



HOME CARE AT THE CENTRE

Annual Report 2025-2026

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About Home Care Ontario

Home Care Ontario, The Voice of Home Care in Ontario™, is a member-based organization representing providers of quality home care services from across Ontario. Established in 1987, the Association has a mandate to promote the growth and development of a strong, connected home care sector.

Home Care Ontario members include organizations engaged in, and supportive of, home-based health care. Across the province, service provider organizations deliver 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 54 million hours of publicly and family-funded home care service are provided annually across Ontario.

VISION

Great care happens at home.

MISSION

Elevate home care as the cornerstone of Ontario's integrated health system.

Chair's Report

As the first Baby Boomers turn 80, Ontario faces a simple and urgent question: how do we care for more people, in the right place, with a system already under strain? Home care is no longer a side door to the health system; it is one of the main ways Ontario will meet the needs ahead.

Home Care Ontario spent the past year making that case clearly and consistently. As Chair of the Board of Directors, I am pleased to share this report on the Association's work to put home care at the centre of Ontario's health care future.

In 2025 the Board renewed the Association's leadership and launched the 2025–2029 Strategic Plan. Its priorities — Championing Home Care, Driving System Excellence and Unleashing Sector Capacity — give Home Care Ontario a clear mandate: speak for the sector, strengthen the system, and help providers grow the care Ontarians need.

That work began with advocacy. Home Care Ontario pressed for practical investments in the people and services that keep patients supported at home: workforce funding, stronger support for home care therapies and improvements to the Ontario Seniors Care at Home Tax Credit. Through meetings with government and health system leaders, public awareness work and policy analysis, the Association put forward a plain message: investing in home care helps people receive care where they want to be and helps hospitals use their capacity where it is needed most.

In the past 12 months, the province made historic commitments to home care. In November, Ontario announced \$1.1 billion in funding, building on an earlier \$2 billion commitment. These investments matter because they move care closer to home, support timely hospital discharge and recognize what members see every day: home care can ease pressure across the whole health system.

Home Care Ontario also strengthened the evidence behind its advocacy. Working with Deloitte, the Association updated its analysis of the return on investment generated by home care funding, giving decision-makers a clearer view of the value created when care is delivered earlier, closer to home and at lower cost than institutional alternatives.

A stronger home care system also depends on a stronger workforce. In 2025, renewed provincial funding helped sustain workforce development efforts, including the Work for Life campaign. The campaign reached more prospective Personal Support Workers through community outreach, multilingual resources and practical information about careers in home care.

Association members' work remained just as important. Committees, councils and working groups brought members together on digital health, clinical practice, infection prevention and control, dementia care, family-funded services, quality improvement and governance. The annual symposium gave system leaders, policymakers and providers a place to test ideas, compare experience and focus on what will make care better.

The Board also continued to strengthen the Association itself. New governance guidelines, membership initiatives and evaluation processes helped position Home Care Ontario for steady growth, clearer accountability and greater impact.

Looking ahead, the direction is clear. Ontario's aging population, health system pressures and rising demand all point to the same conclusion: care at home must grow, whether it is publicly funded or family-funded. Home Care Ontario will continue to champion the policies, investments and innovations that help patients and families receive excellent care where they live.

As I conclude my term as Board Chair, I thank our members, Board colleagues and committee members for their collaboration and their contributions to the people we serve. I am confident that Home Care Ontario will keep strengthening the sector and helping build a health care system where more Ontarians can receive care at home – with dignity, confidence and choice.

Sandra Ketchen

Chair, Board of Directors

Home Care Ontario

Message from the CEO

Trust creates the opportunity to lead. Over the past year, Home Care Ontario has continued a long tradition of earning the trust of its members and health care system leaders by strengthening the sector's voice, advancing practical solutions and championing our shared goal of improving patient experience for all Ontarians.

Behind every policy discussion, funding decision and advocacy effort is something deeply personal: a patient recovering at home, a family caring for a loved one or an older adult seeking to remain independent in the community they know and love. Home care makes these moments possible. It improves patient experience, supports timely hospital discharge and creates capacity throughout Ontario's health care system. Above all, it helps people live with greater dignity, comfort and choice.

