization (BPSO) through the Registered Nurses Association of Ontario (RNAO).

"It used to be all about the products that we could use to heal the wound. But there's so much more involved. There's a lot going on inside the client. This education has helped me advocate for clients more quickly, getting referrals to doctors, therapists and others. The way I deal with clients and the way I try to help other staff members with their clients have improved vastly."

VON Registered Nurse and Wound Care Champion

One VON nurse recently treated a young client who had just been released from a lengthy hospitalization and was suffering from a stubborn pressure ulcer. Unsurprisingly, the patient was anxious to get out of bed and return to more a more active routine. On the advice of one of VON's wound care champions, the family physician was consulted, a different treatment approach was agreed on, and the bedsore quickly closed.

There's a saying in nursing. Treat the whole client, not just the hole in the client.

A close-up photograph of a nurse with blonde hair, wearing a blue uniform and blue gloves, focused on treating a patient's foot. The nurse is applying a white dressing to a wound on the patient's heel. The background shows a clinical setting with a white table and various medical supplies.

40 to 50% of nursing clients need treatment for wounds

Beyond an Apple a Day: VON's Student Nutrition Program

By the numbers alone, VON's Student Nutrition Program is impressive.

Last year the program served
18,436,294 meals and snacks
to 113,641 students in 457 schools
throughout southwestern Ontario.

Eight local community partnership committees, ten public health units, 12 schoolboards and over 5,000 volunteers all worked together with VON to deliver the program. And a host of other collaborations with researchers, educators, nutritionists, food producers and anti-poverty advocates helped to expand the program's capacity for excel-

lence, innovation, and, increasingly, influence.

The program team consists of six VON coordinators and six sub-contracted coordinators led by a VON manager. Its primary task is to ensure that the seed funding provided by the Ontario Government for school nutrition flows to participating schools. It also works to find and sup-

port local champions for healthy school food in the communities it serves.

More recently the team has begun piloting and scaling-up integrated nutrition and education projects. For example, the "Spring Fruit and Vegetable Delivery Program" offered in 161 schools last year brought thousands of children access to fresh, local produce while teaching them about healthy eating and fresh locally-grown food. VON led the procurement and delivery of over a million pieces of farm fresh produce into the schools. "Tasty Ontario Tuesdays" gave a human face to the production of the food students were eating by showcasing the local farmers during morning school announcements. Meanwhile, the VON team is also partnering with teachers to help ensure students encounter

produce in the curriculum as well. One example of this is “The Broccoli Diaries”, a project that asks kids to imagine themselves as broccoli trying to make itself more popular to students.

VON’s manager has overseen the Student Nutrition Program for over 15 years. She has seen the policy focus shift from simply addressing issues of poverty to encompassing broader issues of public health and nutrition. She believes emphatically in the importance of vibrant school food programs as a public health strategy. She is also a founding member of the Coalition for Healthy School Food.

Canada is the only country in the G-8 that doesn’t have a national school food program. The coalition aims to change that and, so far, it is quite effective. It submitted a brief and was invited to appear before the Parliamentary Standing Committee on Health last year. Then in February, it was notified that the Federal Budget would include a commitment to create a National School Food Program.

VON believes that offering children and youth healthy food on a daily basis is one of the most powerful ways to influence



positive dietary changes for the next generation of Canadians. And with food choices now so clearly linked to climate change goals, there is more at stake than ever. By any measure, the growing community of young Canadians practicing mindful nutrition is a strong indicator of the contribution VON’s Student Nutrition Program has made.

“We are getting to a tipping point. When students start asking why their schools have pop machines, why their schools promote pizza days instead of salad bars, that’s a really powerful voice for change.”

VON Student Nutrition Program Manager

eShift Now in High Gear

eShift, which began as a promising pilot project a decade ago, has elegantly evolved into a mature program that has become the hallmark of VON's capacity for technology-embracing innovation.



eShift is a team-based approach to home care that features a directing clinician (a nurse or other registered therapist) who oversees and guides the work of a number of unregulated but specially trained care providers. The directing clinician prepares the care plans of clients being discharged from hospital. The care technicians fulfil the care plans in the home with the client. They make use of secure wireless technology to contact the directing clinician whenever that oversight is required.

eShift began first by addressing the treatment of pediatric and palliative clients in southwestern Ontario. With the care technicians making the home visits and being the eyes, ears and hands engaged with the client, the directing nurses could handle a much larger number of cases. One nurse can

treat four patients at once while significantly reducing a client's need for hospital treatment. In an environment where nurses are in short supply, this kind of innovation brings clear benefit not just to those receiving care, but to the health system as a whole.

