



ANNUAL REPORT

2023-2024



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EXECUTIVE DIRECTOR & PRESIDENT MESSAGE

If 2023-24 proves anything, it's that we are so much better together – and when we work together with intent and collaboration, we build a better organization, lasting partnerships and stronger communities. This has been our truth throughout our 45-year history, an anniversary which we are proud to mark in 2024. From humble beginnings in 1979, we have worked hard over the decades to bring the Cheshire vision to life and, as we emerged from the challenges of the pandemic, our resolve has been to strengthen our foundations and get Back to Basics.

Recognizing that this is a journey not a destination, we know that there is still opportunity for improvement, and yet every day we take purposeful steps toward better. Guided by our strategic plan, we have made great strides in achieving our goals and we are so proud to walk alongside all you as we continue moving forward together.

As always, we are struck by the kindness and compassion of our staff - we see it every single day across the organization:

- In the way that care is provided to our consumers - PA's always seeing the person first while responding to a myriad of requests;
- With our Team Assistants, fielding calls and calmly navigating both staff and consumers to ensure supports are in place;
- On the calls of our intake team - taking the time needed to research options and support people through crisis;

- Our Program Managers - always looking out for the needs of the hub and supporting staff and consumers through difficult situation after another;
- Our LEGHO team - ensuring those coming home from hospital are connected and cared for in a time of great stress;
- and the compassion from our Finance, HR and administrative teams who take time to respond to your questions, set new staff up for success and keep us all paid, safe and cared for.

This compassion extends to our Board of Directors, who volunteer their time and expertise to lead and support the organization toward achieving success. They are an incredible resource to lean on and bring such passion and energy to the work they do.

Partnership and collaboration have been key to our success throughout our 45-year history, and this year has been exceptional as we work alongside our system and sector partners to build a better tomorrow for Cheshire, our consumers and the communities in which we live.

It takes all of us working in tandem to ensure we are providing the best service possible. It has been a lot of hard work, but it is work which makes the lives of others just that little bit easier. It is work with purpose and meaning and impact.

Thank you just doesn't seem enough...but from the bottom of our hearts, THANK YOU for your support in making 2023-24 a successful year!



A handwritten signature in black ink, appearing to read 'Angela McMillan', is positioned above the name and title.

ANGELA MCMILLAN
EXECUTIVE DIRECTOR

A handwritten signature in black ink, appearing to read 'Mike Lang', is positioned above the name and title.

MIKE LANG
BOARD PRESIDENT

CESHIRE BY THE NUMBERS 2023 - 2024 AT A GLANCE



2023-24 STRATEGIC INITIATIVE HIGHLIGHTS

Deliver excellent quality, person-centred services

As an accredited organization, Cheshire is committed to ensuring high quality services built on best practices. Our ongoing journey toward better continued throughout 2023-24 with improved service-related performance outcomes and positive improvements in satisfaction levels for those served.

2023-24 was an exciting year as we launched myCheshire, a secure consumer portal designed to improve communication and give our consumers greater control over services. Developed in partnership with the Consumer Advisory Council, myCheshire:

- is an easy-to-use, secure platform
- provides easy access to schedules and information
- provides confirmation of which Personal Attendant will be visiting in real time

Special thanks to Carri B., the Consumer Advisory Council and the team at Goldcare for helping to make this dream a reality.

We have also renewed our focus on getting back to basics and the importance of “the little things” as key to ensuring good quality, person-centred care. With this, we were delighted to launch a newly created “Back to Basics” video which was made Better Together through the support and input of our consumers. The video was unveiled at our All-Staff Meetings in the fall as a special thank you to our teams for the difference they make each and every day in the lives of others.

This multi-year strategy includes engaged learning on specific topics with all teams as well as a return to in-person All Staff Education Days to build staff skills and best practices. In 2023-24, our already robust Education Plan was expanded to include training on supporting individuals with Mental Health Needs as well as Wound Support training.

Our goal of building strong, well-trained teams who are responsive to the needs of our consumers ensures that recipients of Cheshire services receive the best possible care and allows them to remain independent and in their own homes for as long as possible.



As a recipient of this service for my husband and now for myself, I cannot possibly sing your praises loud enough!!!!

You do everything you can to accommodate our needs.

You hire only the very best, caring, compassionate and energetic staff!!!

By now, my 94-year-old husband would have had to go into care and I know would no longer be alive, let alone happily living at home with me. Because of my own palliative care needs, I could not manage his care along with the recommendations of my medical team.

Living in gratitude for all you do.”

MAKIN' IT Happen

Be the employer of choice

Staff Development has been a key focus throughout 2023-24 with investments in enhancing the skills of our front-line teams as noted above; and by providing new opportunities to learn for future growth with the development of our 6-week Pathways for Development Program.

Program goals included:

- Support staff in developing their skills.
- Create opportunities for staff to build a better idea of how they want to develop their own careers.
- Introduce staff to different teams and departments to develop a better understanding of how the organization works.
- Experience diverse ideas and viewpoints.

2023-24 also saw the launch of our ***Make the Days Count*** Initiative. Recognizing that there are so many of our staff who demonstrate exemplary attendance, we have committed to celebrate and recognize those individuals with a little thank you and a chance at a big reward.

