



100
1925 • 2025

VHA Home HealthCare
Creating More Independence for Over 100 Years

**2025 ANNUAL
IMPACT REPORT**

Creating More Independence for Over 100 Years

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Message from our Leadership

2025 was a landmark year for VHA Home HealthCare (VHA) as we celebrated our 100th year of service in trusted partnership with clients and families.

It was also a year of escalating conflict and concern globally and changes to Canada’s immigration policies had, and will continue to have, a big impact on the health system, our clients and our team.

Through the uncertainty and turbulence, VHA’s collaborative leadership concentrated on strong governance, operational excellence, and powerful client and family participation with a focus on prioritizing our people and those we serve. We are proud that results from our Client Experience Survey showed 95% of clients and families felt they were treated with courtesy and respect, and results from our Workforce Survey showed 98% of staff and service providers would recommend VHA to friends and family needing care.

In 2025, we embarked on year one of our ambitious Strategic Plan 2025-2030 and made notable progress in each of our five strategic priority areas: System Solutions, Science, Seamless Service, Specialists and Sustainability.



Our Board welcomed new Directors Julia Hanigsberg, Peter Kinch and Ela Smith and thanked outgoing Board members Karen Singh and Karen Waite for their many years of dedicated service. With the benefit of the Board's strategic oversight, we advanced VHA's research agenda and completed a rigorous review of our client experience surveys to ensure we get to the heart of what matters most to our clients and families.

2025 saw renewed investment in home care from the Ontario government. This support and recognition of the important role home care plays in a well-functioning health system enabled VHA to act nimbly and make significant strides to advance integrated care, expanding hospital-partnered programs with eight leading institutions, including University Health Network, Sunnybrook Health Sciences Centre, Holland Bloorview Kids Rehabilitation Hospital, and Michael Garron Hospital. VHA developed a Pharmacy at Home program to expand the services we provide to keep clients and families healthy and well at home. We were proud to support over 109,000 clients through more than 4 million episodes of care.

Engaging our clients and families has long been a fundamental priority at VHA. With growing needs in the community, ensuring we are hearing from our clients at all levels of the organization and are involving client partners in improvement initiatives is crucial.

from left to right: Dr. Kathryn Nichol, President and CEO; Ian Brunskill, Board Chair; Sonya Lockhart, Co-Chair, Client and Carer Advisory Council

VHA's Client and Carer Advisory Council shared their insights and experience to inform numerous priorities, including client safety incident reporting, the development of a coordinated client electronic medical record, and a research project with our Champions of Change Fellows exploring "What Makes a Good Schedule". As Sonya completes her term as Co-Chair of the Client and Carer Advisory Council, we are thankful for her numerous contributions and grateful that she will continue to support VHA priorities with her trademark wisdom, expertise and boundless energy.

Now more than ever, our Purpose, *Care at home. Delivered with heart. Led by science.*, guides VHA forward to drive advancement and innovation toward a future where care at home is not only possible, but stronger, safer, and more connected than ever. We hope you enjoy reading about our work in this report.

Thank you for your support and collaboration.

- Kathryn, Ian and Sonya



OUR PURPOSE

- Care at **home**.
- Delivered with **heart**.
- Led by **science**.

FIRST PRINCIPLES

We are committed to:

- Deep **collaboration** with clients, carers and our teams as key voices in creating better systems of care and support
- Driving change as a solution finder, system builder and **partner** of choice in the system
- Diversity, inclusion and meaningful action towards **reconciliation**
- Serving the most vulnerable in our **communities**
- Always advocating for **equity** in recognition of and compensation for our teams
- Responsible and ethical use of **technology** that simplifies our systems and processes and improves experiences
- Data driven quality improvement and **safety**
- Wise and responsible use of **resources**

