



Annual Community Report 2021/2022

Stronger Together





Message From Our Leaders

It's been a year of reflection and transformation for the Board of Directors and staff at Vibrant Healthcare Alliance. However, our unwavering commitment to providing the highest quality client care has allowed us to remain grounded and focused as we navigated our way through a rapidly changing environment.

The Board of Directors and Chief Executive Officer (CEO) focused on several key initiatives to stabilize the organization and ensure its future success. Highlights of our priorities throughout the year are presented below:

Sunsetting Our Strategic Plan – Celebrating Our Accomplishments

Last year, we wrapped up the final year of our previous Strategic Plan which provided us with an opportunity to reflect on the numerous accomplishments achieved over the last three years. We were extremely pleased with our performance and would like to share a few of these remarkable achievements with our community in this annual report:



Strategic Goal 1: Our Clients and Community

Key Accomplishments

- Implemented recommendations from our client flow review to support rapid intake of new and complex clients.
- 145 new complex clients seen, 96 new group clients seen, 13 new clients with physical disabilities seen.
- Completed Program Reviews for the Seniors Home Health Program (SHHP) and Mid-Toronto Diabetes Program (MTDP); including assessment of SHHP and MTDP alignment with strategic directions and broader system changes.
- Increased intra-agency referrals to support interdisciplinary collaboration across teams.
- Implemented client service agreements for clients receiving supportive housing services.
- Implementation of online services to address barriers of access (eg. online appointment booking, secure email messaging, online client registration, virtual visits, etc.).

Strategic Goal 2: Our Role in the System

Key Accomplishments

- Participated in Ontario Health Team planning activities and committee meetings with key partners and stakeholders.
- Collaborated with system partners to identify additional complex populations requiring access to primary care and health promotion programs and services.
- 50 new and complex primary care clients referred by external community partners.
- 4 new Memorandum Of Understandings (MOUs) in place with key partners, including East Metro Youth Services, Skylark (now Lumenus), Baycrest and Sunnybrook Health Sciences Centre.
- Vibrant is a key system partner to the pandemic response in the NT OHT.



Strategic Goal 3: Our People & Organization

Key Accomplishments

- Continued to foster development of “one” cultural identity within the organization.
- Expanded Workplace Wellness Committee (WWC) across the organization.
- Staff absenteeism and turnover rates maintained, both at $\leq 5\%$.

Strategic Goal 4: Our Financial Sustainability

Key Accomplishments

- 7 new grant applications submitted resulting in enhanced funding to address the needs of the vulnerable, marginalized and racialized communities served.
- Hired new Business Lead to develop and implement a strategic and innovative partnership strategy to expand and diversify Vibrant’s funding base.
- Developed public-private (P3) partnership framework and principles (e.g. social enterprises) to generate new sources of revenue.

Moving forward, a new strategic plan will be developed to guide our priorities over the next three years. The new plan will facilitate our ability to respond to the changing client service delivery needs post the COVID-19 pandemic environment, better define core programs and services for clients and partners, and identify opportunities for business improvement, program integration and cross functional team collaboration. We are looking forward to engaging with our staff, clients, community, and other key stakeholders to collaborate on developing a strategic plan that will confirm our priorities and guide our work for the coming years.




Shaping Our Future – Community Health Hub

Our focus on developing plans for a Community Health Hub in North Toronto to facilitate seamless access to primary care and related wrap around services for residents remained an important priority throughout the previous year. Vibrant’s Board of Directors and Senior Leadership team worked collaboratively with our North Toronto Health Team partners, Real Estate Developers, and the Ministry of Health to articulate a comprehensive business case to support the Community Health Hub planning process. The Hub will provide comprehensive wrap-around care for people in the community; co-located services with new and existing partners; seamless access to services for clients with complex needs, and a virtual network of care and care coordination to ensure improved population health outcomes.

The result of this initiative will allow Vibrant to have a new home for its head office location in North Toronto, while expanding services to better meet community needs. Through leveraging existing partnerships with organizations such as Sunnybrook Health Sciences Centre, SPRINT Senior Care, and LOFT Community Services, to name a few, Vibrant will be well-positioned to respond to the changing needs of clients and health system challenges that will facilitate improved access to services in the community.


