

**VISION LOSS
REHABILITATION™**
CANADA

**Aim Higher,
Reach Further
2024-2028**



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MISSION

To provide high-quality, integrated, and accessible rehabilitation and healthcare services that enable Canadians impacted by vision loss to live the lives they choose.

VISION

To maximize the health and independence of all individuals with vision loss, through access to service, collaboration, and innovation.



VALUES



EMPOWERMENT

We are empowering and empowered.



PASSION

We are strengthened by a culture that proudly celebrates our clients' achievements as well as our own. We care about what we do, and it shows.



INNOVATION

We embrace forward thinking, creativity, and innovation to best serve our clients.



INTEGRITY

We treat others the way we want to be treated. We are kind, fair, honest, and respectful, and we maintain open and transparent decision-making.



INCLUSIVENESS

We are a community that welcomes all. We embrace one another's differences, and we work to break down barriers that would exclude anyone from being meaningfully engaged in our work.



COLLABORATION

We value the uniqueness of people and perspectives. We believe teamwork is the foundation of success, and we proudly work together to achieve our goals.

Working to build a better tomorrow today.



As we stand at the threshold of a new chapter, we are thrilled to unveil the culmination of a year-long effort to create our new and innovative four-year strategic plan, Aim Higher, Reach Further.

Over the past year, Vision Loss Rehabilitation Canada (VLRC) embarked on the journey to develop a strategic plan that aligns with the Quintuple Aim framework which embodies the principles of enhanced client experiences; better health and wellness outcomes; cost efficiency; team member well-being; and health equity.

Aim Higher, Reach Further embodies our collective vision for the future. It defines our priorities, solidifies our commitments, and charts a clear path to realizing our shared dreams. It's the foundation upon which we'll make decisions, allocate resources, and track our progress – a testament to our unwavering commitment to excellence.

It is the result of countless hours of teamwork, weaving together diverse thoughts, ideas, and insights from our employees, community, clients, their families and

caregivers. The wisdom and direction our Board and committee members provided have also played a pivotal role in charting our path.

It's not just a document; it's the compass that will guide us to a thriving future for us and all Canadians. Its success hinges on achieving meaningful impact with and for our clients, their families, the healthcare community, and every member of our organization.

Thank you for being a part of this journey with us. We are excited about the road ahead and look forward to achieving remarkable milestones together.

A handwritten signature in black ink that reads "Jennifer Urosevic".

Jennifer Urosevic
President and CEO,
Vision Loss
Rehabilitation Canada

A handwritten signature in black ink that reads "John Magill".

John Magill
Board Chair,
Vision Loss
Rehabilitation Canada



Our journey to date.

Since the initiation of our Aim Higher strategic plan in 2020, we have embarked on a transformative journey, committed to enhancing the lives of individuals living with vision loss. The transition from a charity to a provincially funded Health Service Provider marks a strategic evolution in our organizational focus and sustainability.

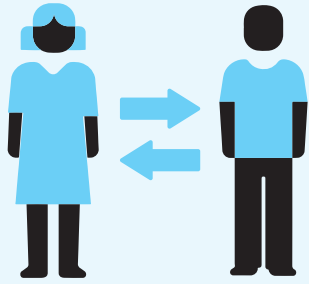
This shift has provided us with the opportunity to adopt an integrated and comprehensive approach to addressing the healthcare challenges faced by Canadians impacted by blindness and low vision. Through this transition, we are strengthening our commitment to improving access to healthcare services, aligning our efforts with broader health initiatives, and ensuring a more sustainable impact on the well-being of those we serve.

The post-pandemic landscape brought both challenges and opportunities to the rehabilitation and healthcare needs of Canadians impacted by blindness and low vision. The increased reliance on virtual platforms has opened new avenues for remote learning and services, allowing individuals to access services from the comfort of their homes.

