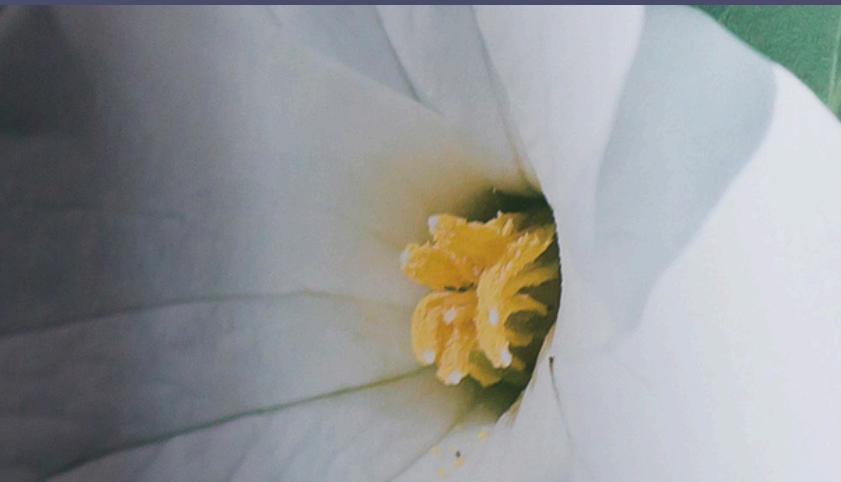




2025

ANNUAL  
**REPORT**

HOME CARE ONTARIO



HOME CARE  
ONTARIO

The logo for Home Care Ontario, featuring the text "HOME CARE" in a large, serif font, with "ONTARIO" in a smaller, sans-serif font below it. A white, curved line arches over the text, resembling a stylized "H" or a protective shield.

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# ABOUT HOME CARE ONTARIO

Home Care Ontario, *the voice of home care in Ontario*<sup>TM</sup>, is a member-based organization with a mandate to promote growth and development of the home care sector. For over thirty-five years Home Care Ontario has promoted the growth and development of home care as a key pillar of Ontario's health care system through advocacy, knowledge transfer, thought leadership, and member service.

In Ontario, service provider organizations are responsible for providing nursing care, home support services, personal care, physiotherapy, occupational therapy, respiratory therapy, infusion pharmacy, social work, dietetics, speech language therapy and medical equipment and supplies in the home to individuals of all ages. An estimated 58 million hours of publicly and family-funded home care service is provided annually across the province.





# CHAIR'S REPORT



At this exciting and pivotal time for our sector, I am pleased to present the 2025 Annual Report to our valued Home Care Ontario Members.

While change has always been a constant in the home care sector, the speed with which we have seen change occur this past year is starting to amplify.

To start, our leadership at Home Care Ontario is changing with the retirement of our CEO, Sue VanderBent. I want to sincerely thank Sue for her longstanding contribution and unwavering dedication and commitment to the growth of the home care sector in Ontario. Her efforts over the past 27 years have positioned the Association to further advocate for the critical role of home care in a rapidly evolving health care landscape.

And we are seeing positive change within government.

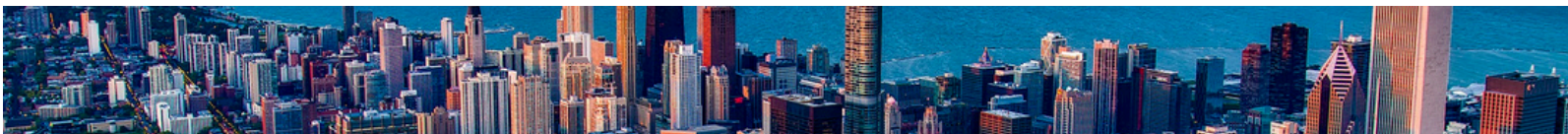
During this past year, we saw record investments demonstrating the Ontario Government's increasing commitment to supporting the home care sector and recognizing the critical role that home care plays in caring for all Ontarians. Looking ahead, we know that even more change is coming with respect to the delivery of home care – with an enhanced focus on patient-centric care, seamless transitions of care and a more integrated care ecosystem.