Advocacy remains Home Care Ontario's foremost responsibility. This year, we advocated for investments in home care, workforce solutions and policies that support providers and the patients they serve. We are guided by the principle that our advocacy's success is measured not by the volume of our voice, but by the impact it has on the tens of thousands of people we serve.

To strengthen that impact, this year we invested in the foundations of effective advocacy: stronger evidence, deeper relationships, broader partnerships and greater member engagement. We also began to implement our new strategic plan, creating opportunities to grow membership and strengthen the collective voice of Ontario's home care sector. These efforts are rooted in a simple belief: when our members succeed, patients benefit.

In the year ahead, we will continue to advocate for the place of home care at the centre of Ontario's health system even as we collaborate to help our sector shape what comes next. The future of home care is not just about greater volumes of service. It is about expanding the boundaries of what can be achieved at home. Advances in technology, evolving models of care and growing demand for aging in place are creating new opportunities to deliver care in ways that enhance the lives of patients and families. Home Care Ontario's role is to help create the conditions that allow our members to seize those opportunities, innovate, grow and improve patient experience.

The trust placed in us by our members carries both responsibility and opportunity. Together, we will continue to expand the boundaries of care at home and, in doing so, help shape a stronger, more sustainable health system for Ontario.

Cameron MacKay

Chief Executive Officer

Home Care Ontario

Governance

BOARD OF DIRECTORS

Sandra Ketchen

Chair
Spectrum Health Care

Chris Wilson

Past Chair
CBI Home Health

Josephine DesLauriers

Vice Chair
CarePartners

Sally Harding

Secretary-Treasurer
Nightingale Nursing

Kari Cuss

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Bayshore HealthCare

Dani DePetrillo

Director / Family-Funded Representative
Right at Home Canada

Cindy Harrison

Director / Therapy Representative
CommuniCare Therapy

Kelly McWilliams

Director / NFP Representative
Acclaim Health

Nadia Surani

Director
St. Joseph's Home Care

Emma Tibbo

Director
Carefor Health & Community Services

COMMITTEES OF THE BOARD

Finance Committee

Oversees the financial health of the Association by monitoring budgets, financial performance, reporting and investments. Provides advice and recommendations to support prudent financial stewardship.

Governance & Membership Committee

Provides recommendations to the Board on governance, board effectiveness and membership matters. Helps ensure strong organizational leadership, sound governance practices and a vibrant membership base.

Nominating Committee

Leads the recruitment, nomination and election of qualified Board candidates. Supports Board succession planning and helps ensure strong leadership for the Association.

Strategic Plan

Our 2025-2029 Strategic Plan, adopted in October 2025, is designed to guide our work as Home Care Ontario’s role evolves – from responding to system issues to working proactively to help to shape the future of care in Ontario. As we work together to reinforce home care’s place at the centre of the province’s health landscape, our commitment to serving members remains unwavering.

The Association’s Strategic Plan has three pillars:

- **Champion home care** | Drive awareness, influence and public perception to establish care at home as a vital solution in Ontario’s health system.
- **Drive system excellence** | Promote equity, quality and integration by aligning the sector around evidence, standards and system-wide outcomes.
- **Unleash sector capacity** | Advocate for the investment, innovation and capacity needed to deliver accessible, high-quality care at home.

2025-2026 New Members

Home Care Ontario was pleased to welcome the following new members to the Association.

Full-Regular Members

- Arcavia Home Care
- Articulate Nursing Ltd.
- Compass Homecare
- Greenstaff Homecare
- Harmony Personal Care Services Inc.
- Nucleus Independent Living
- Paradigm Healthcare Services
- Stay Home Forever Inc.
- The Elder Care Company Ltd.
- The Noble Oak Inc.
- Vitaheal HomeCare Inc.

Associate/Commercial Partners

- Canadian Centre for Accreditation
- CareTech Solutions Inc.
- Domiciliary.ca
- ionMy Canada
- Silver Linings Health Care
- Simplify ISO
- Staffy Canada Inc.