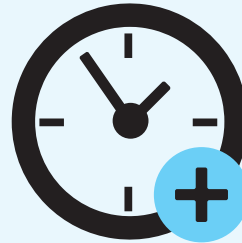
However, the isolation resulting from pandemic-related restrictions has underscored the importance of addressing the unique needs of people who are blind or have low vision. Through collaborative efforts and innovative approaches, we have remained committed to our clients' individual needs.

We are proud to annually serve over 34,000 people with vision loss nationwide, but we know we have more work to do. With an estimated 1.2 million Canadians identifying as having some form of vision loss, there is a pressing need to expand our efforts and ensure that all those with vision loss have access to the vital resources and services they deserve.

Key metrics achieved over the past 4 years



29,871
CLIENT REFERRALS



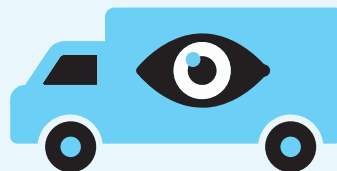
862,470
HOURS OF SERVICE
DELIVERED TO CLIENTS



138,805
LIVES CHANGED!



1000+
UNDERSERVED INDIVIDUALS
SCREENED FOR DIABETIC
RETINOPATHY



18,000+
EYE VAN PATIENTS SEEN IN
OVER 75 COMMUNITIES

Bringing the Quintuple Aim to life.

The Quintuple Aim represents an evolution from the previous Quadruple Aim framework in healthcare (improved patient experience, better outcomes, lower costs, and clinician well-being), now encompassing an additional dimension—health equity. This holistic framework is at the heart of equitable healthcare services, ensuring fairness and justice for all.

Within Aim Higher, Reach Further, the Quintuple Aim guides us in our commitment to elevate the client service experience, enhance client and population health outcomes, secure financial stability and value, improve our team members' well-being, and comprehensively address health equity.

As a Health Service Provider embracing all five dimensions, we aspire to build an all-encompassing approach to client service delivery that enriches diverse experiences and optimizes outcomes, while managing costs.

We are creating a future that meets our shared commitment to excellence, equity, and exceptional service.

How We Got Here

In line with our “Stronger Together” commitment with our partners CNIB and CNIB Deafblind Community Services (DBCS), we ensured their invaluable contributions and insights were heard and implemented as part of our joint goal of levelling the playing field and enhancing opportunities for Canadians who are blind, partially sighted, and Deafblind.

The creation of Aim Higher, Reach Further reaffirms our dedication to transparency and collaboration. Drawing on extensive discussions, input, and valuable insights from our team, clients, families, caregivers, and partners, we have created a path forward that is more holistic, innovative, and promising than ever.

Our strategic plan vividly captures the essence of our joint vision and our firm dedication to our united goal.

Stronger Together



Who we engaged



Engaged with **699 clients** through our customer satisfaction survey.



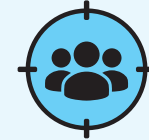
Conducted a targeted and focused qualitative survey reaching over **1400 respondents** across Canada.



Held **6 virtual focus groups** with client participants from across the country.



Held **20 Board and Committee Consultation** and Engagement sessions.



Consulted with employees through **8 internal surveys and 4 focus groups**.



Consulted with people with sight loss from:

- Indigenous groups
- Working-age adults
- Older adults
- Adults aging in place



Consulted with community partners, like:

- Parents of children with sight loss
- Ophthalmologists and optometrists
- Family and professional caregivers

What We Learned

We ensured that every voice is heard, every perspective is valued, and every service is delivered with understanding and empathy.

This is why every part of the Quintuple Aim is supported by four common themes that we refer to as the Four Cs: communication, connection, collaboration, and consistency.

COMMUNICATION

Our clients desire a greater variety of opportunities and ways to connect with the organization, as well as more information on eye health issues, technology, and community resources.

CONNECTION

Building more connections within the vision loss community and VLRC is another priority for our clients. Creating a connection is vital, whether it's more interactions, quarterly newsletters, offering and promoting support groups, events, or mental health support.

COLLABORATION

Our clients want VLRC to continue collaborating with healthcare professionals to remove barriers to vision rehabilitation services. Clients also want a way of being part of projects and initiatives, including ways to provide feedback on the client experience.