2025-2030

STRATEGIC PRIORITIES



System Solutions



Science



Seamless Service



Specialists



Sustainability



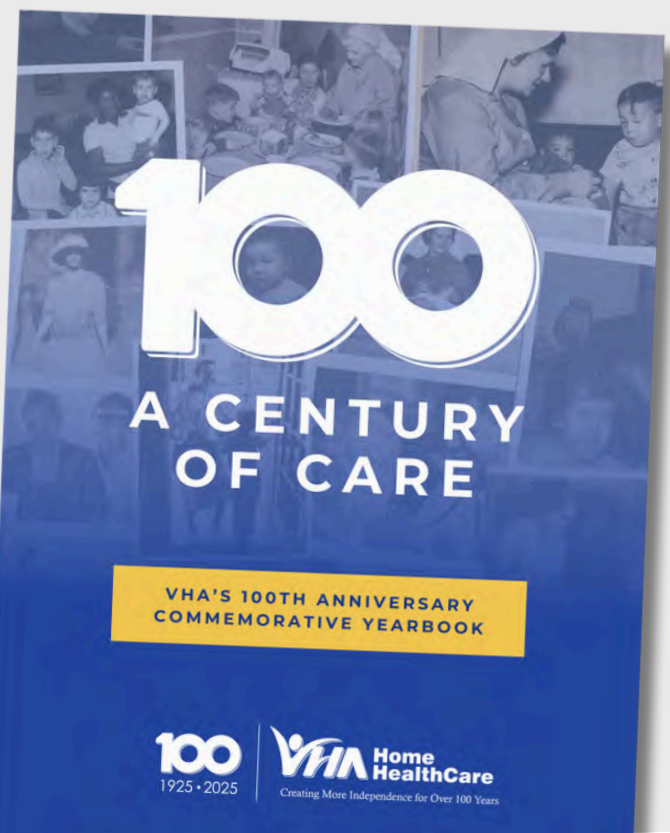
Marking 100 Years at VHA

For over a century, VHA has been at the heart of our communities—offering care, compassion, and unwavering support to individuals of all ages and backgrounds. From our beginnings in 1925, our journey has been shaped by visionary leaders, dedicated staff, and compassionate caregivers—each leaving an indelible mark on the people we serve.

To commemorate our anniversary, we invited each and every team member to celebrate 100 years of creating more independence with gatherings across all of the regions we serve. Over 1000 individuals across the Greater Toronto Area, London, Durham Region and Ottawa came out to celebrate VHA with their teams over games, good food, music, and even better company.

VHA also created a [Centenary Yearbook](#). A celebration of our past, present and future, the yearbook is a collection of interesting archives from our long history and memories submitted from VHA team members, clients and families about what VHA means to them. We invited our VHA community to contribute to the yearbook by submitting stories, messages and photographs. We hope you enjoy exploring these special pages in the digital version of the yearbook.

We are more committed than ever to delivering person-centred care, forging collaborative partnerships, informing system transformation, and driving innovation and quality excellence. We were proud to celebrate 100 years of care at home, delivered with heart. We look forward to leading the future of health and independence at home in the years ahead.





“A Passion for Helping Others”: Celebrating a Century of Care

For over 100 years, VHA has been at the heart of our communities, offering excellent care and unwavering support to individuals of all ages. A lot has changed since our modest beginnings in 1925, with just 14 homemakers providing support to new mothers. As we celebrate this monumental 100 year milestone, we reflect on the visionary leaders, staff and home care specialists who have shaped our legacy. Among them is Rose Sullivan, a personal support worker (PSW) whose story embodies the heart of VHA that has helped us stay true to our vision of providing the highest quality, compassionate care at home.

Rose vividly remembers the day she began her career at VHA Home HealthCare right after graduating from college—February 23, 1987. On that Monday morning, she walked into the home of an overwhelmed mother to care for her five-year-old child and five-month-old infant triplets.

Rose shares a moment with one of her clients



With one baby cradled on her shoulder, another nestled in her lap and the third gently rocking in a baby chair with her foot, Rose faced the challenge with calm determination. Growing up as one of 12 children, nurturing has always come naturally to Rose.

Now, nearly four decades later, she reflects on her long career. “I’ve stayed with VHA all of these years for a lot of reasons, but it really comes down to my passion for helping others,” she explains.

Delivered with Heart

For Rose, working in home care is deeply personal. Unlike in a hospital or long-term care facility, she appreciates the opportunity to connect with clients in their own homes, where they feel most comfortable. “It’s not always easy,” she admits, referring to the



“The skills I’ve gained—from leadership to providing care—have not only helped me in my work but also in caring for my friends and family. It improves your self-worth when you know you’re educated, trained and capable.”

challenges of driving between clients’ homes, managing timed visits and navigating difficult requests from family members. “Many of my clients are isolated or have limited social connections and just talking with them can really lift their spirits,” she says.

“When I walk into a client’s home, I leave it better than when I arrived. They are smiling. The impact is instant, it’s right in front of you, and that’s so rewarding.”

Embracing Change and Growth

Throughout these 38 years, Rose has seen many changes. “When I started in the ‘80s, everything was done on paper. When we first got smartphones, I thought I would lose my mind. I wasn’t a computer person, but now it’s second nature, and it’s been amazing to see how technology has improved accountability and the quality of care.”

Rose truly believes her work has helped her grow, not just as a PSW, but as a person. “VHA has always encouraged training and education and that’s been so valuable,” she says.

Looking Toward the Future

As Rose reflects on nearing the end of her career as a PSW, she remains full of energy and excitement. “This work keeps me going,” she says. “I don’t think I’ll ever really stop. I’ll look for volunteer opportunities when I retire so I can keep making a difference.”

As we celebrate a century of care at VHA, we are proud to honour Rose and countless others who have dedicated their careers to making a difference. Their passion, resilience and commitment are the foundation on which VHA was built—and we know they will continue to inspire us for the next 100 years.



“As a Parent, the Program Gives so Much Back”: Supporting Behavioural Development With Holland Bloorview



Chef Isaac takes a quick break from preparing Hannah's dinner to snap a photo with her!

In 2022, the Extensive Needs Service (ENS) was created by Holland Bloorview Kids Rehabilitation Hospital, Children's Hospital of Eastern Ontario and McMaster Children's Hospital along with community partners, such as VHA, for the purpose of supporting children and families living with complex neurodevelopmental conditions, like Autism, ADHD and Down Syndrome.