Leadership Transition – Departing CEO

As we approached the end of the fiscal year, we said goodbye to our CEO, Simone Atungo. During her 5 year tenure at Vibrant, Simone successfully steered us through the integration of the two legacy organizations, Anne Johnston Health Station and Tobias House Attendant Care; facilitated a strong partnership with the North Toronto Ontario Health Team; proposed a new Community Hub for residents to access health, social, cultural, recreational and other resources in one spot in the North Toronto community; and lead the organization through dealing with the challenges of an unprecedented global pandemic over the last two years which has significantly changed the way we deliver services to our clients and community. While we were saddened by Simone’s departure, we wish



her well in her future endeavors. The Board of Directors has initiated the search process for a new CEO, and we are looking forward to identifying a successor who will build on the strong foundation which is already in place and lead the organization into the future to facilitate continued growth and expansion.

We are pleased to share with you additional highlights of our year, provided in the details of the annual community report.



Wayne Leacock
Chair, Board of Directors

Simone Atungo
Chief Executive Officer





About Us



Our Mission

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



Our Values

- Inclusiveness
- Excellence
- Accountability
- Collaboration



Our Vision

Empowering independence, health and well-being together.



Independent Living Philosophy

The Independent Living Philosophy is founded on the right of people with disabilities to:

- Live with dignity in their chosen community;
- Participate in all aspects of their life; and
- Control and make decisions about their own lives.

This Philosophy is a core value at Vibrant and is embedded into our Service Delivery Models and practice guidelines when providing care to our clients.

PRIMARY CARE SERVICES

Vibrant’s clients, including many individuals with complex health and social care needs, were seen by our professional inter-disciplinary team of primary care providers. Client visits were facilitated using a hybrid service delivery model through virtual and on-site, in-person visits with providers. Last year, a higher number of clients were seen for on-site, in person care compared to the previous year when the global pandemic was initially declared. A snap shot of our client data is provided below:



Throughout the last year, Vibrant’s efforts providing primary care services were directly aligned with Ontario Health System priorities, including pandemic response, maintaining our focus on health equity to ensure better health outcomes for the vulnerable, marginalized and racialized populations we serve, and ending hallway healthcare by improving access to primary care services. Here are a few examples of our accomplishments which we would like to highlight in this report:



Pandemic Response

During the second year of the global pandemic, Vibrant's primary care services remained open, responsive, and accessible to our clients. Clients were offered both virtual and on-site, in-person appointments with our professional team of inter-disciplinary healthcare providers. Addressing healthcare challenges such as worsening chronic conditions, increased mental health issues and social determinants of health was vitally important towards ensuring clients remained healthy and maintained a good quality of life while living independently in the community.

Throughout the year, Vibrant continued to play an active role in collaborating with health system partners to provide COVID-19 testing and vaccination support; at home monitoring of COVID-19 patients, and the dissemination of rapid antigen test kits throughout the wider community as an additional measure to keep the public safe and protected from the COVID virus.

During the pandemic, Vibrant's staff team was acutely aware of the disproportionate impact of the COVID-19 pandemic on many vulnerable communities we serve, in particular, racialized people, seniors and people living with physical disabilities. Our experienced team of healthcare professionals honed-in on their expertise in providing support to these vulnerable clients and ensured essential wrap around programs and services were in place to address their complex needs.





Health Equity

Vibrant's focus on health equity is a key component of providing high quality healthcare services to our clients and community. Throughout the year, there were several activities directed at addressing health equity to reduce health disparities and ensure improved health outcomes for vulnerable clients. Many vulnerable communities were adversely impacted by the pandemic and were at increased risk of both contracting and severity of the COVID-19 virus due to social determinants of health such as socioeconomic status, race and ethnicity, income, homelessness, and disability, to name a few. However, our commitment to collecting health equity demographic data to better understand the unique needs of the populations we serve was strengthened and we remained focused on proactively reaching out to vulnerable communities to ensure they accessed primary care and other related services when needed.





Health Equity Demographic Data

Health Equity Demographic Data was utilized to design programs and services to reduce barriers for vulnerable clients with complex needs. Specifically, the Health Equity Data collected was used in the following ways:

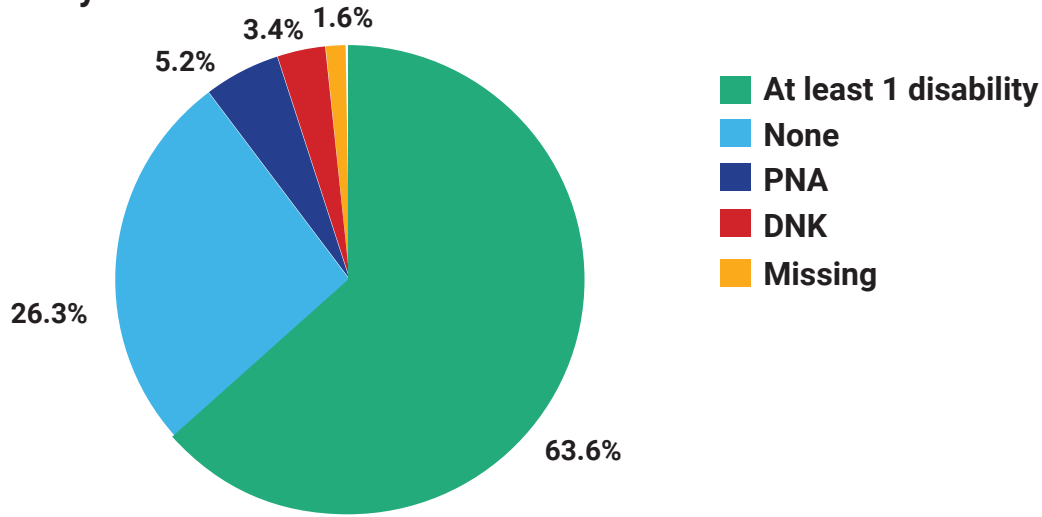
- to profile clients being served to better identify the support they need
- to inform clinical care – for example, the use of race and ethnicity data
- to discuss nutrition that is tailored to client’s culture with diabetes clients, identify language/interpretation needs, etc
- to link potential clients to services – for example, the use of income data to identify potential clients for our food security programs which is a new initiative for social prescribing of food to ensure clients remain healthy
- to build Health Equity into our strategic & operational plans such as including Health Equity data collection targets into our Balanced Scorecard
- to plan and strategically position Vibrant to apply for new funding to address client needs
- to improve data quality through training – for example “prefer not to answer” or “do not know” are statistically valid responses vs. questions with missing responses which are invalid
- monitoring and engaging staff by sharing Health Equity Data results and profiles with staff team
- to stratify health service use and outcome indicators



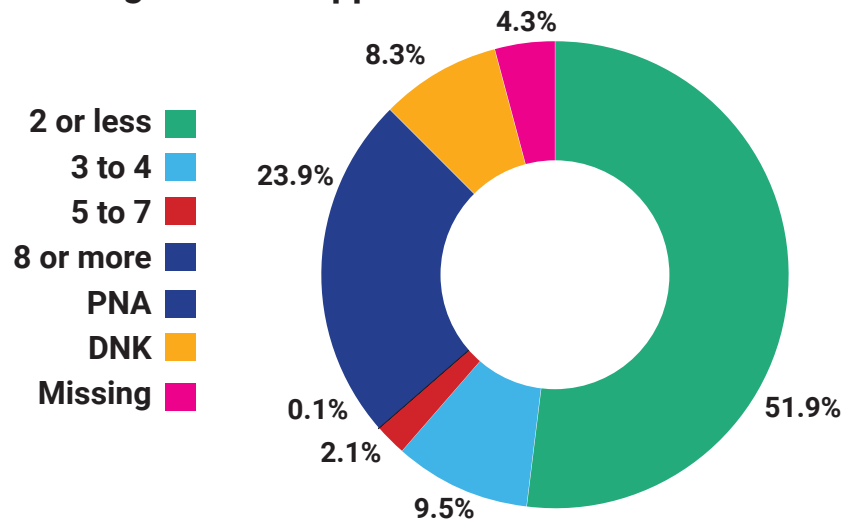


A few examples of the health equity demographic data collected are highlighted below:

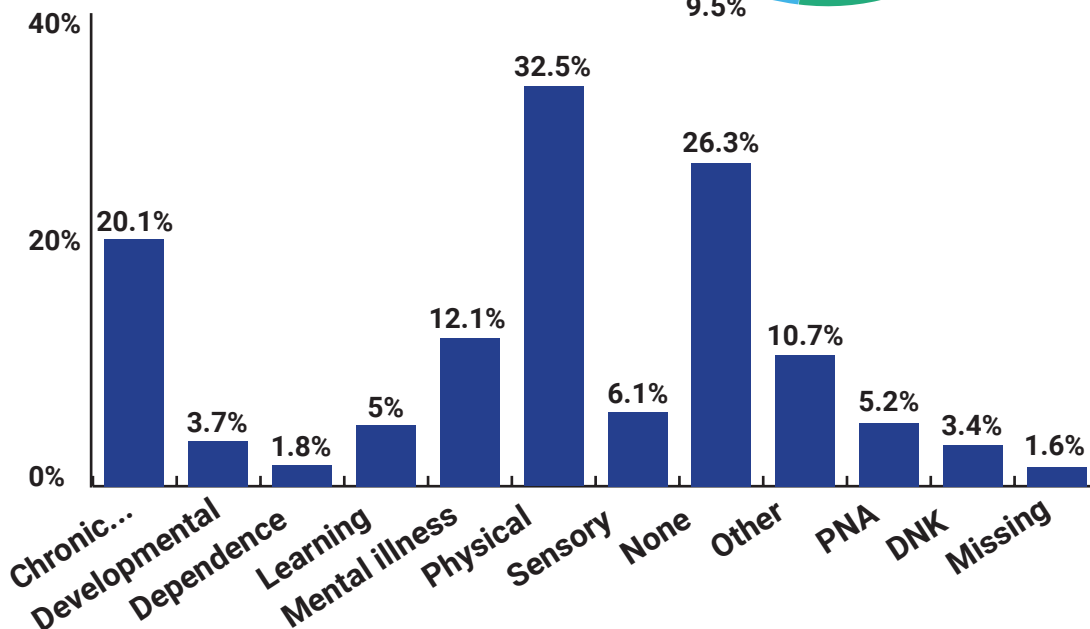
Disability



Number of People Accessing Income Supports



Types of Disability

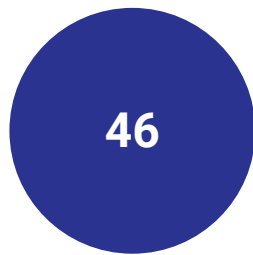


Ending Hallway Healthcare Through Improved Access to Primary Care Services

Accessing primary care services in Community Health Centre environments is an important strategy to ensure clients receive timely access to preventative care and avoid unnecessary trips to hospital emergency departments. Vibrant’s primary care team directly addressed the needs of many complex clients to provide wrap around services to keep them healthy and living well in the community. By addressing issues such as the management of chronic diseases, mental health and addictions issues, and social determinants of health, including food security, Vibrant’s experienced team of healthcare providers responded to the needs of clients which resulted in cost savings to the Ontario healthcare system by decreasing their access to costly hospital emergency rooms visits.

ATTENDANT CARE SERVICES

Vibrant’s clients, including many individuals with complex health and social care needs, were seen by our professional inter-disciplinary team of primary care providers. Client visits were facilitated using both a hybrid service delivery model and through on-site, in-person visits with providers. Last year, a higher number of clients were seen for on-site, in person care compared to the previous year when the global pandemic was initially declared. A snap shot of our client data is provided below:



Total number of clients



Client days



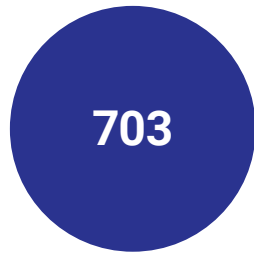
Hours of Service

12



HEALTH PROMOTION & PREVENTION PROGRAMS

Health Promotion and Prevention Programs were a core element of the services provided clients and community members throughout the last year. These vital programs centered around health and wellness and supported clients and community members to remain healthy and thriving throughout the COVID-19 pandemic. Specifically, the Health Promotion and Prevention Programs focused on clients' mental health and emotional well-being; addressed social isolation and facilitated connectivity with peer groups; and provided an on-going opportunity for client wellness checks to ensure emerging health issues were addressed by linking clients to on-site primary care services.



**Group Sessions
Facilitated**



**Participants
Attended**





Boccia Ball & Stretching Program

Boccia Ball is a physical and recreational activity program focused on increasing mobility for people living with physical disabilities. Participants were invited to sign up for a free 8-week recreational Boccia sports series. Program outcomes included: increased physical mobility; enhanced social connection; and improved overall health and wellness.

Throughout the year, as COVID-19 restrictions were lifted, in-person program activities resumed and clients were excited to attend in-person, outdoor Boccia Ball activities:



on-site session at community partner agency



number of participants attended on-site session at community partner agency



number of outdoor sessions



number of participants attended outdoor sessions

This program was made possible, through a generous 3-year funding agreement with the Ontario Trillium Foundation. Funding to support this program concluded in December 2021.





Food Security Program

Addressing food security challenges among our clients and community members remained a high priority during the previous year. Additional funding was secured to maintain the popular hot meal lunch program which was provided to clients two times each week. In addition, Vibrant continued to distribute wellness packages and food hampers to clients in their homes. The packages contained non-perishable items such as pasta, rice, and soups and include essential household items such as toilet paper and facial tissues to assist clients in need. Vibrant's Dietitian and Nutritionist continued to support this popular program to ensure healthy and nutritious items were delivered to our clients and community.



