

With  
Open Arms

2018/19

Annual  
Community  
Report



Former City  
Councillor,  
Anne Johnston,  
making a  
point about  
accessibility.

Anne  
Johnston

## Celebration of life

Anne Johnston was a former north Toronto city councillor and a strong advocate for progressive social change and accessibility. The Anne Johnston Health Station was named in her honour as a result of her advocacy and commitment to accessibility for people with physical disabilities.

Vibrant Healthcare Alliance is proud to announce that the Site location at 2398 Yonge Street has been named The Anne Johnston Site and will continue to serve as a legacy to her memory.

Anne Johnston passed away on Wednesday, June 26th 2019. She will be dearly missed by her family, friends, loved ones and colleagues.



With  
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2019  
Annual Report



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# About Vibrant Healthcare Alliance: Organizational Snap Shot

## Programs and Services

- |  |  |  |
|--|--|--|
| <p><b>Primary Health Care</b></p> <ul style="list-style-type: none"> <li>Doctors &amp; Nurses</li> <li>Foot Care</li> <li>Dieticians</li> <li>Social Workers/Therapists</li> </ul> | <p><b>Health Promotion &amp; Community Development</b></p> <ul style="list-style-type: none"> <li>Occupational Therapy</li> <li>Diabetes Program</li> <li>Physiotherapy</li> <li>Drop-in Programs</li> <li>Peer Lead Groups</li> <li>Wellness Clinics</li> <li>Community</li> <li>Advisory Committees</li> </ul> | <p><b>Attendant Care &amp; Personal Support 24/7</b></p> <ul style="list-style-type: none"> <li>Supportive Housing</li> <li>Outreach Services</li> <li>Nurturing Assistance</li> </ul> |
|--|--|--|

2,046 primary health care clients served  
15,856 client provider interactions

525 health promotion group sessions  
55 outreach activities  
26 community engagement activities

45 supportive housing clients  
14,901 client days  
117,000 service hours provided

## Work Force

## Site Locations

## Client Profile

- 150 staff including:**
- 5 **Doctors**
  - 8 **Nurse Practitioners and Nurses**
  - 11 **Allied Health Professionals**
  - 89 **Personal Support Workers**
  - 5 **Clinical and Admin Support Staff**

**Anne Johnston:**  
Yonge Street

**Tobias House:**  
Coxwell, Jarvis, Carlton

- 4020** active clients including complex populations:
- 545** Living with Complex Physical Disabilities
  - 1426** Complex Older Adults 55+
  - 1483** Youth with Complex Needs

## Organizational Highlights

- Only CHC in North Toronto subregion
- Champions of Independent Living Philosophy
- Expertise in health services for people living with physical disabilities
- 2017 merger of Anne Johnston and Tobias House resulted in consolidation and alignment of leadership structure, budget, administrative office and systems
- Laying the foundation for integration of health promotion, primary care and attendant care services through structure and client flow processes

## Key Partnerships

- Corporate:** Rogers, Telus, RBC, Indigo, Kids up Front, O'Canada Clinic
- Research:** Wellesley Institute, U of T, Leslie Dan Faculty of Pharmacy
- Community:** Skylark, SPRINT Senior Care, Sunnybrook Hospital, UHN, Toronto Community Housing, Attendant Care Service Provider Network, CAMH, Community Living Services

# Our Strategic Priorities



## Mission

Building healthier communities using integrated services to empower individuals living with complex issues.



## Vision

Empowering independence, health and well-being together.



## Collaboration

We partner closely with our clients, team members, and stakeholders to achieve common aims. We are honest and transparent in our communications and demonstrate integrity in all of our interactions and relationships.



## Inclusiveness

We model respect, dignity, and compassion. We empower autonomy and choice. We promote diversity and inclusive practices.

## Excellence

We are innovative, practice continuous quality improvement, and strive to achieve the highest standards.



## Accountability

We deliver on our commitments and are responsible in our usage of resources



With Open Arms

**2019**  
Annual Report





# CEO & Board Chair Report

Welcome to our annual Community Report for 2018/2019. “With Open Arms” is our theme for this year’s report to our community which for the Vibrant Healthcare Alliance Board of Directors and staff team means that we strived to provide high quality services to continually enhance the client experience. Putting clients first is a key strategic priority for our organization and we demonstrated this important value in numerous ways throughout the last year:

## Business and Program Reviews



Completed a primary health services Client Flow Review to identify opportunities to optimize and better manage client flow to help improve access and delivery of primary health programs and services with a focus on increasing client satisfaction.