One of the program's participants, Isaac – a lively 5 year old boy who loves going to the park and playing hide-and-seek – was enrolled in the program through a referral by the ENS program at Michael Garron Hospital.

Isaac's mother, Caitlan, was initially connected to the program as a way to support Isaac's behavioural development. To help with this task,

he was paired with Hannah, a Behavioural Support Worker at VHA. Together they work on achieving the goals set in Isaac's development plan through play-based learning and other imaginative activities throughout the course of the 14-week program.

“Each client has a unique and personalized plan that we follow,” explains Hannah. “We work with kids, like Isaac, and help them adopt strategies they can use to specifically address challenges they're experiencing.”

When Hannah comes to visit, Isaac loves to make her pretend dinners out of playdough in a toy kitchen set he received for Christmas, complete with chef's apron and hat.

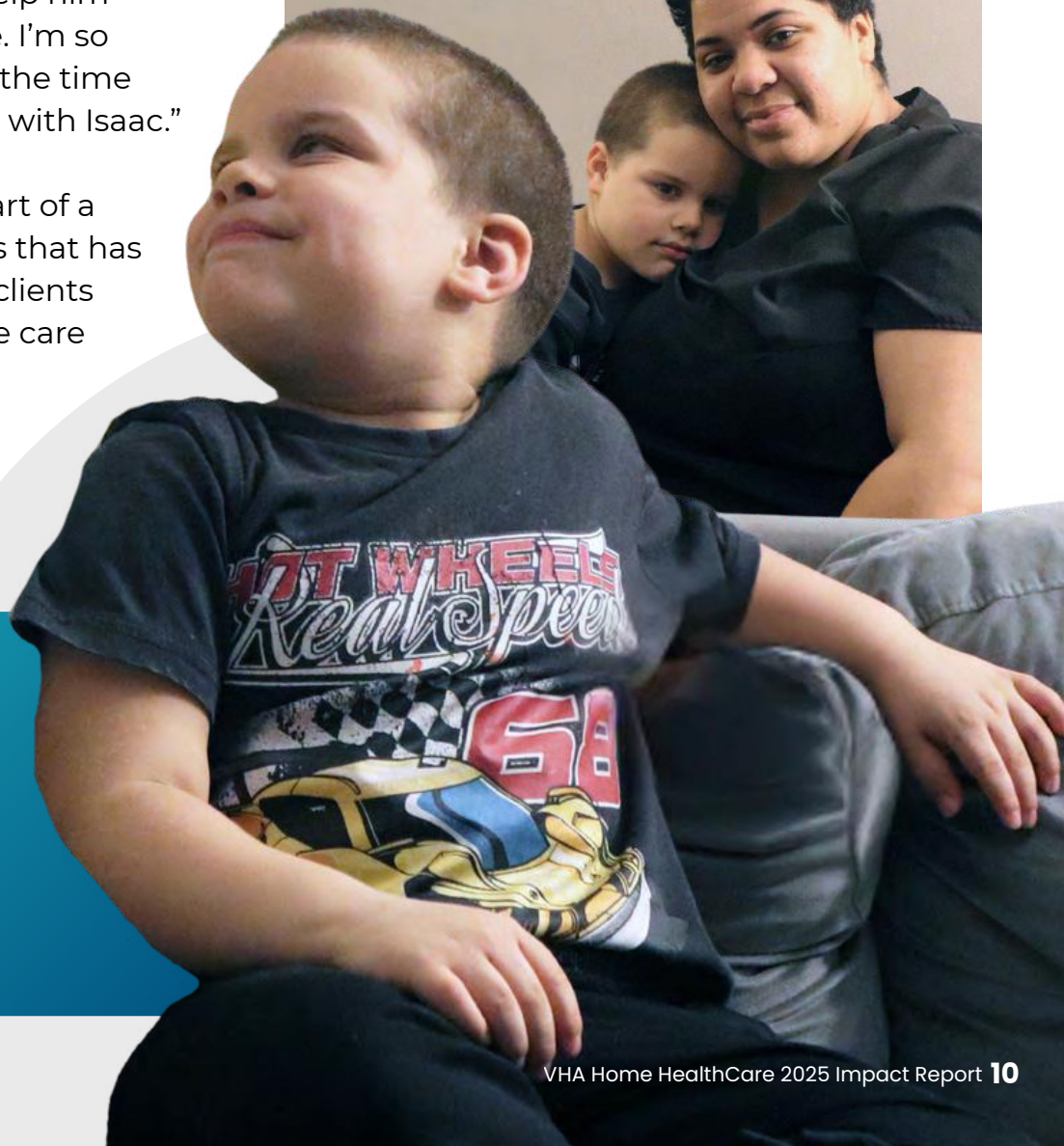
Opportunities like this allow Hannah to work with Isaac on some of the behavioural needs outlined in his plan, including collaboration, sharing and following instructions. These imaginative activities are a bridge that builds a bond between them as Hannah demonstrates and reinforces the tools needed for positive interactions in a way that is more accessible for Isaac to understand and emulate.