One thing that remains constant – Ontarians want the choice to be cared for at home. I'm excited to see the whole sector rising to this challenge by initiating and driving positive and impactful change. Together, we are charting a new path forward towards that vision – one that ensures stable government funding, the shaping of a modernized home care system, an expanding family-funded eco-system, and ensuring readily available, accessible and equitable home care for all.

I extend my thanks to our Association for their continued support of Home Care Ontario as the “*voice of home care in Ontario*™”. I would also like to thank our Board of Directors for their passion and commitment. Last, but certainly not least, a big thank you to the staff of Home Care Ontario – Nancy Cupido, Ruta O'Grady and Matt Drown – for their incredible support. Without a doubt, they are the heart of the organization and the engine that keeps us moving forward.

Truly, there has never been a more exciting time to be delivering home care in Ontario. Home Care Ontario is proud to play a central role in driving impactful change in the home care sector today, and in setting the foundations for an even brighter future.

*Sandra Ketchen, Chair*



# CEO'S REPORT

Home Care Ontario launched a very strong campaign, 'Home not Hallways' in 2024. Our campaign was based on the societal need to continue to grow and scale a modernized home care system to address the predicted demographic pressures of 2025 and beyond. The reality of this profound demographic growth has now become a clear government focus for future preparation and action.

Key Association messages for the 'Home not Hallways' campaign underscored the fact that the public wants more home care and government must continue to invest in and position its growth in order to reduce the pressure on acute care related to ALC pressures and avoidable ER visits as well as premature LTC admissions. The campaign also highlighted the need to enhance and support the Seniors Care at Home Tax Credit to enable more care at home for Ontarians. These messages clearly position 'home care' as the key answer to growing health system problems.

Many thanks to our strong and knowledgeable Board members under the leadership of Board Chair Sandra Ketchen. The Board has shown tremendous resilience during this time of change as the sector now moves forward into the even bigger challenge of broad modernization and system transformation efforts which will deeply affect every aspect of Ontario's changing home care system.

Sincerest thanks to Consultants Policy Concepts and Cheryl Reid-Haughian Consulting and Nancy Cupido, Ruta O'Grady and Matt Drown for their continuing presence, support and sincere dedication to ensuring that a strong home care system thrives and flourishes in the future to care for Ontarians.

*Sue VanderBent, CEO*



2024/2025

# BOARD OF DIRECTORS

Sandra Ketchen, Chair  
*Spectrum Health Care*

Sally Harding, Director  
*Nightingale Nursing*

Josephine DesLauriers, Vice Chair  
*CarePartners*

Cindy Harrison, Director, Therapy  
Representative  
*CommuniCare Therapy*

Chris Wilson, Past Chair  
*CBI Home Health*

Gaye Moffett, Director, Family-Funded  
Representative  
*GEM Health Care Services*

Janet Daglish, Secretary-Treasurer  
*Bayshore HealthCare*

Carrie Beltzner, Director  
*St. Joseph's Home Care\**

Steve Paraskevopoulos, Director  
*ParaMed Home Health Care*

Martin Esterhammer, Director  
*Calea Ltd.\**

Steve Perry, Director, NFP  
Representative  
*Carefor Health & Community Services*

\*C. Beltzner left the Board in December 2024; M. Esterhammer left the Board in May 2025