Completed reviews of the mid-town Diabetes and Seniors Home Health Program (SHHP) to assess the programs with respect to value for money, effectiveness and efficiency and alignment to the priorities and strategic directions of the organization and with the broader health system priorities.

## Improving Access to Services



Continued to improve access and provide excellent primary health care on site for barrier free and ambulatory clients and home based primary health care for home bound clients.



Provided timely access for Intrauterine Device (IUD) insertions as a result of evidence-informed training of Nurse Practitioners by experienced trainer.



Improved access to mental health care for complex youth at Skylark Children, Youth and Family Services at Yonge & Eglinton, Danforth and the Anne Johnston sites through our partnership with Skylark.



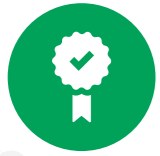
Increased client access to specialists by incorporating third party initiatives such as Seamless Care Optimizing the Patient Experience (SCOPE), Telemedicine Impact Plus (TIP), and e-consult and tele-derm into our practice.



Decreased wait times and greatly reduced the amount of clients on the chiropody and occupational therapy waitlists.



**Enhanced Emphasis on Continuous Quality Improvement**



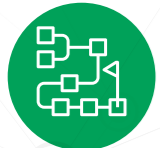
Implemented a robust Quality Improvement program designed to monitor, analyze, and improve the quality of processes and systems in order to improve access to services for our clients.



Prepared for an organization-wide accreditation process by revising and harmonizing policies and procedures; and reviewing systems and practices.



Initiated a chart audit of 125 randomly selected client charts to ensure quality of service.



Completed a Quality Improvement Plan for the new fiscal year - 2019/2020.



“

**We are excited because the journey ahead is full of opportunity and Vibrant Healthcare Alliance will continue to bring our unique expertise in providing high quality primary healthcare services**

During 2018/2019, we continued to build on our post-integration achievements as well as to position ourselves strategically to align and respond to key changes in the Ontario Health System. We worked with our health and social care partners in the north Toronto sub-region to prepare a Letter of Intent (LOI) to become an Ontario Health Team which was submitted to the Ministry of Health and Long-Term Care. We are looking forward to building on this collaborative work and forging new partnerships to ensure a more seamless, coordinated and efficient approach for clients accessing services.

The reality of existing in an environment of constant change is the new “normal” for us and our Board of Directors and outstanding staff team have risen to this tremendous challenge by continuing to embrace change while ensuring that client needs are prioritized and effectively addressed on a day-to-day basis. We salute you and thank you for your extraordinary efforts.

We are excited because the journey ahead is full of opportunity and Vibrant Healthcare Alliance will continue to bring our unique expertise in providing high quality primary healthcare services; health promotion and prevention; and attendant care and personal support services to vulnerable, marginalized clients with complex needs. We are prepared to tackle the challenges and uncertainty of the future with the same level of grit and ferocity that has facilitated our ability to come this far in our journey.

**Sue Cooper**  
Chair, Board of Directors

**Simone Atungo**  
Chief Executive Officer



# Client Stories

Thank you for taking the time to read the Vibrant Healthcare Alliance 2018/2019 annual community report. Our aim with this year's report is to provide a picture of what Vibrant Healthcare Alliance looks like, beyond the numbers. To give you a full picture, we've included a series of client stories that capture how Vibrant Healthcare Alliance's programs and services are making a difference.



# Client Stories

## Primary Healthcare Services

Megan first heard about Vibrant Healthcare in 2017 when it was still called Anne Johnston Health Station. She heard about the Centre through a nurse referral at the independent living facility where she was living at the time and began accessing the services on a regular basis.

Megan was in need of a primary healthcare physician and lives with a physical disability. Finding a doctor's office that would be fully accessible and have the equipment that would allow for routine checkups had proven to be difficult. Megan explained "You know when you go to the doctors to get on a table to be examined, or anything? It was impossible for me to do that. I needed to find somewhere where they could use the lift to get me on the bed". Vibrant Healthcare was able to provide solutions that addressed Megan's needs.

The value of the accessible services that Megan was receiving became very apparent in 2019, when she was told she would be having a baby, and when her unborn child was discovered to have a brain finding. "I was able to talk about

the concerns that I had during my pregnancy. I had a lot of talks about what may happen with my nurse practitioner. She made me feel more comfortable about being pregnant with a baby that may have a disability." said Megan.

The staff at Vibrant Healthcare Alliance worked in collaboration with Megan's Obstetrician. Due to the Obstetrician not having accessible offices, Megan would see her nurse practitioner at Vibrant Healthcare Alliance every few weeks to be weighed and that information would be sent to the Obstetrician as a part of Megan's regular prenatal appointments. Thanks to this collaborative care plan, Megan gave birth to a healthy child on June 12, 2019.