Emergency Community Support Fund



11,642
Hot meals



1,116
Wellness packages
and food hampers



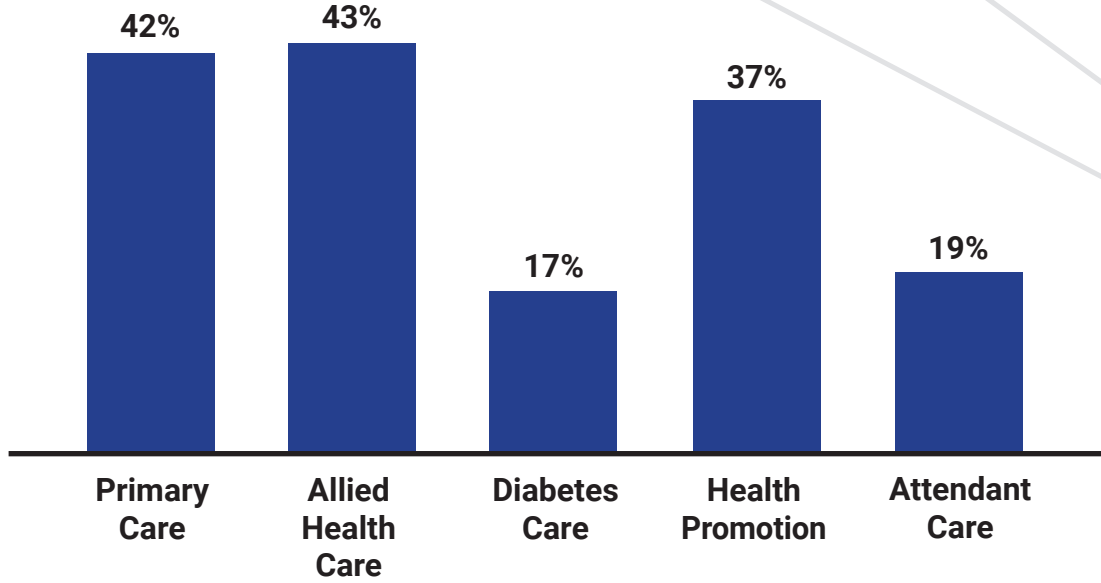
WHAT OUR CLIENTS ARE SAYING – Client Experience Survey Results

The annual Client Experience Survey is an important tool which facilitates our ability to obtain feedback from clients to better understand how they experience accessing services at Vibrant. This information is vital from a continuous quality improvement perspective and supports us to make the necessary adjustments to our Service Delivery Models to ensure seamless access to services for our clients and community. Here are a few highlights of our clients’ experiences regarding accessing services:

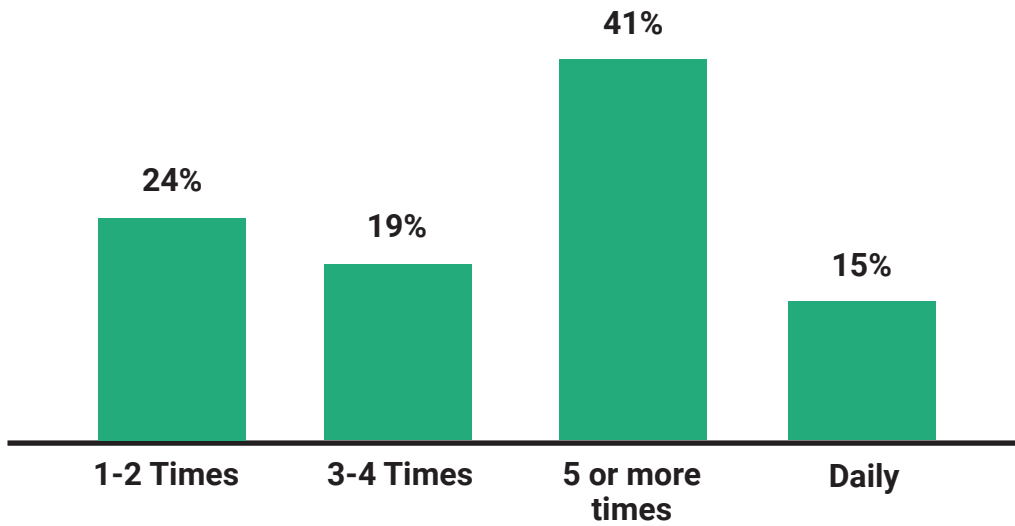
Overall Experience (% represents favourable responses (strongly agree/agree))	
Vibrant Healthcare Alliance site locations and facilities are physically accessible with clear consideration to access for people living with physical disabilities.	87%
I am treated with dignity and respect.	84%
I always feel comfortable and welcome.	82%
I trust staff to keep my personal information confidential.	82%
I’m satisfied with the services I receive.	79%
The programs and services have helped me improve my health and well-being.	79%
I would recommend Vibrant Healthcare Alliance to my friends and family.	76%
I receive services when I need them.	75%
Staff attitudes and behaviours demonstrate an understanding of the needs of people living with physical disabilities.	74%
My expectations for service and quality are met.	72%