Committees & Practice Councils

COMMUNITIES OF PRACTICE THAT ENHANCE CARE AND DRIVE CHANGE

Home Care Ontario members and representatives collaborate to help the sector shape a sustainable health system while expanding the possibilities of care provided at home. The Association's active communities of practice, some convened in partnership with the Ontario Community Support Association (OCSA), help members anticipate, drive and navigate change – responding to advances in technology, exploring new models of care and answering the growing demand for aging in place.

Dementia Committee

Provides leadership and advice on dementia care issues, best practices and education needs within the home care sector. Supports sector readiness for emerging dementia care policies and frameworks.

Digital Health Committee *

Provides strategic advice and sector leadership on digital health transformation in home and community care. Through its 2026–2027 Digital Action Plan, the Committee is advancing work on interoperability, a minimum data set, responsible AI use and digital infrastructure that supports more coordinated, efficient and patient-centred care at home.

Family-Funded Providers Committee

Advises Home Care Ontario on advocacy priorities and issues affecting family-funded home care services. Helps advance awareness and recognition of this important sector.

IPAC Leaders Committee *

Provides a forum for sharing infection prevention and control (IPAC) knowledge, best practices and emerging issues across member organizations. Promotes consistency and collaboration in IPAC approaches throughout the sector.

Nursing Practice Council *

Advances nursing practice in home and community care through collaboration, standardization, innovation and advocacy. Provides leadership on clinical practice issues and supports workforce development.

Quality & Risk Leaders Committee *

Facilitates information-sharing and collaboration on quality improvement, client safety, risk management and regulatory requirements. Supports members in strengthening quality and risk practices across the sector.

System Transformation Working Group

Supports Home Care Ontario's advocacy and policy work related to the modernization of home care. Identifies emerging issues, shares sector expertise and provides advice on system transformation priorities.

Therapy & Rehabilitation Practice Council

Provides a forum for collaboration on therapy and rehabilitation issues affecting home care. Gathers member input, supports provincial initiatives and advances the interests of therapy and rehabilitation providers.

* Joint committees with OCSA

SYMPOSIUM

SHAPING THE FUTURE OF HOME CARE

Home Care Ontario's November 2025 symposium was our largest to date, bringing nearly 200 leaders and practitioners into the room for a day of candid exchange and future-focused collaboration under the theme "Home Care for the Future." Attendees heard new evidence, tested ideas with peers and connected around the issues that will define the next era of care at home: improving patient experience, strengthening system sustainability, supporting family caregivers, advancing digital health and addressing the distinct needs of rural and northern communities.

For those in the room, the conversation made clear that the home care sector is ready to lead: not waiting for the future to arrive but helping to shape it. The combination of high attendance, energetic engagement and innovative thinking sent a powerful message about the symposium itself: this is where the sector gathers, learns, challenges itself and builds momentum for what comes next.

PANEL SPOTLIGHT

Investments in Home Health Care Show Outsized Returns

The Deloitte panel gave attendees one of the symposium's clearest takeaways: when Ontario invests in home care, the whole health system benefits. Moderated by Home Care Ontario Chair Sandra Ketchen, the session featured Navin Malik of Deloitte, Chris Wilson of CBI Home Health and CEO Cameron MacKay in a discussion of new analysis showing that recent investments have already supported a 21.1% increase in home care service volumes. Deloitte's modelling projected that a further investment of approximately \$256 million could generate more than \$117 million in net benefit – a 46% return on investment – by supporting safer hospital discharge and helping delay or avoid long-term care admissions. For attendees, the message was unmistakable: home care is not a cost pressure to be managed, but a system solution to be scaled.

Front-Line Workers of the Year

Attendees celebrated the contributions of four dedicated home care practitioners, nominated by colleagues and/or clients for their dedication and expertise.

Award Recipient	Care Role	Organization
Lori Knott	Occupational Therapist	Partners In Rehab
Erin Stewart	Registered Practical Nurse	Nightingale Nursing Registry
Clara Palmer	Personal Support Worker (PSW)	Spectrum Health Care
Sunil Mandi	PSW Supervisor	S.R.T. MedStaff

SYMPOSIUM



Research & Advocacy

MAKING AN EVIDENCE-BASED CASE FOR HOME CARE'S VALUE AND IMPACT

Advocacy is at the heart of Home Care Ontario's mission. We work to educate the public, policymakers and our colleagues about the value home health care services deliver and the difference they make. This past year, the Association added to the body of evidence about the impact of home care on care recipients and health systems, and shared our message widely.