Megan is grateful to the team at Vibrant Healthcare for the care that they've provided in her times of need. "I've not gone in there (Vibrant Healthcare) and ever been disappointed with how anything happened."

**"I've not gone in there (Vibrant Healthcare) and ever been disappointed with how anything happened"**





# Client Stories



The Seniors Home Health Program (SHHP) at Vibrant Healthcare Alliance provides care for some of the most medically complex patients that receive care through Vibrant. The program provides medical care for extremely frail seniors who have difficulty getting out of the home.

Five years ago, ninety-year-old Ms. Valencia\* found it difficult to get her previous family doctor. She suffered from mobility problems, cognitive

challenges, and a history of falls. Her family members lived in another city and were unable to provide assistance. Having heard about Vibrant through her neighbours, she signed on to have a SHHP Nurse Practitioner and Occupational Therapist to assume her medical care.

Once connected to Vibrant, the Program staff identified multiple challenges to her day-to-day-living and connected her to valuable services. She was referred to SPRINT Senior Care for her transportation needs and social supports, as well as to the Sunnybrook Health Sciences Centre Regional Geriatric Program for physiotherapy. The coordinated care amongst Vibrant and partner agencies has allowed her to remain at home. Even when she experienced further falls, Vibrant staff were able to quickly respond by providing her with resources for falls prevention and home environmental safety.

Under the watchful eye of the team, Ms. Valencia\* could stay in her home, thereby preventing an admission to a long-term care facility. The Vibrant Nurse Practitioner, together with staff from partner agencies, provided essential medical and social supports for this vulnerable senior, so that she can live her life to her fullest and with dignity.

*\* While this story is true, client name has been changed to protect their privacy.*

**2,046**  
Primary Healthcare clients served:

**15,856**  
Client provider interactions

**4,020**  
Active clients including complex populations:



**545**  
Living with Complex Physical Disabilities



**1,426**  
Complex Older Adults 55+



**1,483**  
Youth with Complex Needs



Client Stories



My name is Harriet and my sport is Boccia Ball {a Paralympic Sport} which is designed for persons with various disabilities. I started playing at Vibrant Healthcare Alliance in 2014 or 2015 when I found out about it. The sessions are on Saturdays and have become more and more popular since I started participating. Boccia Ball is a recreational program and is so much fun as we all socialize with one another.

I have Cerebral Palsy and have limited use of my hands. So along comes the opportunity for a new sport that suits my particular disability / personality and I take off with it. Well I'm totally in love and a bit obsessed (LOL) with the game. While I love tournament competition the Saturday recreation is just as important to me. There are different categories depending on the disability and mine is BC3 in which a ramp is used to project the Boccia balls.

A lot of skill and concentration is required. When I play Boccia, I concentrate very hard with focusing on aiming and careful placement of the ball on the ramp to make a precision shot. Being accurate is not easy but I love this great game and am determined to improve my skill. One of my favourite strategic shots is the carom shot to open up possibilities when I'm blocked from making a shot to the Jack Ball.

I have gotten better over time as I learned different strategies required to get better. This year I won an Ontario Tournament. I got a Gold in the last end of the match which I was losing up to that point. I have won 2 bronze medals prior to this.

I'm the "Queen of Boccia."

I want to thank Vibrant Healthcare Alliance for having this program and all the support they have given me as well as others. I always tell people I meet to come on a Saturday and check out the 'Boccia Action'. It gets you moving! There are exercises to do. You don't need to be a tournament level player at all to have a great time. The program is for all levels and they do team play which is great.

The Volunteers and Staff are the best!

Harriet Lahman

**761**  
# of PDG Clients Served (From Registered Groups)

**2,599**  
# of PDG Clients Served (From Non-Registered Client Groups)



**8**  
Boccia series



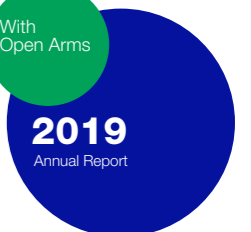
**80**  
Boccia participants registered



**20**  
Outreach locations



**37**  
Volunteers







Client  
Stories

Mary (goes by the name Kelly) has lived in supportive living facilities for much of her life. Having been born with Cerebral Palsy, she is able to live independently thanks to support provided at these residences.

In 1991, Mary made the decision to leave the facility where she was living at the time with roommates, to move to Tobias House. She made her move on February 1, and has been living at Tobias House ever since.