In 2017, it became apparent that the model could be easily adapted for other hospital discharge scenarios. eRehab was developed initially for the rehabilitative care of stroke patients. In addition to the directing clinician, a registered physical therapist also anchored the care team. With physiotherapists also in short supply particularly in rural Canada, unregulated care workers trained as therapy technicians could extend the reach of the regulated therapist – again by a factor of four – by conducting exercises and other

appropriate treatments in the home. This allowed clients to receive more therapy visits than if they saw a therapist only. eRehab worked so well for stroke patients that VON this past year expanded the program to treat hip and knee replacement clients, significantly reducing hospital stays for this growing patient population as well.

The adaptability and scalability of the eShift model has given VON the confidence to continue to take on new challenges. It is now being deployed to address the needs of people with chronic illness (such as chronic obstructive pulmonary disease and congestive heart failure) requiring complex care. In this incarnation, eShift's directing clinicians work with their teams around the clock.

“Our model is delivered **24/7** with live clinicians so we can support clients in much the same way as a hospital can. The program's expansion responds to two priorities – getting patients home from hospital in a more timely fashion while providing consistent and specialized care that reduces the frequency of return hospital visits.”

VON Transformation Officer

Working with partners, VON is now extending eShift's geographic reach across south-western Ontario, into the Hamilton/Brantford area and to other parts of the province as well. It has become an indispensable asset as VON works to deliver excellent, compassionate care wherever it is needed.

By the Numbers



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



Our work together helps the system we are a part of as well - ensuring that people transition quickly and successfully from hospital to home; providing primary care alternatives where doctors are in short supply; delivering excellent navigation and care coordination for the many we serve who need support from across the system.

The comfort of home

1.93 million nursing visits



2.05 million home support visits

Our home care goes well beyond clinical support - we wrap our service 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, and sometimes to support end of life.



Help with the 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.



401,346

meals served through VON Meals on Wheels and Frozen Favourites



106,558

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

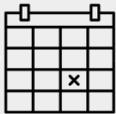


18,436,284

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



1,099,358 hours of respite care provided to clients and caregivers through Adult Day Programs, overnight and weekend stay respite, and in-home respite



305,088

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

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. The scheduling that is focused on making sure the right VON 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 **96%**

Percentage of clients who are 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

15,577

Total number of donors

987

Total number of new donors

23,962

Total number of gifts

22,208

Total number of gifts from individuals

1,754

Total number of gifts from organizations

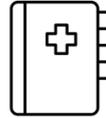
5,809

Total number of in memoriam gifts

44

Total number of gifts from estates

VON revenues grew to **\$295.7 M** as compared to **\$287.4 M** for the previous year.



\$8.3 M total revenue growth. Growth from Community Support Services in Ontario resulted in additional grants of \$5 M. Other one-time grants and donations added a further \$2 M of growth.



\$7.1 M Increase in salaries and benefits to meet growing demand for services and additional investment in employees, representing a steady 84% of total expenses.



\$1.6 M Additional investment in systems and cyber security to meet needs of our service providers and funding partners.



\$10.7 M
Net revenues from continuing operations.



\$640 K Growth in revenue from donors, due to growing collaboration on a stronger Fund Development program.

VON Canada

Summary of consolidated revenue and expenses

For the year ended March 31, 2019

	2019		2018	
		% of revenue		% of revenue
Revenue				
Fees for service	\$224,291,134	75.8%	\$222,835,684	77.53%
Program grants	\$64,273,230	21.7%	\$59,298,791	20.63%
Donations and other	\$7,158,961	2.4%	\$5,278,098 *	1.84%
	\$295,723,325	100.00%	\$287,412,573 *	100.00%
Expenses				
Salaries and benefits	\$239,316,250	84.0%	\$232,188,975	84.1%
Administrative, office and general expenses				
Administrative, office and general expenses	\$8,456,522	3.0%	\$7,430,045	2.7%
Occupancy	\$7,211,912	2.5%	\$7,038,613	2.5%
Telecommunications	\$4,146,088	1.5%	\$4,569,049	1.7%
Information technology	\$2,768,095	1.0%	\$2,147,362	0.8%
Mileage and travel	\$12,965,634	4.5%	\$12,980,046	4.7%
Direct program expenses	\$7,515,552	2.6%	\$6,958,601	2.5%
Amortization of capital assets	\$2,563,222	0.9%	\$2,767,253	1.0%
Other	\$112,602	0.0%	\$121,934	0.0%
	\$285,055,877	100.00%	\$276,201,878	100.00%
Net revenue for the year	\$10,667,448		\$11,210,695 *	

* Certain comparative figures were reclassified in order to conform to the current year presentation.



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