CONSISTENCY

VLRC understands the critical importance of delivering our services reliably to our clients. They count on us to make sure resources are always at hand and that we're constantly seeking innovative ways to enhance and refine how we provide our services, making their experience smoother and more integrated.

How we're going to do it.

“ I am forever grateful. This has been my only lifeline of encouragement and understanding. I live alone and without VLRC I would have given up as I was beginning to do. The workers are so kind and patient as well as well trained. ”

- Katya N, VLRC Client



Aim #1: Client-First

Our primary focus is our clients, through personalized vision loss journeys emphasizing support and active involvement. By embracing cultural diversity, we address their needs while emphasizing innovation to enhance their experience. This client-centric approach fosters meaningful relationships and promotes independence, building a stronger community.

We commit to honouring and respecting the diverse needs of our clients.

We will:

- Implement an inclusive service strategy that respects and celebrates the cultural diversity of every client.
- Understand, address, and overcome language barriers.
- Partner with Indigenous healthcare providers, listening, understanding, collaborating, and improving vision rehabilitation services for First Nation, Métis, and Inuit communities.

We commit to providing seamless services and resources every step of the way.

We will:

- Extend our holistic mental health and wellness support for all individuals affected by blindness and low vision across every province and territory.
- Consistently provide evidence-based services at every life stage, ensuring continuity and a personalized experience.
- Champion the well-being of children, youth and families experiencing low vision or blindness while advocating for resource accessibility.

We commit to anticipate and respond to the emerging needs of all those impacted by blindness or low vision.

We will:

- Take the lead in researching, testing, and implementing new technology and models of care to improve our services.

- Enhance our presence within the health data landscape to strengthen integrated care and solidify our position as a voice and impactful contributor.
- Strategically allocate resources to develop and implement innovative programming that proactively addresses current and future client priorities.

We pledge to deliver unparalleled services, dedicated to achieving optimal client outcomes through service excellence.

We will:

- Develop and execute a client engagement strategy aimed at enhancing the client journey, fostering continuous learning from their experiences, and leveraging insights to drive informed business decisions.
- Assess and evaluate both new and standardized services to improve client outcomes.
- Uphold our commitment to our accredited service model, policies, and best practices thereby ensuring service excellence.

“

The EyeVan has given me the opportunity to give back to northern Ontario communities through my services as a resident, practicing ophthalmologist and member of the Medical Advisory Council. Patients, families and the communities are always so grateful that they are able to receive care closer to home, reducing the burden of long distance travel. I always look forward to meeting all the pleasant patients, exploring new areas of rural Ontario, and working with the passionate EyeVan team.

- Christine Law, MD FRCSC DABO, Pediatric Ophthalmology and Adult Strabismus,
Department of Ophthalmology Queen's University

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Aim #2: Broader Reach

Our ambition extends to redefining the landscape of vision loss rehabilitation, setting new benchmarks, and increasing awareness. We prioritize connection, collaborative partnerships, and reaching underserved communities to ensure everyone facing vision loss has access to the support they need. Our goal is seamless integration of vision rehabilitation services, prioritizing inclusivity and equity to make a meaningful impact on the lives of our clients.

We commit to fostering long-term collaborations.

We will:

- Actively listen, learn, and engage in meaningful collaboration with our clients.
- Foster and support our team of vision loss champions through grassroots connections with partners, collaborators, and clients.
- Pursue strategic partnerships that lead to better health outcomes for our clients.

We commit to partnering with underserved communities to increase access to vision rehabilitation services.

We will:

- Broaden access to eye screening within underserved communities.
- Develop and implement a national strategy with underserved populations for equitable access to vision rehabilitation, irrespective of social position.

- Implement a national strategy for rural and remote service delivery so that individuals can access services regardless of where they live.

We commit to leveraging relationships with healthcare professionals to integrate Vision Loss Rehabilitation Canada into the healthcare continuum.