“At the time, we knew that Tobias House was one of the best places to live” said Mary.

For almost 30 years, Mary has been a witness to the changes that organization has undergone. She has not agreed with all of the decisions that have been made, but the quality of support that she has been able to receive at Tobias House remains consistent.



45

# of Supportive  
Housing Clients



15,838

# of days clients  
provided with  
attendant care  
services



116,895

Number of service  
hours

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Community Development and Advocacy



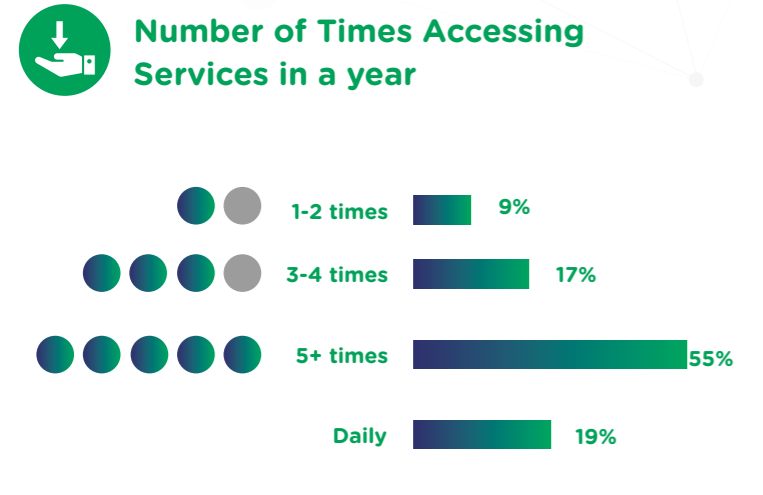
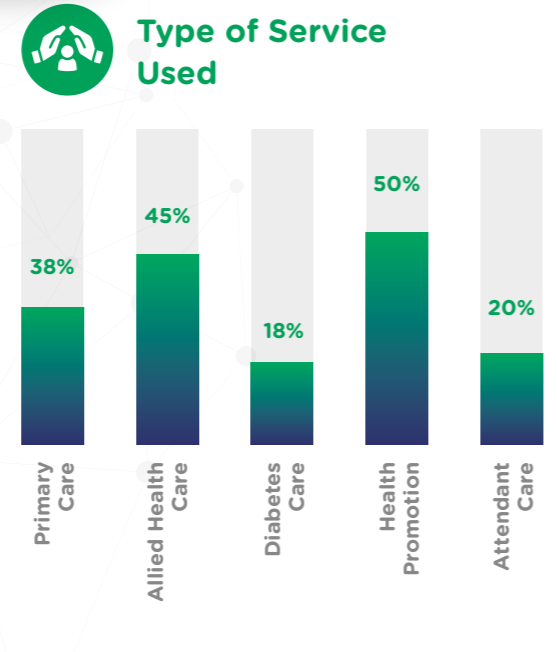
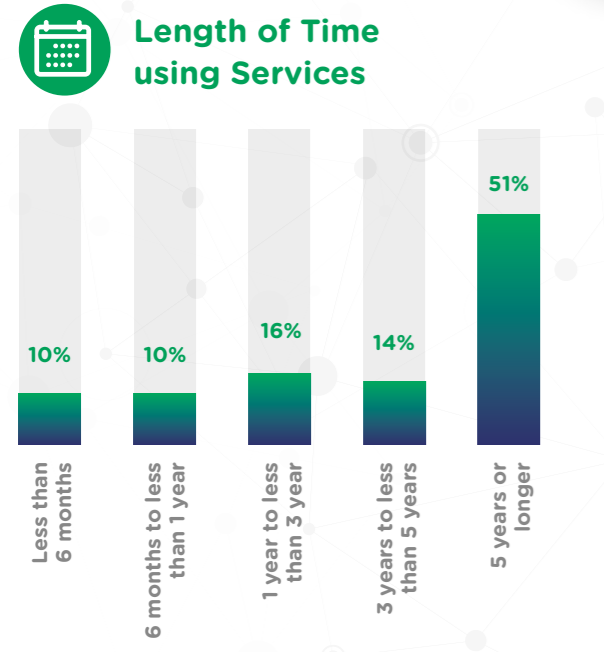
**Working with the Community to Enhance Community Connectedness**