## STRATEGIC PLAN

### VISION

HELPING REINVENT GREAT CARE

### MISSION

DRIVING A STRONG AND CONNECTED HOME  
CARE SYSTEM

### OBJECTIVES

TELL OUR STORY

BUILD SECTOR  
CAPACITY

STRENGTHEN OUR  
PARTNERSHIPS

SHAPE ONTARIO'S  
HEALTH SYSTEM

# COMMITTEE MEMBERS

## DEMENTIA COMMITTEE

Kat Busija, ParaMed Home Health Care, CoChair  
 Maryanne D'Arpino, Spectrum Health Care, CoChair  
 Cindy Harrison, CommuniCare Therapy  
 Paula Lambert, Bayshore HealthCare  
 Luann Lederman, CarePartners  
 Kathy Mazza, CBI Home Health  
 Pauline Therrien, ParaMed Home Health Care

## FAMILY-FUNDED PROVIDERS COMMITTEE

Gaye Moffett, GEM Health Care (Chair)  
 Home Care Ontario Members

## THERAPY & REHABILITATION PRACTICE COUNCIL

Jennifer Mills, Quinte & District Rehab (Chair)  
 Home Care Ontario Therapy Providers

## FINANCE COMMITTEE

Janet Daglish, Bayshore HealthCare (Chair)  
 Irene Chang, ParaMed Home Health Care  
 Craig Fossay, ComForCare  
 Sally Harding, Nightingale Nursing  
 John Ross, Spectrum Health Care  
 Nichola Thompson, CarePartners

## GOVERNANCE & MEMBERSHIP COMMITTEE

Cindy Harrison, CommuniCare Therapy (Chair)  
 Saleem Alwani, ComForCare Home Care  
 Steven Brown, Ultima Home Care (non-voting)  
 Sally Harding, Nightingale Nursing  
 Carla Leon, Just Like Family Home Care  
 Michael Lu, CareHop Nursing & Home Care  
 Kelly McWilliams, Acclaim Health (non-voting)  
 Gaye Moffett, GEM Health Care Services  
 Steve Perry, Carefor Health & Community Services

## JOINT HOME CARE ONTARIO/OCSA DIGITAL HEALTH COMMITTEE

### HOME CARE ONTARIO MEMBERS

Cheryl Reid-Haughian (Chair)  
 Heather Binkle, CarePartners  
 Martin Davidek, ParaMed Home Health Care  
 Michael Peng, Bayshore HealthCare  
 Andrew Prahalad, CBI Home Health  
 Peter Ricciardi, Spectrum Health Care  
 Marcel Thibeault, Carefor Health & Community  
 Services  
 Sue VanderBent, CEO

### OCSA MEMBERS

Chantel Arbour, SE Health  
 Gabriel Carneiro, VON  
 Alistair Forsyth, VHA  
 Chantal Jolicouer, AccessCSS  
 Shannon Ketchabaw, Alzheimer's Society Sudbury  
 Jennifer Lalonde, Ottawa West Community  
 Support  
 Deborah Simon, CEO

## JOINT HOME CARE ONTARIO/OCSA NURSING PRACTICE COUNCIL

### HOME CARE ONTARIO MEMBERS

Kelly Baechler, ParaMed Home Health Care (CoChair)  
 Maureen Charlebois, Bayshore HealthCare  
 Maryanne D'Arpino, Spectrum Health Care  
 Kathy Mazza, CBI Home Health  
 Gaye Moffett, GEM Health Care  
 Sue VanderBent, CEO

### OCSA MEMBERS

Sandra Li James, VHA (Co-Chair)  
 Charlie Byer, SE Health  
 Cindy MacQuarrie, VON  
 Tricia Swartz, SE Health  
 Deborah Simon, CEO



# SECRETARY TREASURER'S REPORT



As Secretary-Treasurer, I am pleased to provide the 2025 Financial Report for the fiscal period April 1, 2024 to March 31, 2025 (FY25). Home Care Ontario finished the year with a significant deficit of \$539,834.