“As a parent, the program gives so much back,” says Caitlan, Isaac’s mother. “It really puts my mind at ease to know that my son is exploring and playing with his new-found friend while they work on building skills that will help him thrive and succeed in life. I’m so grateful for Hannah and the time she’s been able to spend with Isaac.”

We are so proud to be part of a coalition of organizations that has provided support to 194 clients with 9178 hours of respite care and continues to be an instrumental resource and support to loving children, like Isaac.

“They work on building skills that will help him thrive and succeed in life.”

Top: VHA’s Behavioural Support Worker Hannah and Isaac; Middle: Isaac and his mom Caitlan cuddle together on the couch; Bottom: Isaac shares a laugh with Hannah





Can Exosuits Reduce Injury and Fatigue for Personal Support Workers?

An interesting piece of equipment is sparking questions at VHA like “Could exosuits reduce musculoskeletal injuries for personal support workers as they support their clients through daily activities?”

In health care, client-handling–induced musculoskeletal disorders (MSDs) are the most common primary lost-time injury and personal support workers (PSWs) are disproportionately impacted.

To help reduce the likelihood of MSDs at work, exosuits could be used.

What is an exosuit?

An exosuit is a wearable device that augments, enables, assists, and/or enhances motion, posture, or physical activity, through mechanical interaction with the body. An exosuit consists of soft and/or elastic structures that move with a person's motion. Exosuits can be used by the military or in construction, agriculture, manufacturing and healthcare.



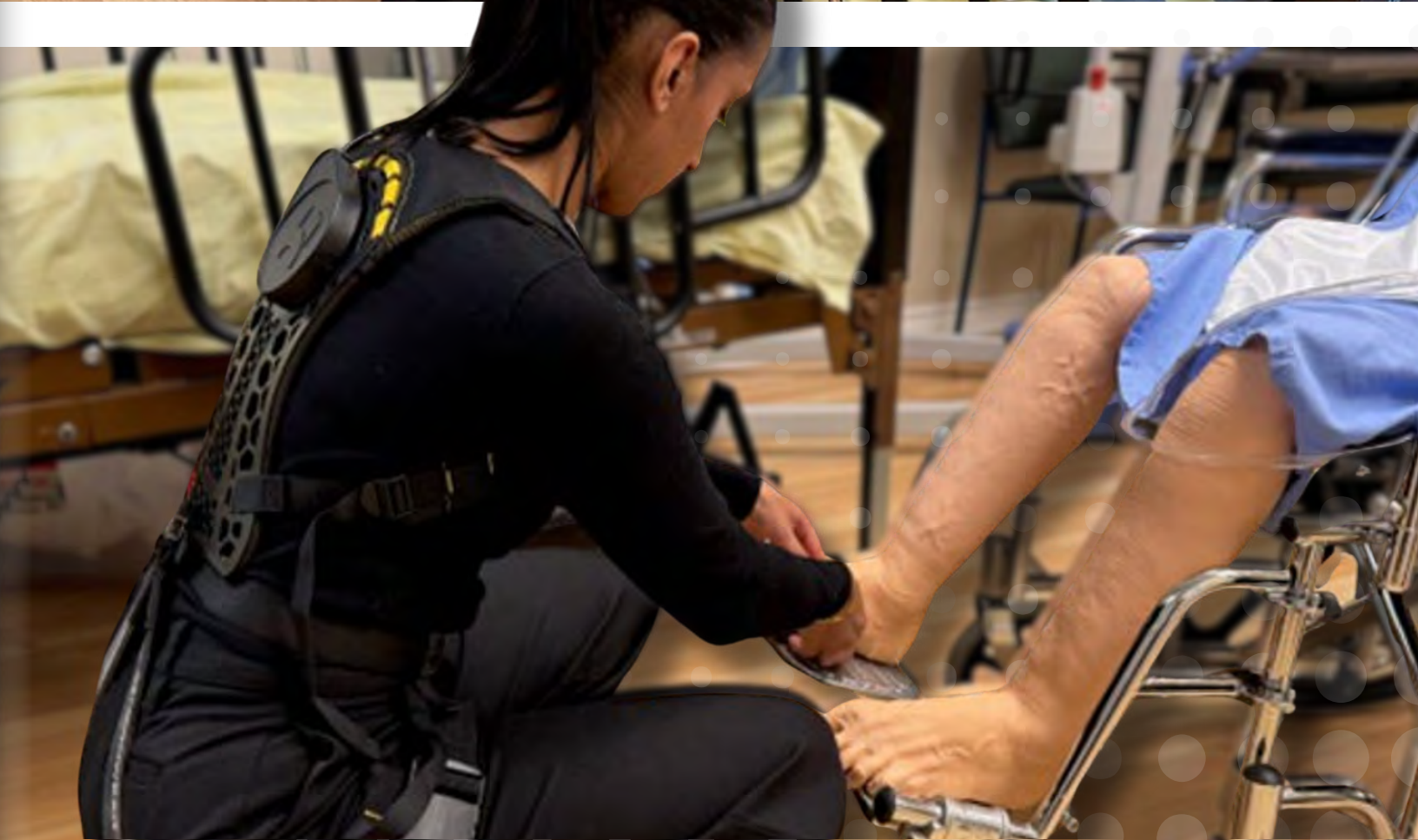
Exosuits can reduce the energy required to squat, bend and lift heavy objects, and reduce loads on the lower back. At VHA, we are investigating the use of exosuits to improve PSW safety while providing home care.