Tenants from 18 Davenport Road contacted the health promotion team at Vibrant Healthcare Alliance to address concerns within their building community, which they felt had contributed to a decreased feeling of community connectedness and sense of belonging. The tenants were interested in working in collaboration with the Vibrant Healthcare Alliance

team to implement health promotion programming with the goal of increasing social connectedness, health literacy, access to community programs and tenant leadership opportunities to build community capacity. Through the development of a small tenant committee, community members identified various topics and activities related to healthy aging. They also provide ongoing feedback and support for the program. Since November 2018, the tenant committee has organized four workshops that have included participation from 90 tenants! During the health promotion workshops, tenants had the opportunity to participate in various educational discussions, learn about community resources, all while having the opportunity to socialize with their neighbours. The health promotion team would like to acknowledge the collaboration with the interdisciplinary team at Vibrant Healthcare Alliance who have provided their support and participation in the delivery of the health promotion workshops. The team at Vibrant Healthcare Alliance looks forward to continuing to support community capacity building with the tenants at 18 Davenport Road, as well as expanding this model to other neighbourhoods in the North Toronto area.

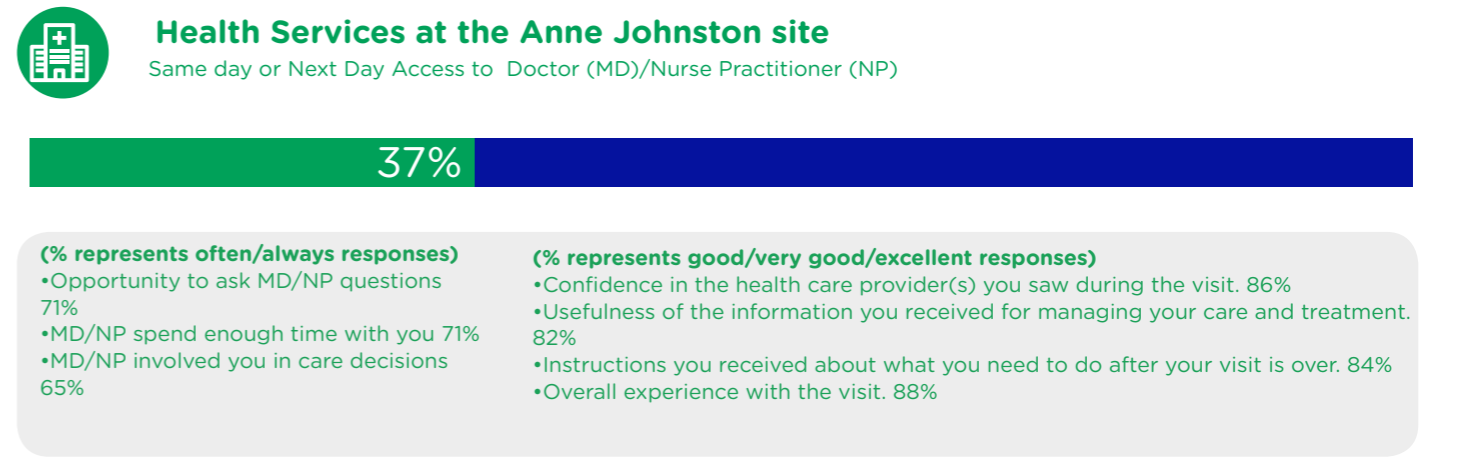
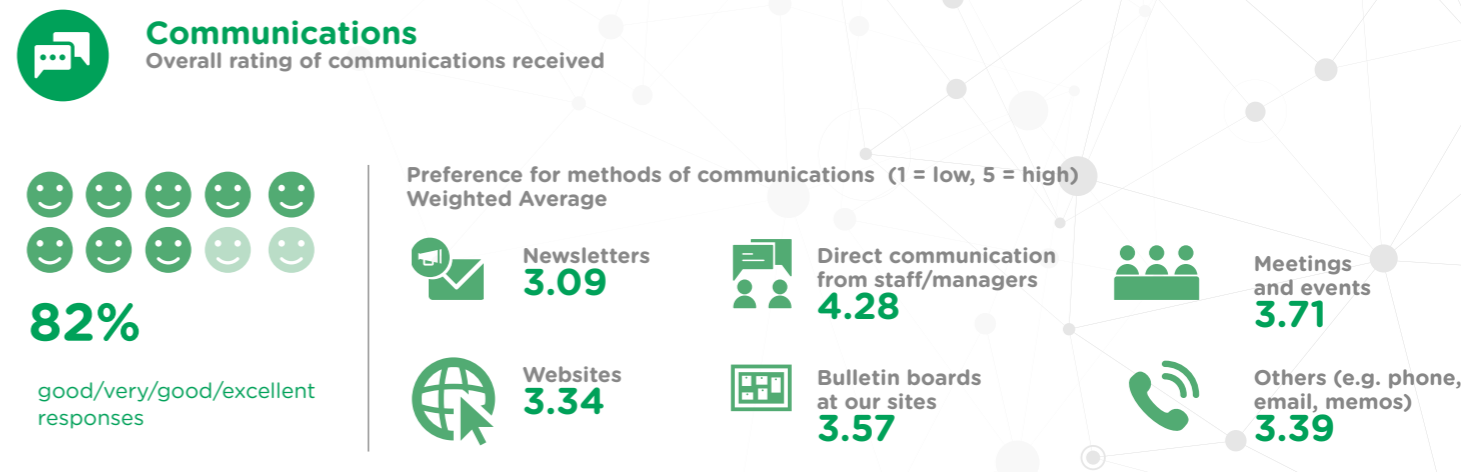
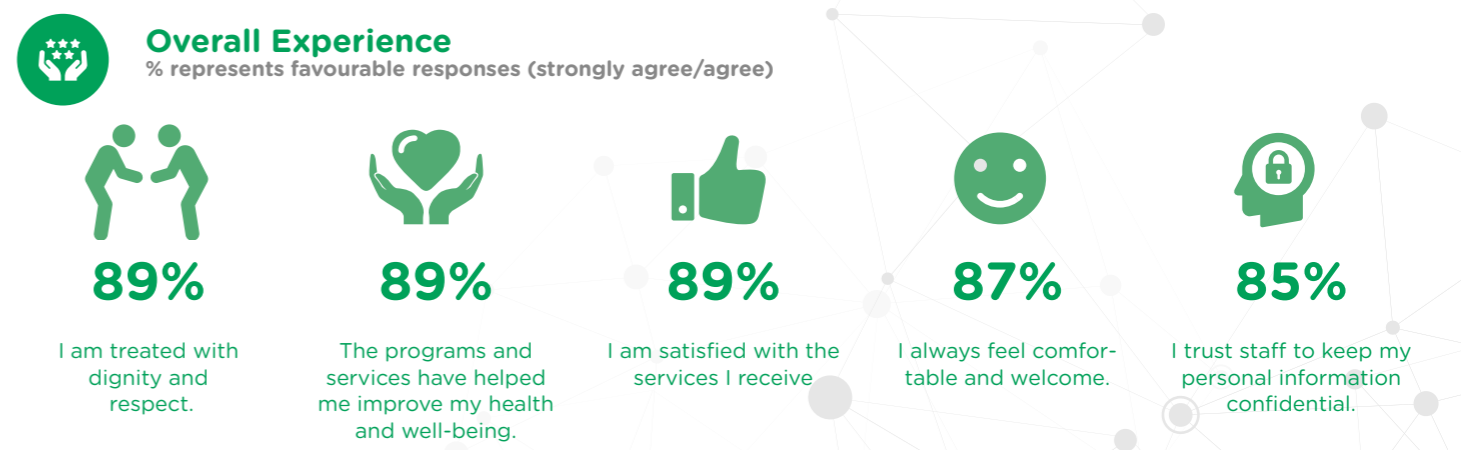
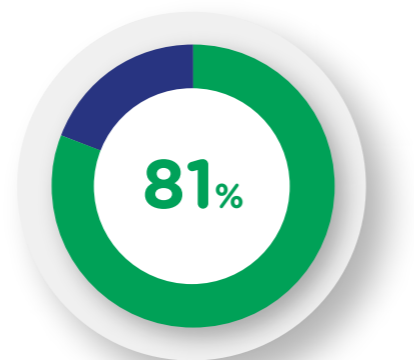
“The information is helpful - the comradery of the gathering though, is most beneficial!”