FY25 revenues for the Association are derived almost entirely from membership dues collected, which are based on members' individual operating revenues from the previous fiscal year 2023/24. The FY2022/23 years' membership dues were held frozen due to need for recovery from the previous year and impact of COVID on the home care sector. However, FY2023/24 saw large increases in government bill rates, wage enhancement funding, and added volumes of about 9% across the sector. The Finance Committee conducted a review of possible impact on dues and created an analysis with the goal of achieving an overall 5% increase in revenues for the Association. The mill rate was dropped consistently across all revenue categories so all

members would benefit. Home Care Ontario actual membership revenue for FY25 was \$1.02M which was \$29,489 less than the previous year. Unfortunately, we lost some members, despite the reduced mill rate. There is a deficit in operating activities of \$539,539 compared to the previous year of surplus of \$137,388. The Symposium was projected to break even but instead contributed to a loss of \$39,802. The Finance Committee recommends raising the prices of the cost for the Symposium, significantly increasing attendance, or to negotiate a lower cost of managing the project with a third-party event management contract.

Careful monitoring of expenditures was the practice; however, there was a significant liability in the form of a retirement compensation that contributed to the deficit position. The financial statements indicate that the Association still remains in a good financial position with strong operating cash flow. There is some liquidity risk exposure primarily from accounts payable, accrued liability and retention bonus. With the receipt of membership dues on April 15, 2025, this risk is less of a concern. There are lease commitments until April 2028.

Home Care Ontario continues to operate with a very lean infrastructure, relying heavily on external consultants which include Policy Concepts for government and public relations, BoardWalk Group for strategic planning consultation, as well as Cheryl Reid-Haughian Consulting supporting our IT strategy and these expenses are reflected on the income statement under consulting and special projects.

For the FY25, Gilmore and Company, a Chartered Accounting firm, has conducted an Audit of the financials, which confirmed that the financial statements are prepared in accordance with Canadian GAAP. There were no subsequent recommendations from the Auditors Notes which means that adequate financial controls are in place and followed for all day-to-day transactions. A full set of the Financial Statements are available to interested members by contacting the Home Care Ontario office.

*Janet Daglish, Secretary-Treasurer*



# STATEMENT OF FINANCIAL POSITION

AS OF MARCH 31, 2025

| ASSETS                            | 2025               | 2024               |
|-----------------------------------|--------------------|--------------------|
| Cash                              | \$303,858          | \$342,899          |
| Accounts receivable               | 1,650              | -                  |
| Government remittances receivable | 38,781             | 47,601             |
| Investments                       | 458,882            | 358,765            |
| Prepaid expenses                  | 47,827             | 9,068              |
| <b>Sub-total</b>                  | 850,998            | 758,333            |
| Investments                       | 669,081            | 765,439            |
| Property and equipment            | 438                | 732                |
| <b>TOTAL</b>                      | <b>\$1,520,517</b> | <b>\$1,524,504</b> |

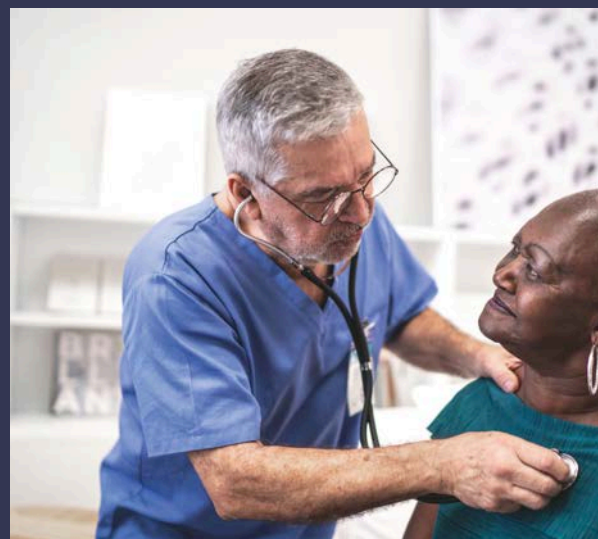
| LIABILITIES                              | 2025               | 2024               |
|--|--------------------|--------------------|
| Accounts payable and Accrued liabilities | \$182,335          | \$170,342          |
| Government remittances payable           | 44,730             | 35,338             |
| Retention bonus                          | -                  | 39,232             |
| Deferred revenue                         | 157,670            | 135,226            |
| Retirement Compensation Accrual          | 528,841            | -                  |
| PSW Recruitment Campaign                 | 87,169             | 84,760             |
| <b>TOTAL</b>                             | 1,000,745          | 464,898            |
|  |                    |                    |
| MEMBER'S SURPLUS                         | 519,772            | \$1,059,606        |
|  | <b>\$1,520,517</b> | <b>\$1,524,504</b> |