We will:

- Cultivate collaborations with allied health organizations for integrated vision rehabilitation services while also nurturing existing partnerships.
- Increase brand awareness by actively promoting VLRC to healthcare professionals, positioning our organization as a vital partner.
- Implement an integrated healthcare model and “Rapid Response” program in every province and territory.

“ The availability of opportunities to take on new challenges and develop new skills in a safe and supportive environment has reinforced my dedication to work at VLRC. When I identified that I wanted to explore a different type of problem-solving at the organization, I was welcomed at unfamiliar tables and supported by a great management team. My ideas and perspectives were valued, and with that my confidence in the area grew. When a management position became available, I felt prepared to take on the new challenge, and I have been enjoying the growth within the role for over a year now. ”

- Matt Ellies,
Manager Healthcare Integration



Aim #3: Organizational Sustainability

At VLRC, excellence is at our core, fostering a culture of continuous learning and growth where employees are empowered to lead and challenge themselves. We prioritize building a diverse and dynamic team that reflects the communities we serve, to ensure inclusivity, understanding, and empathy in every interaction. Our financial strategy involves diversifying funding sources and advocating for resources to uphold the strength of our organization and the richness of our services, ensuring consistent support for vision loss rehabilitation now and in the future.

We commit to investing in our people to nurture and enrich their working lives.

We will:

- Place employee health and well-being at the heart of our culture.
- Cultivate a “culture of opportunity” so employees can thrive within the organization.
- Expand pathways for career advancement for employees.

We commit to building our workforce to meet client needs now and into the future.


We will:

- Collaborate with academic institutions to educate and spotlight career opportunities within our organization.
- Diversify our workforce to ensure it is inclusive and representative of our clients and meets the needs of the communities we serve.
- Leverage technology to enhance and optimize employee resources and service delivery.

We commit to being a financially sustainable organization to meet the needs of all clients experiencing vision loss.

We will:

- Diversify our financial portfolio.
- Establish an innovation fund to help support the creation of new strategic initiatives.
- Advocate for public investments in funding and innovative programs.



Measuring our success.

As part of Aim Higher, Reach Further, it's imperative that we actively measure our progress and success while upholding our commitment to transparency and accountability. VLRC is dedicated to regularly reporting back and sharing our results with, not only our clients and funders, but with everyone who plays a part in our mission. By doing so, we aim to foster a sense of trust and collaboration within our communities.

But why do we place such a strong emphasis on measurement? The answer is simple: data is the key to enhancing the quality of our services and the entire client experience. The insights we gather through various measurements allows VLRC to identify areas where we excel and those that require improvement.

With this valuable information, we can refine our strategies, make informed decisions, improve the client experience, and ultimately enhance the impact of our work. Our dedication to measurement is a testament to our unwavering commitment to delivering the highest standards of service and support to those we serve.

How we will hold ourselves accountable.



CLIENT FIRST

We will demonstrate our commitment to prioritizing our clients by conducting bi-annual satisfaction surveys and quarterly focus groups. These measures will help us evaluate how effectively we are addressing their unique cultural and socio-economic needs.



BROADER REACH

We will quantify our community outreach efforts by tracking the number of collaborations with community partners and assessing our impact through the increase in clients served from underrepresented communities. Additionally, we will monitor the integration of vision loss rehabilitation services into the broader healthcare continuum by tracking referrals from healthcare providers and analyzing patient outcomes.



ORGANIZATIONAL SUSTAINABILITY

We will use standardized, internationally validated assessment tools to evaluate the effectiveness of our services. Through accreditation we will continue to uphold best practices and maintain strict standards for quality client care by continuously monitoring, evaluating, and improving our services.

VISION LOSS REHABILITATION™

CANADA

Vision Loss Rehabilitation Canada (VLRC) is a not-for-profit national healthcare organization and the leading provider of rehabilitation therapy and healthcare services for individuals with vision loss.

Every year our rehabilitation services help over 36,000 Canadians with vision loss accomplish daily living activities safely and with confidence.

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