The 2018 client survey was launched between June 18th and August 8th, 2018 to gather client feedback and input to help inform program and service enhancements, quality improvement and improve business effectiveness. The survey results are highlighted below;



### Overall health

81% have good/very good/excellent overall health





# Financials

VIBRANT HEALTHCARE ALLIANCE  
(Formerly Anne Johnston Health Station - Tobias House Attendant Care)

## SUMMARY BALANCE SHEET AS AT MARCH 31, 2019

	2019	2018
<b>ASSETS</b>		
<b>Current assets</b>		
Cash	\$ 89,196	\$ 112,361
Account receivable and prepaid expenses	444,082	324,860
Prepaid expenses	30,678	90,612
Marketable securities	1,677,185	1,557,701
	2,210,463	2,013,534
<b>Property and equipment</b>	<b>109,567</b>	<b>73,277</b>
	2,320,030	2,086,811
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	694,728	451,126
Accounts payable - Toronto Central LHIN	58,588	94,649
Deferred revenue	65,095	43,709
	818,411	589,481
<b>Deferred capital contributions</b>	<b>91,913</b>	<b>52,095</b>
	910,342	641,579
<b>NET ASSETS</b>		
Capital Fund	942,601	946,146
Internally restricted net assets	7,467	7,467
Unrestricted net assets	459,620	491,619
	1,409,688	1,445,232
	<b>2,320,030</b>	<b>2,086,811</b>