This year, VHA sought PSWs' perceptions of the feasibility of using exosuits while providing care.

Ten PSWs tried on the exosuits and wore them while performing simulated care activities.

They reported that the exosuit was helpful, reduced strain and increased their confidence when performing care activities. Most found it comfortable and 70% were open to trying it during client care.

We look forward to next steps, including a field trial to assess feasibility during real care activities.





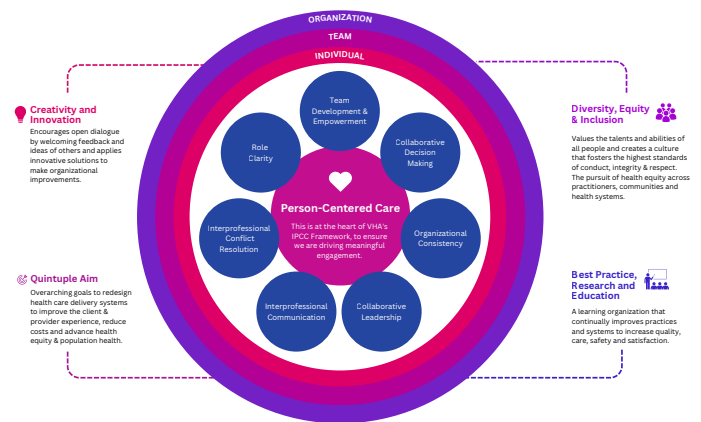
“An Ever-moving Network”: VHA’s Interprofessional Collaboration in Action From Hospital to Home

When Zoe arrived in the emergency department after a traumatic fall, her family waited with a kind of quiet fear. They did not know how long she would remain in the hospital or how she would manage once she returned home. What they did know was that she wanted to be back in the familiar place she loved, her home.

This is a hope shared by many families, and in Zoe’s case, it was supported by a diverse team of VHA homecare specialists working under VHA’s Interprofessional Collaboration Framework.

Interprofessional collaboration brings together healthcare providers from different disciplines, alongside clients, families, and communities, to deliver coordinated, high-quality care. Clear and efficient communication among providers reduces errors, prevents unnecessary repetition for clients, and supports continuity across settings.

Zoe’s transition from hospital to home illustrates this approach, with personal support workers, nurses,



A diagram showing the key elements of VHA’s Interprofessional Collaboration Framework

physiotherapists, occupational therapists, and a care coordinator, all working collectively to support her recovery where she felt the safest.

“It’s an ever-moving network,” says Sharon Johnson-Nagassar, physiotherapist assistant, reflecting on the care model and the sense of support it provides. “For me it’s good having more members of the team around on any given visit. It really helps. It helps the client as well.”



“I’m very happy that I’m in my home, rather than in the hospital,” says Zoe. “I am very happy with all this. I can’t say enough.”

Zoe’s transition home was a continuation of care shaped by attentiveness, patience, and a belief that recovery is most meaningful when supported by a network of professionals who understand how their work fits together. Zoe and her family, who once worried about what the future might bring, watched her regain stability with a sense of relief that grew each day she was able to heal in her own space.

“I’m very happy that I’m in my home, rather than in the hospital,” says Zoe. “I am very happy with all this. I can’t say enough.”

In a system increasingly shaped by interprofessional care, Zoe’s story demonstrates how a coordinated and interconnected team can enable conditions for making home an even better place for healing and recovery.

*Top: Zoe smiles for the camera
Middle: Two of Zoe’s care providers Ednalyne Castellano (left) and Sharon Johnson-Nagassar (right)
Bottom: Sharon provides care for Zoe*





“Knowledge Empowers”: How VHA Occupational Therapist Maya is Helping Clients Reclaim Independence

For many patients, recovery from major surgery is about more than healing wounds. Quite often, it means relearning daily tasks and regaining confidence in everyday life. This is where Maya, an experienced occupational therapist, steps in.

When Maya met Henry for the first time, he was at a vulnerable point in his life. Recently discharged from hospital after complex spinal surgery, simple activities felt overwhelming or out of reach. But Maya was there to help.

Armed with her characteristic warm smile, patience, and years of experience, she helped Henry transition from medical recovery back to independence.

She began by creating a personal plan, combining physical rehabilitation with practical strategies, teaching him exercises to restore strength and flexibility, and introduced him to assistive tools and modifications that would help make daily tasks achievable again.

Education, as always, was central to her approach. “Knowledge empowers patients,” says Maya. “I always make sure to explain the purpose behind each intervention and show how these tools and techniques will support their progress.”

There was also an emotional side to Henry’s recovery. Attuned to this, Maya recognized the importance of encouraging optimism and celebrating small victories, helping restore a sense of normalcy and purpose, shifting the focus from limitations to possibilities.