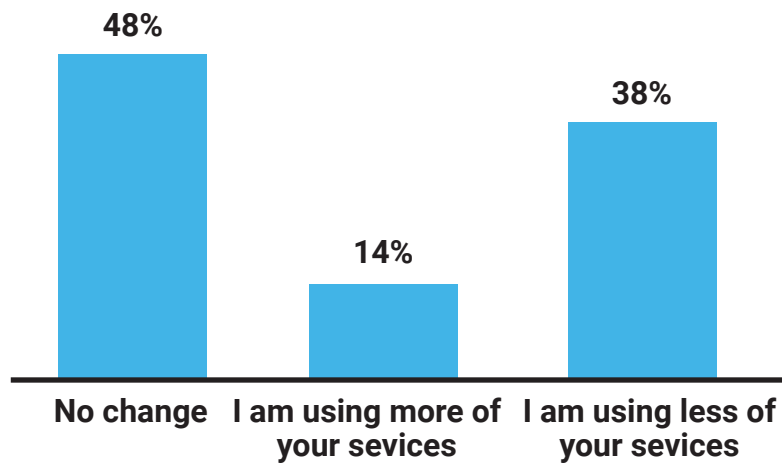
Types of Services Used



Number of Times Accessing Services (in a year)



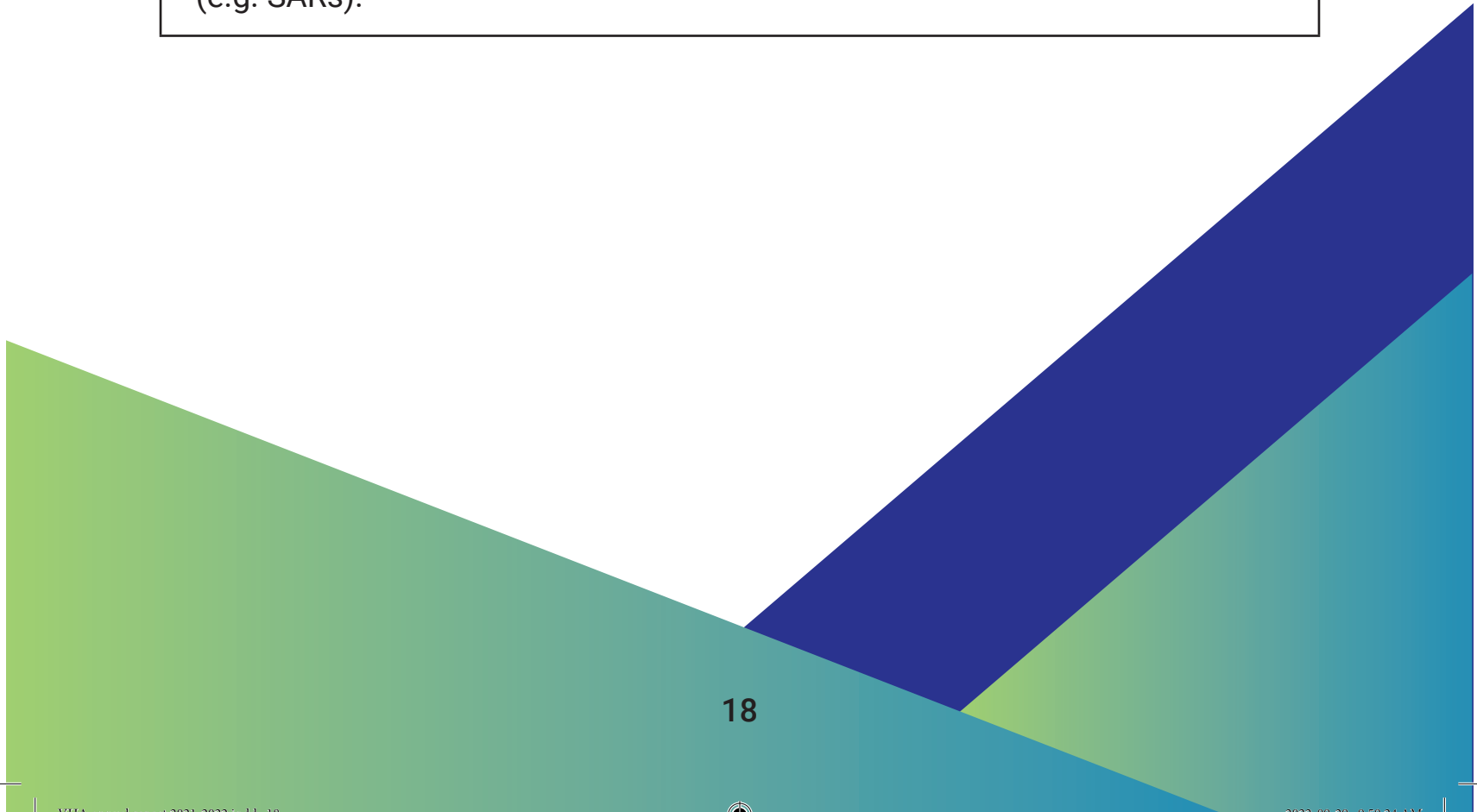
Change in Access or Use During COVID-19 Pandemic