# 2024 SYMPOSIUM

On November 27, 2024 Home Care Ontario once again hosted the Symposium. The Symposium was a great success. 157 people registered, including 12 Exhibitors and the day was filled with engaged participants, a compelling program, meaningful discussions and ample networking opportunities. The Omni King Edward Hotel was an exceptional venue and the staff were accommodating and pleasant. Overall attendee feedback about the 2024 Symposium was positive. Members stated that they enjoyed the venue and found the sessions interesting and engaging.

## 2024 FRONT-LINE WORKER OF THE YEAR

At the 2024 Symposium, Home Care Ontario was pleased to present the awards for Care Provider of the Year and for Staffing Coordinator of the Year. The purpose of the Front-Line Worker of the Year Award is to foster and promote better Home Health Care in Ontario. In particular, these awards highlight the contribution of the Home Care Ontario members in supporting their front-line staff by rewarding and recognizing an outstanding Care Provider and a Staffing Coordinator who have gone above and beyond expectations to ensure better care for a Home Care Ontario members' client and their family.



## CARE PROVIDER OF THE YEAR

This year's winner was Charlene Chisholm Brisson, from GEM Health Care Services.



## STAFFING COORDINATOR OF THE YEAR

This year's winner was Lorraine Te Grootenhuis, Personal Support Manager from CarePartners.



# FAMILY-FUNDED 2024-26 STRATEGY

The Family-Funded Providers Committee has been actively engaged in work related to advancing the priority areas identified in their 2024-26 strategy. This included the creation of a Strategy Working Group that was tasked with reviewing possible service delivery/funding options and approaches from other jurisdictions for consideration in Ontario.

The 2024-2026 Family-Funded Strategy has three major priorities:

## **01 ADVOCATE TO GOVERNMENT FOR FINANCIAL INCENTIVES FOR CLIENT AND FAMILY-FUNDED CARE.**

- Home Care Ontario joined a group of other leading health system Associations as part of a “Tax Coalition” with the objective of enhancing the existing Ontario Seniors Care at Home Tax Credit while advocacy continues for elimination of the existing disability certificate requirement. These tax credit goals were featured in the Home Care Ontario PreBudget submission efforts and advocacy campaign.
- An HST exemption for client and family-funded home care services is being pursued and has been raised at the federal and provincial level.

## **02 INCREASE THE REPUTATION, VISIBILITY AND AWARENESS OF THE CLIENT AND FAMILY-FUNDED SECTOR.**

- In March 2025, Home Care Ontario launched an extensive Benchmarking Survey exercise to capture the breadth and depth of the family-funded home care sector in Ontario. All Members who provide family-funded services were encouraged to participate. The final report is expected in summer 2025 and will equip Home Care Ontario with the data to effectively pursue its advocacy goals alongside benchmarking information for Members that can be compared against other home care providers in Ontario and the USA.

## **03 EDUCATE THE GOVERNMENT AND BROADER HEALTH SYSTEM ABOUT THE IMPORTANCE OF CLIENT AND FAMILY-FUNDED HOME CARE DURING HEALTH SYSTEM TRANSFORMATION.**

- As part of its extensive engagement and education campaign for Ontario Health Teams the role and contributions of family-funded providers was significantly featured in messaging and materials.