Top left: Maya provides instructions to Henry during rehabilitation activities; Top right: Maya flashes a smile at the camera as she leaves Henry's home; Bottom: Maya walks with Henry down a hallway to assess how he is doing.

The results were profound for Henry. "It took a lot of worry off my mind," says Henry about his work with Maya. "She gave me hope that things would improve."

For Maya, healing journeys like Henry's define the essence of occupational therapy: rebuilding lives and helping people return to independence after life-altering events.

"I always make sure to explain the purpose behind each intervention and show how these tools and techniques will support their progress."



Advancing Sustainability at VHA

Through VHA's [2025-2030 strategic planning process](#), sustainability was identified as an important area of focus to build on our existing strong social mandate as a not-for-profit charitable organization.

We are pleased to share a few key initiatives from 2025, each of which is associated with one of the [5 United Nations Sustainable Development Goals](#) VHA identified that align with our Purpose.



3 GOOD HEALTH AND WELL-BEING

Implemented two new Best Practice Guidelines

In 2025, VHA implemented two new Best Practice Guidelines (BPGs) from the Registered Nurses' Association of Ontario as part of our commitment to high quality care as a Best Practice Spotlight Organization. The BPGs focused on Person and Family-Centred Care and Clinical Practice in a Digital Health Environment.



8 DECENT WORK AND ECONOMIC GROWTH

Expanded life-friendly benefits for team members



VHA is committed to supporting our dedicated team of homecare specialists. We are newly providing life-friendly benefits such as fertility and menopause supports. Mental health and wellness supports have also been enhanced with personalized guidance and counselling options for team members and their families.



10 REDUCED INEQUALITIES

Improved accessibility for everyone at VHA's head office



VHA strives for inclusion and accessibility in all we do. VHA's head office at 30 Soudan Avenue in Toronto was rated by the [Rick Hansen Foundation Accessibility Certification™ \(RHFAC\) rating system](#) and we were pleased to be recognized with Silver Level Accessibility Certification.



11 SUSTAINABLE CITIES AND COMMUNITIES

Reduced PSW travel time enhances experience, yields significant environmental improvement and allowed us to provide more care to more people

In 2025, VHA actively reorganized our team of PSWs to reduce their travel times between client visits. The reduction in travel time was well received by PSWs and had a positive environmental impact.



PSW travel reduced by 725,000km

= 580 tons of carbon dioxide reduced

That's the equivalent of planting an entire forest of over 870 trees



17 PARTNERSHIPS FOR THE GOALS

Partnering with leading hospitals to help clients transition home safely

VHA works in close partnership with eight leading hospitals in Ontario to coordinate care and help clients transition safely home from hospital with enhanced support, [like these clients in East Toronto](#).

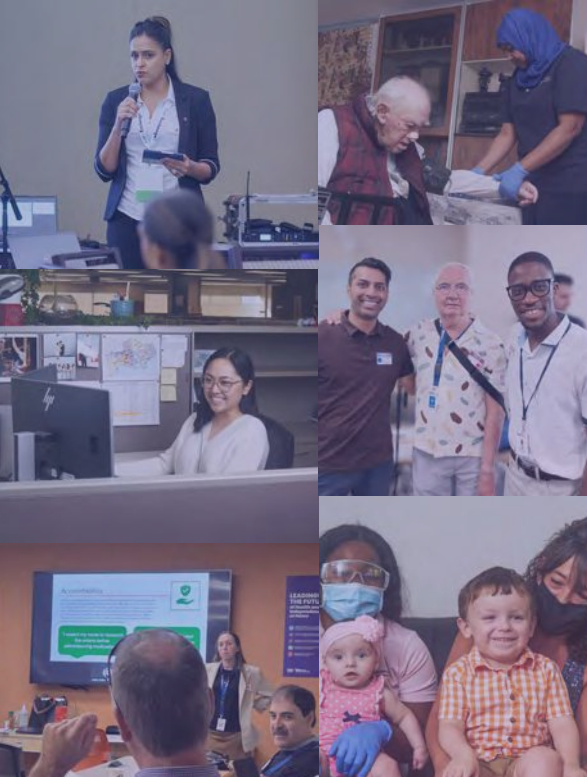


VHA'S SUSTAINABILITY SCORECARD

This year, VHA is launching a Sustainability Scorecard. This scorecard will track metrics associated with furthering our promotion of safety, equity, inclusion and diversity as well as building our climate resilience and environmental sensitivity to create a more caring, sustainable and equitable future.

We will use this scorecard to track and share our progress over the coming years.