17

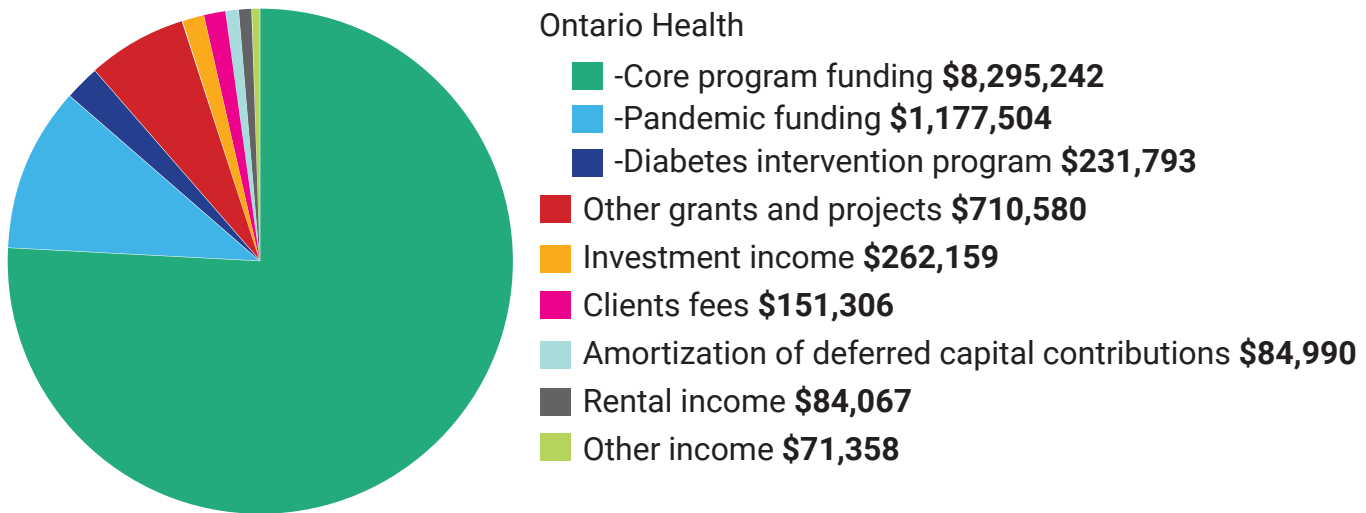


Our Response to the COVID-19 Pandemic (% represents favourable responses (strongly agree/agree))	
I feel comfortable and safe accessing in person services at Vibrant Healthcare Alliance with the safety protocols and procedures that have been put in place during the COVID-19 pandemic.	82%
I feel it is important for me and my family to get a flu shot this year.	78%
I am capable and interested in using virtual solutions for programs and services (eg. Telephone appointments, video-based health promotion classes).	78%
New/enhanced programs and supports such as those related to harm reduction, mental health, food security, wellness checks are important to me, someone I know and/or my community in light of the COVID-19 pandemic.	73%
Information with respect to COVID-19 updates, safety protocols, and program and service changes has been clear and well communicated.	70%
I have been able to access the programs and services I need at Vibrant Healthcare Alliance during the COVID-19 pandemic without disruption.	63%
I feel the health system response to COVID-19 pandemic has been more coordinated and effective than responses to past pandemics (e.g. SARs).	52%