# SUBMISSIONS, POSITIONS REPORTS

Please visit <https://homecareontario.ca/reports-and-publications/home-care-ontario-publications-news-releases/> to download copies of these documents.

## **LONGWOODS ARTICLE: BETTER CARE FOR OUR AGING POPULATION IS A COLLECTIVE RESPONSIBILITY**

*August 2024*

Written by the Seniors' Care Solution Table: Home Care Ontario, AdvantAge Ontario, CMHA, Ontario Caregiver Coalition, OCFP, OCSA, OHA, OLTCA

Recommendations:

- Expanding services that support, encourage and help Ontarians to age at home.
- Prioritizing the highest-need individuals to ensure they have timely access to long-term care and can avoid unnecessary hospital admissions.
- Bridging services and supports to actively plan for people to return home safely after they are discharged from the hospital.
- Expanding supportive and affordable housing that promotes a home first approach to care.

## **SUBMISSION TO PHIPA**

*September 2024*

Home Care Ontario/OCSA Submission re PHIPA 2004-Proposal Number 24-HLTC020

## **SUBMISSION TO BILL 235 – SUPPORT FOR SENIORS AND CAREGIVERS ACT**

*January 2025*

Home Care Ontario Response to Support for Seniors and Caregivers Act, 2024 and Related Draft Regulations

## **SUBMISSION TO PROPOSED REGULATIONS FOR REDUCING BARRIERS TO PRACTICE AND ENHANCING LABOUR MOBILITY FOR REGULATED HEALTH PROFESSIONALS REGISTERED IN OTHER JURISDICTIONS**

*April 2025*





# SUBMISSIONS, POSITIONS REPORTS

## **2025 PREBUDGET SUBMISSION – HOME NOT HALLWAYS**

*February 2025*

Recommendations:

- Expand Capacity
- Attract and Retain Staff
- Expand the Seniors Care at Home Tax Credit

## **WEBINARS - HSCPOA – HEALTH AND SUPPORTIVE CARE PROVIDERS OVERSIGHT AUTHORITY**

Home Care Ontario hosted an informational webinar with Deborah Cohen, Registration Manager and Daniel Jansen, Complaints and Investigations Manager.

A recording of the webinar is available for Members on the Members' Only website – Health and Supportive Care Providers Oversight.

## **ACCREDITATION**

In 2023, Association Members voted in favour of having Accreditation be a requirement of membership by April 1, 2027. In order to assist non-Accredited Members to complete the Accreditation process, Home Care Ontario hosted a series of webinars by the following Accreditation bodies:

- Jan 21, 2025 – Accreditation Canada: Tina Bedard, Lead, Canadian Market Development & Education
- Feb 11, 2025 – ISO: Jim Moran
- Feb 19, 2024 – CARF: Karen Crichton, Accreditation Advisor

The webinar recordings and presentations are available for members on the Members' Only website - Accreditation.



# CAMPAIGNS

## HOME NOT HALLWAYS

The 'Home Not Hallways' Campaign was launched on December 13, 2024 and ran until March 2025. The Campaign called on government to invest in more hours of home care for Ontarians. Specifically, Home Care Ontario called on government to significantly increase the number of visits and hours of home care by 10% a year for the next three years, which translates into delivering 16.5M more hours of care where people want it – at home. In addition, the Association also called for continued investment to support the home care sector to grow a larger workforce by:

- Further improving front-line compensation
- Providing ongoing specialized training and mentorship to help retain existing, skilled home care staff
- Enhancing The Ontario Seniors Care at Home Tax and removing the existing barriers to support increased Home Care Services for Ontarians

The campaign website and Home Care Ontario's social media accounts continued to promote the public's ongoing desire to age at home and create political pressure to invest in home care. Members were encouraged to share posts on Twitter and LinkedIn using the hashtags #HomeNotHallways and #ONpoli and directing audiences to visit [www.homenothallways.ca](http://www.homenothallways.ca)

The Canadian Association of Retired Persons endorsed Home Care Ontario's Campaign. A joint press release from Bill Van Gorder, Education and Advocacy Officer at CARP and Sue VanderBent, was released on January 28, 2025. This information was emailed to members on January 28 2025. A copy of the press release can be found here: <https://tinyurl.com/2tn78yx4>.