3 GOOD HEALTH AND WELL-BEING	Percentage of Client Experience survey respondents who indicated they were treated with courtesy and respect	95%
	Percentage of Client Experience survey respondents who indicated they felt safe during care	93%
8 DECENT WORK AND ECONOMIC GROWTH	Percentage of staff and service providers who rated VHA as a great place to work on a Workforce Survey	89%
	Percentage of team members who indicated on a Workforce Survey they receive the training needed to do their job well	82%
10 REDUCED INEQUALITIES	VHA achieved the 50-30 Challenge through representation of equity-deserving groups on both our volunteer Board of Directors and Senior Management Team	✓
	Percentage of VHA leaders who have completed Indigenous Cultural Safety Training	77%
11 SUSTAINABLE CITIES AND COMMUNITIES	Kilometres saved by reducing point-of-care provider travel between client homes in the community	725,000
	Percentage of medical supplies sourced from verifiable ESG compliant organizations	86%
17 PARTNERSHIPS FOR THE GOALS	Percentage of partners who indicated on VHA's Partner Survey that VHA is a client-centred organization	91%
	Percentage of partners who expressed satisfaction with plans for achieving partnership goals on VHA's Partner Survey	84%



By the Numbers

In 2025, there were:



3,180
staff and
service providers



109,132
clients admitted
to care



4,083,593
episodes of
care



38
client and family
partners

CLIENTS AND FAMILIES

- 85%** Overall Client Satisfaction Rate
- 95%** of VHA clients felt they were treated with courtesy and respect during care

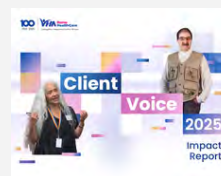
DIVERSITY, EQUITY & INCLUSION

- 100** distinct languages are spoken by VHA team members
- 77%** of VHA team members were born outside of Canada
- 85%** agree that VHA fosters a workplace that allows team members to be themselves at work without fear

RESEARCH AND INNOVATION

- 63** active studies
- 11** publications
- VHA supported the next generation of homecare scientists by working with:
 - 27** academic trainees
 - 16** research fellows

2025 Client Voice Report



[See more about our 2025 work with clients and families](#)

2025 Diversity, Equity & Inclusion Report



[Click here to read more about our DEI work in 2025](#)

2025 Research & Innovation Report



[Learn more about Research & Innovation at VHA](#)



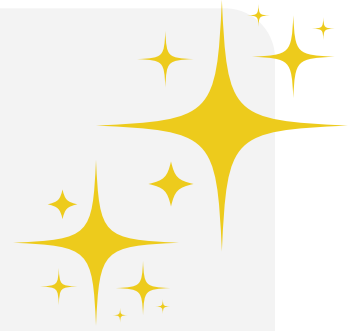
STAFF AND SERVICE PROVIDERS

98%

of staff and service providers would recommend VHA to friends and family who require care

89%

of staff and service providers rate VHA as a great place to work



RESPONSIVE COMMUNITY CARE AND MENTAL HEALTH SERVICES

In 2025, VHA's Responsive Community Care team delivered **77,945 hours of services** to clients in need.



4,027 hours of Connected Families: Parenting Support services provided



468 Restored Home: Extreme Cleaning clients were able to stay safe in their homes and avoid eviction



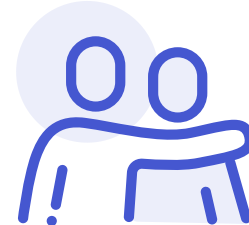
72 volunteers engaged in providing support for our clients and families with over **5,320** hours of service



106 Safer Spaces: Hoarding Support clients received critical services



12,356 hours of Helping Hands: Home Support for Families services provided



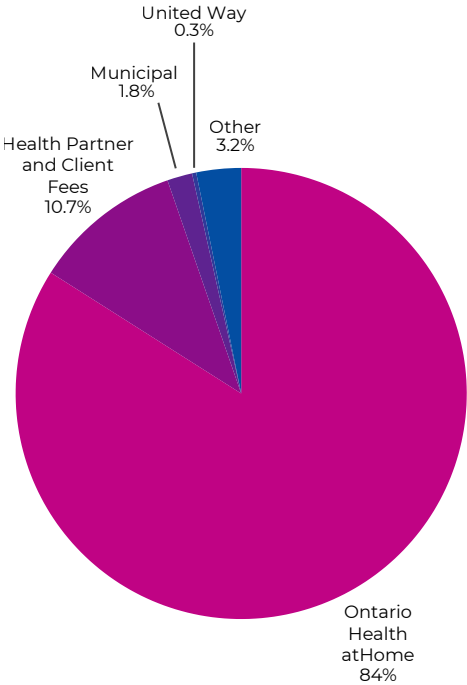
4,652 hours of Respite and Renew: Caregiver Support services provided

Financials



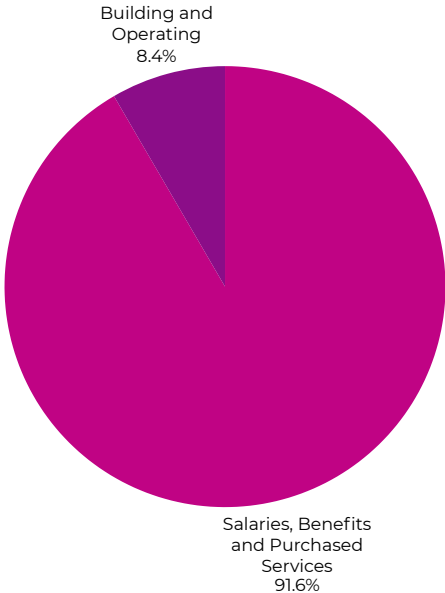
REVENUE

- Ontario Health atHome 84.0%
- Healthcare Partners and Client Fees 10.7%
- Municipal 1.8%
- United Way 0.3%
- Other 3.2%