Building the evidence base

In 2025, Home Care Ontario commissioned analysis by Deloitte to model the returns on additional investments in home care. Deloitte estimated that a \$256 million investment targeted to help grow and support the home care workforce would deliver 1.9 million more hours of care and provide the government with a 46% return on its investment by moving people out of hospital faster and delaying or avoiding long-term care placements.

In addition to projecting returns on future spending, the analysis also quantified the effects of actual home care investments since 2022, which have enabled contract rate adjustments in several care roles. According to Deloitte, "wage gains have translated to marked growth in service volumes, with PSW service volumes rising 24%, nursing visits increasing 12% and therapist volumes up 5% between 2022 and 2024." With more Ontarians receiving high-quality, timely care at home, Ontario now has the lowest proportion in Canada of long-term care residents who could potentially be supported by home care. These findings affirm that our sector can benefit patients, attract workers to a critical sector and help to ease strain on other parts of the health system.

Making the case for home care at the centre

Home Care Ontario shared its perspective directly with policymakers and with the wider public in 2025. Our submissions to governments and other advocacy efforts included:

- An April 2025 submission to the Ontario Ministry of Health on regulations to enhance labour mobility for regulated health professionals.
- Pre-budget submissions to both the provincial and federal governments in support of investments in home care. In addition to making written recommendations for the 2025-2026 budget, our CEO and Chair presented recommendations to the Standing Committee on Finance and Economic Affairs, and our CEO, Chair and Past Chair made presentations to the Premier's Office, the Treasury Board and the Ministries of Health and Finance.
- A submission to the Ontario Digital Health Standards Team to ensure that updates to the Provincial Health Services Directory Fast Healthcare Interoperability Resources iGuide reflect home care and community care settings.
- A March 2026 op-ed in the *Toronto Sun* by Home Care Ontario CEO Cameron MacKay, calling for improved compensation for home care workers to support attraction and retention, enabling increased home care access and improved sustainability for the wider health system.

Advancing Family-Funded Care

PROGRESS AGAINST THE 2024-2026 STRATEGY

Over the past year, Home Care Ontario has continued to advance the priorities outlined in the 2024-2026 strategy of its Family-Funded Providers Committee. Our advocacy at the federal and provincial levels has sought to address key concerns of family-funded members and the seniors, patients and families they serve. Family-funded home care is increasingly essential to meeting rising demand, yet users continue to face affordability barriers, inconsistent tax treatment and eligibility rules that don't reflect the realities of aging and home-based support.

The Family-Funded Providers Committee has been working to address these concerns by advocating directly with federal decision-makers for important tax changes. We have:

- made the case that requiring a Disability Certificate in order to access the Ontario Seniors Care at Home Tax Credit creates a barrier to accessing this support;
- argued for removing barriers to the Medical Expense Tax Credit for part-time attendant care at home;
- advocated for the expansion of the GST/HST exemption to include personal support services provided by registered Personal Support Workers.

The Association has also strengthened its partnerships with other sector leaders, such as the Canadian Home Care Association, to build additional support for our recommendations within government and across the home care sector.

In response, the federal government announced changes that would streamline the application process and expand the range of health professionals who can certify eligibility and sign Disability Certificates. We welcome these tangible results of our work to date and will continue to take steps to ground family-funded home care as a practical health system solution for seniors, patients and caregivers.

Campaigns

GROWING OUR SECTOR AND SHOWING OUR IMPACT

Home Care Ontario works to strengthen home care's position at the centre of the health system by showing the vital role home care providers already play – and by helping to attract new talent to our sector.

Home Care Heroes

The Home Care Heroes awards recognized individuals who make extraordinary contributions to the lives of home care recipients. We invited nominations of this year's award recipients during the March 2025 "Home Not Hallways" campaign, which called for increased home care funding. In April 2025, we honoured 122 award recipients, recognizing care providers who had been nominated by patients, patients' families, colleagues or others with direct knowledge of their work to provide dignified, high-quality care for patients.