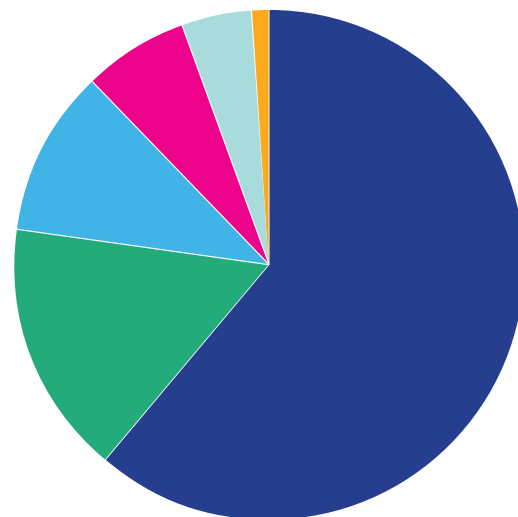
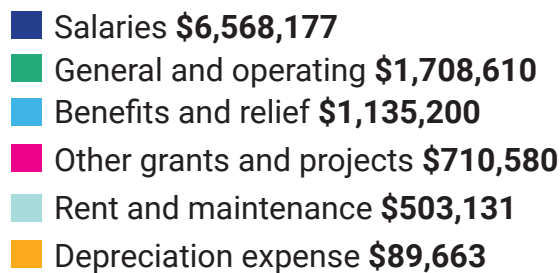


FINANCIAL REPORT

Vibrant engaged in the customary annual year-end audit process for the fiscal year 2021/2022. The audit was conducted by external Auditors and highlights from our Audited Financial Statement for the fiscal year, April 1, 2021 to March 31st, 2022 are presented below.



Revenue: \$10,933,534



Expenses: \$10,715,36

Partner Acknowledgement & New Partnerships

We would like to take this opportunity to thank our numerous community agency partners who supported us to deliver services to our clients and community. We could not have done it without you!

This year, we were successful in forging new partnerships with private and public sector companies to better serve our clients. We would like to express our sincere thanks and appreciation for your continued support and acknowledge the important role you play in contributing to providing essential services to our clients and community.



STAFF TRIBUTE

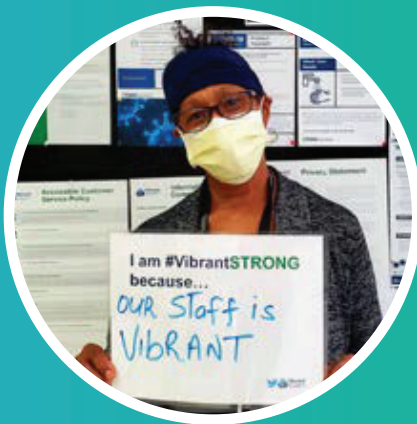
We would like to take this opportunity to salute Vibrant's dedicated staff team of professionals who continue to dig deep each and every day to provide essential services to our clients despite whatever is going on at the backdrop of their own personal lives. These unsung heroes and sheroes often do not receive the recognition they deserve. We would like to take this opportunity to reiterate our thanks to our staff teams for their tremendous efforts and express our deepest appreciation for supporting the clients and communities they serve. On behalf of the Senior Leadership Team and Board of Directors, we would like to express a heartfelt thank you for your incredible service and for keeping our clients at the centre of all that you do to ensure their needs are addressed.

BOARD TRIBUTE

Leadership from the Board of Directors is essential to Vibrant’s ability to remain publicly accountable for the funding we receive to facilitate the delivery of high-quality services to our clients and community. The Board of Directors provided oversight at the governance level to ensure the successful implementation of the organization’s strategic priorities and carried out their fiduciary duties and responsibilities with the utmost diligence and care. These incredible group of volunteers worked closely with the CEO and selflessly offered their time, talent, and expertise to ensure the organization was run effectively and efficiently. We would like to take this opportunity to thank the members of the Board of Directors for their tireless efforts throughout the year and look forward to their continued leadership as the organization continues to grow and expand.

VOLUNTEER TRIBUTE

Last year, our volunteer program was reinstated with the easing of COVID restrictions as we pivoted to providing more on-site and in-person programs and services. The support of our selfless volunteers was leveraged in a variety of program areas to support clients to seamlessly access programs such as Boccia Ball, food security programs, and other health promotion and prevention services. The volunteers were a vital extension to our staff teams, and we would like to express our deepest appreciation to them for supporting Vibrant to extend our reach to the vulnerable, marginalized and racialized communities we serve. **THANK YOU** for your tremendous support throughout the year.





STRONGER TOGETHER

OUR LOCATIONS

Head Office

Anne Johnston Site
2398 Yonge Street
Toronto, ON M4P 2H4

Carlton Site

84 Carlton Street, Main Floor
Toronto, ON M5B 2P4



vibranthealthcare.ca

416.486.8666

Coxwell Site

611-695 Coxwell Avenue
Toronto, ON M4C 5R6

Jarvis Site

460 Jarvis Street, 4th Floor
Toronto, ON M4Y 2X8



Ontario



Ontario Trillium Foundation



Fondation Trillium de l'Ontario