EXPENSES

- Salaries, Benefits and Purchased Services 91.6%
- Building and Operating 8.4%

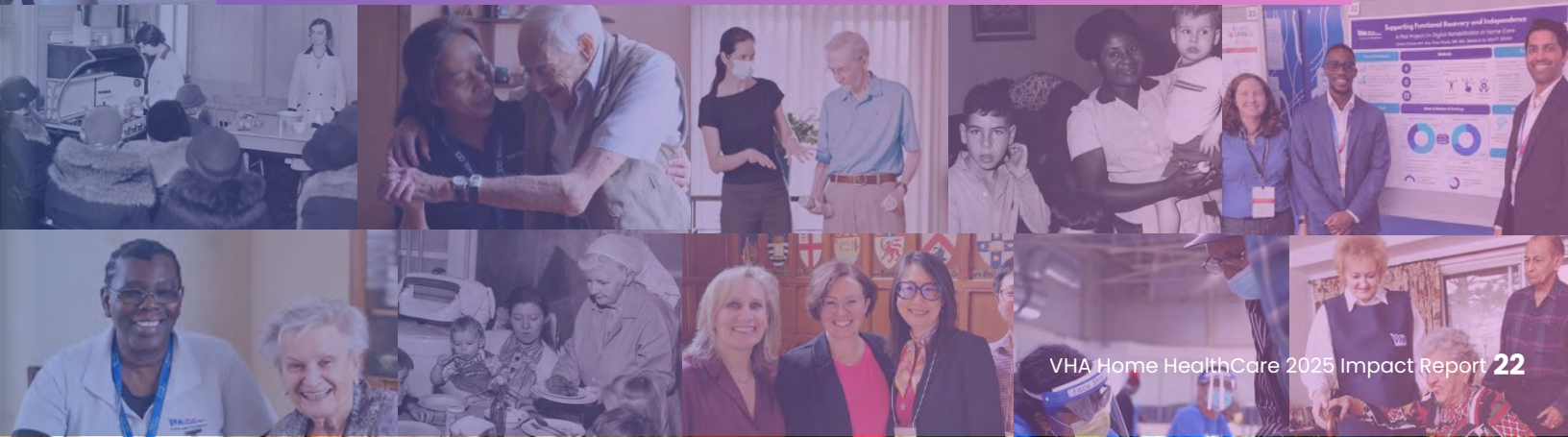
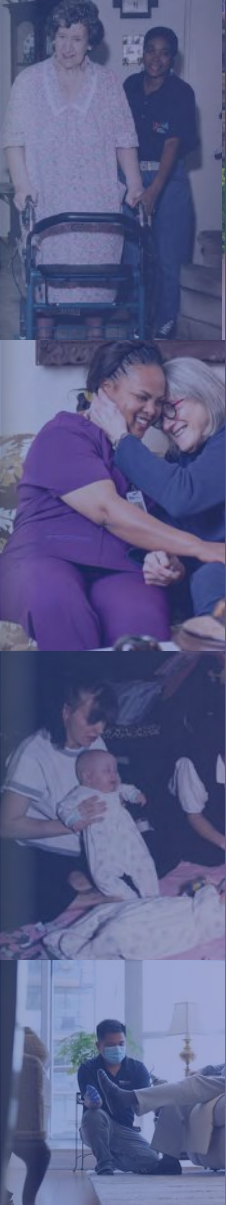




Here's to the next 100 years of caring for our community!

In 2025, we had the honour and privilege of celebrating VHA Home HealthCare's incredible milestone of 100 years. While the official celebrations are over, the gratitude for all our partners, team members, clients and families continues. To every person who has contributed to our care, delivered with heart and led by science, we thank you.

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VHA Home HealthCare

Creating More Independence for Over 100 Years

Head Office

VHA Home HealthCare
30 Soudan Avenue, Suite 600
Toronto, ON M4S 1V6

VHA Home HealthCare would like to acknowledge that we are living and working on Indigenous land. This includes the territories of the Un-ceded Algonquin Anishinaabe, the Attawandaron, the Anishinaabeg, the Haudenosaunee, the Lunaapeewak, the Mississaugas of the Credit and the Wendat peoples.

VHA Rehab Solutions
A DIVISION OF VHA HOME HEALTHCARE

Champlain Rehab Solutions

Branch Offices

Lawrence
700 Lawrence Ave West
Suite 310
Toronto, ON M6A 3B4

Durham
419 King Street West
Unit 605
Oshawa, ON L1J 2K5

London
400 York Street
Suite 203
London, ON N6B 3N2

Ottawa
Champlain Rehab Solutions *
2625 Queensview Drive
Suite 101
Ottawa, ON K2B 8K2

** VHA Home HealthCare has no corporate or other affiliation with VHA Health & Home Support, also known as VHA Ottawa*

www.vha.ca

Registered Charitable Number: 108185141RR0002