Work for Life

This year, Home Care Ontario extended its partnership with the Government of Ontario to continue delivering the Work for Life campaign, a Health Human Resources initiative to raise awareness of the opportunities and benefits of becoming a Personal Support Worker (PSW) in Ontario. The campaign promoted financial incentives for PSWs through a multilingual website, targeted events, direct engagement and advertising. Its messaging and creative assets were guided in part by focus groups conducted with 110 current, former and prospective PSWs, which found that more than 8 in 10 were drawn to the role primarily by a sense of purpose and a desire to care for others as opposed to more practical considerations.

Campaign performance statistics:

- 3.2 million audience members reached by paid advertising
- 958,000+ engagements with the Work4Life Facebook page
- 55,000+ unique visitors to the Work4Life site
- 17 live events, including job fairs, school events and activations with employment and newcomer centres

Social Media

Over the past several years, Home Care Ontario has built a strong presence on social media, driven in large part by targeted public affairs campaigns supporting the sector's advocacy priorities.

Building on this foundation, the Association took steps this year to establish a more consistent, year-round social media presence, with proactive content delivered on a regular schedule across key platforms. This approach is helping to increase Home Care Ontario's visibility, strengthen engagement with key audiences, and provide ongoing support for the Association's advocacy priorities, including tailored content supporting its pre-budget campaign.

Members can help amplify our collective voice. We encourage all members to follow Home Care Ontario on social media and to like, share and comment on our posts. Every interaction helps broaden our reach and ensures that home care's message reaches more decision-makers, stakeholders and Ontarians.

Secretary-Treasurer's Report

As Secretary-Treasurer, I am pleased to present the 2025-2026 Financial Report for the fiscal year ended March 31, 2026.

Home Care Ontario concluded the year in a stable financial position, reporting a modest deficiency of revenues over expenditures of \$3,566. Total revenues increased to \$1,228,855 from \$1,142,287. Membership dues and contributions remained the Association's principal source of revenue at \$1,060,408, while Symposium revenue increased to \$132,985, resulting in a net profit of \$15,000.

Total expenditures were \$1,232,421, compared with \$1,682,121 in 2025. The significant year-over-year reduction reflects the absence of the retirement compensation expense recognized in the previous year. During 2026, the Association incurred a planned \$81,443 in CEO transition and search costs. Other major expenditures included salaries and benefits, consulting fees, Symposium costs and special projects.

The Association's total assets increased to \$2,172,726 from \$1,520,517. Cash also increased by \$692,401, while short- and long-term investments totalled \$1,163,424. Unrestricted net assets remained stable at \$516,206 at year-end, compared with \$519,772 in 2025.

The financial statements were audited by Doane Grant Thornton LLP, which issued a clean audit opinion confirming that the statements fairly present, in all material respects, the Association's financial position and operating results in accordance with Canadian accounting standards for not-for-profit organizations.

Sally Harding
Secretary-Treasurer

STATEMENT OF FINANCIAL POSITION

Assets	2026	2025
Cash	\$996,259	\$303,858
Short-term investments	\$289,060	\$458,882
Accounts receivable	\$63	\$40,431
Prepaid expenses	\$12,707	\$47,827
Long-term investments	\$874,364	\$669,081
Property and equipment	\$273	\$438
Total assets	\$2,172,726	\$1,520,517
Liabilities and Net Assets	2026	2025
Accounts payable and accrued liabilities	\$335,826	\$182,335
Retirement compensation accrual	\$531,439	\$528,841
Deferred revenue	\$531,446	\$157,670
Government remittances payable	\$35,990	\$44,730
PSW Recruitment Campaign	\$221,819	\$87,169
Total liabilities	\$1,656,520	\$1,000,745
Unrestricted net assets	\$516,206	\$519,772
Total liabilities and net assets	\$2,172,726	\$1,520,517



HOME CARE ONTARIO

THE VOICE OF HOME CARE IN ONTARIO™

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