## SUMMARY STATEMENT OF OPERATIONS YEAR ENDED MARCH 31, 2019

	2019	2018
<b>REVENUES</b>		
Toronto Central LHIN program funding	7,982,884	7,878,464
Other project grants	467,770	358,314
Investment and other income	357,146	164,743
	8,807,800	8,401,521
<b>EXPENSES</b>		
Salaries	5,779,301	5,651,194
Benefits and relief	1,408,286	1,474,852
General and operating	748,211	863,782
Rent and maintenance	436,231	430,833
Non-recurring expenses	-	150,000
Project grant expenses	467,770	358,314
Depreciation expense net of amortization of deferred capital contributions	3,545	4,596
	8,843,344	8,933,571
<b>DEFICIENCY OF REVENUES OVER EXPENSES</b>	<b>\$ (35,544)</b>	<b>\$ (532,050)</b>

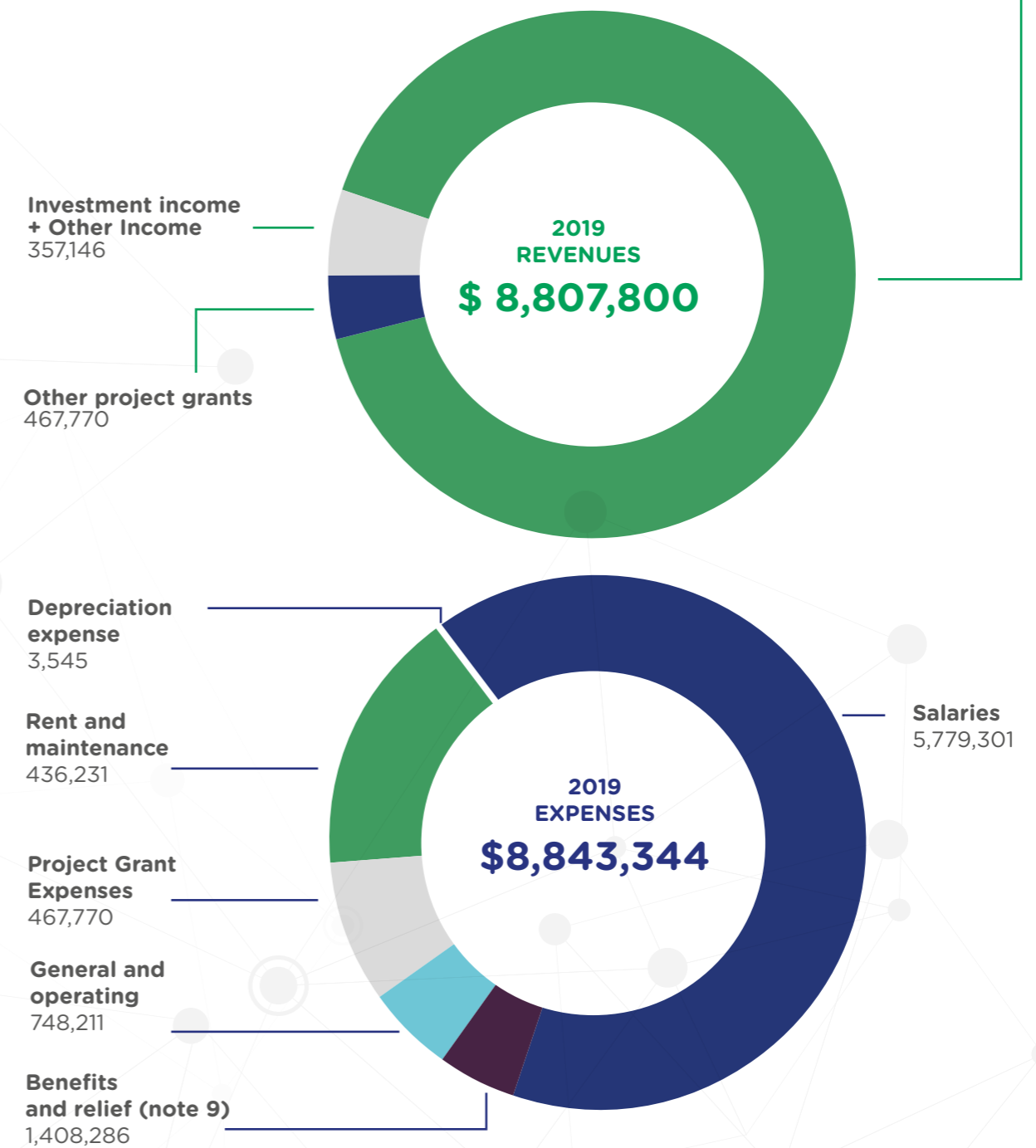
### Note to Summary Financial Statements - March 31, 2019 Basis of presentation