B. Van Gorder was quoted as saying, "The 'home first' approach is a win-win, improving quality of life for older adults while efficiently utilizing healthcare resources. It's high time we prioritize care that keeps our seniors out of 'hospital hallways' and in the comfort of their own homes. We call on all provincial parties to support seniors and prioritize home care in this election."

The Association met with many Ministries about the PreBudget recommendations and was able to reengage with key Ministries and decision makers late in the campaign, including the Ministry of Finance, Ministry of Health, Ministry of Labour Immigration, Training and Skills Development, along with some targeted meetings with Opposition leaders. These meetings were critical opportunities for the Association to provide any further details required by decision makers as they worked to finalize the 2025 Budget. The Association was able to highlight the potential impact of the U.S. tariffs on the sector, including increased demand for Home Care Services, further reinforcing the Associations' key budget recommendations.



# CAMPAIGNS

## HOME CARE HEROES

On April 2, 2025 the Association chose 122 Home Care Heroes as part of our 2025-26 PreBudget Campaign. Home Care Ontario received hundreds of nominations for home care professionals who go 'above and beyond' to make a meaningful difference in the lives of their patients. S. VanderBent had the honour of reaching out to speak to and thank many of our Home Care Heroes.

Both a provincial news release and targeted local releases were shared with media in eight (8) regions of the province to highlight the names of the winning home care professionals in those communities. Please find the provincial release here: <https://www.newswire.ca/news-releases/home-care-ontario-honours-122-home-care-heroes-823447839.html>.

All recipients received a certificate and letter of congratulations from S. VanderBent and were encouraged to celebrate the Home Care Hero(es) winners from each of the organizations by recognizing them on social media, tagging @HomeCareOntario and including the #HomeNotHallways hashtag.





# WORK FOR LIFE

## PSW RECRUITMENT CAMPAIGN

Home Care Ontario has successfully completed the second year of its two-year partnership with the Government of Ontario to deliver the Work for Life campaign, which is a Health Human Resources initiative focused on raising awareness of the opportunities and benefits of becoming a Personal Support Worker (PSW) in Ontario.

The campaign actively promoted financial incentives for PSWs through its multilingual website, targeted events, direct engagement, and advertising efforts.

### From April 2024 to March 2025, key performance highlights included:

- **Digital Advertising:** Reached over 3.1 million people and delivered 13 million impressions across Facebook, Instagram, Google, and YouTube — resulting in 109,000+ link clicks and 486,000+ engagements.
- **Website Performance:** Attracted 113,000 users and generated over 143,000 page views, with 17,000+ engaged sessions (3.29 pages per session).
- **Video Content:** Developed professionally shot, multilingual video content, including two new animated videos, for use across digital platforms.
- **Event Engagement:** Reached nearly 70,000 individuals through 49 events, including job fairs, school outreach, newcomer and employment centre events, and live virtual sessions.
- **Virtual Career Fairs:** Connected job seekers with Home Care Ontario employers across the province.
- **TV & Radio Outreach:** Ran ads on CP24 (442 airings, 70,000+ viewers) and audio news releases on 517 outlets, with a combined national reach of 102 million.
- **Post-Media Campaign:** Advertised across major Ontario news outlets (e.g., Toronto Sun, London Free Press, Ottawa Citizen, etc.) to deliver 15 million impressions and over 34,000 clicks.
- **Multilingual Website:** Maintained a fully accessible recruitment site in English, French, Spanish, Tagalog, and Punjabi to engage diverse communities across Ontario.







2025

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[HTTPS://HOMECAREONTARIO.CA](https://homecareontario.ca)