These summary financial statements have been prepared from the audited financial statements of Vibrant Healthcare Alliance (formerly Anne Johnston Health Station - Tobias House Attendant Care) ("Vibrant") for the year ended March 31, 2019, on a basis that is consistent, in all material respects, with the audited financial statements of Vibrant except that the information presented in respect of changes in net assets and cash flows has not been included and information disclosed in the notes to the financial statements has been reduced. Complete audited financial statements are available upon request from the office of the Chief Executive Officer.

## STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2019

Toronto Central LHIN core program funding (note 8a)  
\$ 7,982,884





# Acknowledgements

Our committed community and corporate partners made it possible for us to deliver enhanced, wrap around service to the complex communities we serve.



## Partner Acknowledgement

Our committed community and corporate partners made it possible for us to deliver enhanced, wrap around services to the complex communities we serve. We would like to take this opportunity to thank our partners and to let them know how much we appreciated their continued support which facilitated our ability to provide quality services to our clients throughout the previous year.



## Staff Tribute

Our dedicated front-line staff team are the heart and soul of the organization and we deeply appreciate their unwavering commitment to our clients and community. The staff team work extremely hard to ensure that clients receive high quality services; and seamless and coordinated care to improve their overall health outcomes. We would like to take this opportunity to salute each and every member of our staff team and to thank them for their continued service and tremendous effort meeting client's needs, particularly within the current environment of constant change and uncertainty. A BIG thank you to all of you.



With Open Arms

2019  
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## Clarina Francis

Clarina Francis, one of the dedicated attendant care staff members at Vibrant Health Care Alliance will be retiring after 25 years of service. Prior to Tobias House, Clarina's experience working in assisted care organizations, included 15 years of experience in volunteering with the elderly, at several different organizations.

While Clarina has received extensive training to more effectively care for clients, her role in assisting residents has remained much the same. In fact, Clarina took early retirement from her previous role of 20 years at Royal Bank and continued working at Vibrant Healthcare Alliance.

"When I was working at Tobias House, it was part-time, and I loved it there. So, I retired from Royal Bank, and took Tobias House as the only job" said Clarina.

Having worked at Tobias House and now Vibrant Healthcare Alliance, Clarina has been a part of the changes that have taken place during the transition. She appreciates that management have been very forthright with the encouragement. While change can be difficult, Clarina takes the view that mentally, it's a good thing to introduce change.

Clarina will enjoy the opportunity to travel more often, and visit family, but will miss her time at Tobias House.

"I wouldn't say I like that place—I love that place. My experience with Tobias House is my best working experience, yet" said Clarina.

We thank Clarina for her years of service, and the outstanding care that she has provided to the clients of Vibrant Healthcare Alliance. She will be missed.



Happy Retirement



### Board of Directors

The Board of Directors worked diligently throughout the past year to refine their governance model and strategically position the organization to embrace the changes within the Ontario Health System. The Board met monthly to ensure that they were kept abreast of the system changes and to discuss what is required of our organization to successfully navigate our way through the change process. The commitment and dedication of the Board of Directors was visibly evident in their giving of their time, talent and energy to ensure effective governance at Vibrant Healthcare Alliance. We appreciate you and all that you do to steer the organization forward in the right direction.



### Volunteer Recognition and Appreciation

Our roster of dynamic and active volunteers supported Vibrant Healthcare Alliance to provide much needed services to our clients and communities. They assisted with the successful execution of numerous activities and initiatives which we could not have implemented without their support. Their relentless dedication reminds me of a famous quote by H. Jackson Brown Jr. which says "Remember that the happiest people are not those getting more, but those giving more." Our volunteers are definitely happy people who selflessly give of their valuable time in service to others. We would like to let our volunteers know how deeply appreciative we are of their individual and combined efforts which amount to thousands of volunteer hours that they give to our organization each year. Thank you!



# With Open Arms