We extend a big thanks to Barb W, a Personal Attendant in our Elgin Program for the suggestion. Staff attendance improved by 6% in 2023-24, and I'm certain your big idea helped in making that happen.

Cheshire is invested in building strong, authentic leaders to support our teams and have spent focused energy in this area throughout 2023-24 with education and engaged discussion on the topics of trust, collaboration, conflict, accountability and change management.

With thanks to our Ontario Health Team partnerships, we were able to offer additional free leadership training in Mental Health First Aid (Elgin OHT) and the Institute for Healthcare Improvement's Quality and Safety Certification (Oxford OHT and Tillsonburg Hospital). Proving, once again that, as a community, we are Better Together!

Special thank you goes out to our Education Committee, Wellness Committee, Health and Safety Committees, Cultural Humility Committee and Pathways for Development Working Groups for moving these (and other!) initiatives forward.

It takes all of us pulling together to see results...and with an 11% increase in staff satisfaction, and a 38% decrease in staff turnover; we have definitely seen results!



**“DON’T
COUNT THE DAYS;
MAKE THE DAYS
COUNT.”**
- MUHAMMAD ALI

Thank you 

Be a systems change leader

This is an exciting time for the Community Support Services Sector, with a stronger influence than we've ever had before; and Cheshire is proud to be a representative and sector leader at many tables across the system. These are busy times, but they are also purposeful and full of hope for the future.

As a highly engaged system partner, Cheshire participates locally, regionally and provincially to bring the voice of our communities, our sector, our staff and our consumers to the forefront. We are proud and active members of four Ontario Health Teams (OHT); working alongside our system partners to collaboratively find new ways of organizing and delivering care in our communities. (Middlesex London OHT, Elgin OHT, Oxford OHT and Huron-Perth OHT).

Cheshire continues to promote the value of community-based services from both a quality of life perspective and a cost-effective solution to health system pressures. In 2023-24 we met with Members of Provincial Parliament, Funders and Associations telling "Lou's Story" and highlighting the value of the right service at the right time as not only the right thing for Lou, but for the health system as a whole.

In 2023-24 Cheshire was pleased to expand the Let's Go Home Program (LEGHO) in London Middlesex, with the support of Ontario Health. The LEGHO Program is a comprehensive and collaborative approach to support patients in successful discharge home from hospital. It provides patients with access to a menu of free services for a short period thus giving them time to rebuild their strength and regain their ability to live independently.

We are grateful to be working closely with the Health System Recovery Table, Access and Flow Advisory Table and London Health Sciences Centre to continue to test new models of access which allow us to continue to be Better Together...and are, as always, thankful for the ongoing collaboration with our CSS partners, Ontario Health@Home, Ontario Health and our local hospitals.

The LEGHO program is receiving a great deal of system interest as a key resource in Health System Recovery by ensuring appropriate and timely access to health resources both in the community and in hospital.

Lou's story - Assisted Living Services

"Lou" suffered a catastrophic stroke in 2014. He was transferred from Acute Care to Complex Care in February 2015 and designated "Alternate Level of Care" in 2016. A year later, he was transferred from hospital to Long Term Care where he lived for 4 years.

In 2020, a space became available in Supportive Housing and Lou moved back to the community, where he continues to be successfully supported by Cheshire services, freeing up a space in long term care for someone who truly needs it.

For Lou, receiving the right service, at the right time could have saved the system a total of \$486,000.

For every year that Lou is supported in the community there is an additional cost savings to the health system. As of 2024, this savings totals \$134,000.

Strengthen our sustainability

Throughout our 3-year Strategic Plan, a key focus has been in building and nurturing a sustainable work force; one which is able to respond to the needs of our consumers today and into the future. Our staff are, without a doubt, our most important resource; and in 2023-24 we saw ourselves moving from a mode of pandemic response and recovery to one of growth and opportunity. After many years of static growth, we were now able to bring on new consumers and are thankful to Ontario Health West for the funding which allowed us to make that happen.

This new growth also opened opportunities for new housing partnerships, and in 2023-24 we were so pleased to collaborate with Homes Unlimited in their new venture in the Pond Mills area of London – ensuring access to affordable and accessible housing for new consumers coming on to service.

We know that, for many people, housing IS health, and the combination of housing plus service is key to independent living. Affordable housing is a key area of concern across the province, and we are so thankful for the many strong and dedicated housing partnerships we have established in our communities.

In 2023-24 Cheshire worked with the University of Western Ontario (UWO) Community Engaged Learning Program and the Occupational Therapy (OT) Students. This is our 2nd year participating in the program and we have been so impressed by the talent of our future health system leaders. The students developed comprehensive tools and resources on key topics such as: stress and burnout; grief, bereavement and end of life planning, and; support for staff returning to work after an injury/leave. A huge thank you to UWO for choosing us as your community partner and for further supporting the sustainability and safety of our workforce!

As we look to the future, we were delighted to continue our strong existing partnership with Dale Brain Injury Services with the hiring of a shared Director of Finance, supporting the financial health of both organizations. This new role allows us to be Better Together by creating efficiencies in our collective finance departments while ensuring that we were able to secure the highest caliber of staff to guide us into the future.

Diana Taplashvily joined our team in this joint role in February 2024 and settled quickly into the work. We are excited at the opportunities this creates for shared services and look forward to seeing where this new collaboration takes us in the years ahead.



CELEBRATING 45 YEARS!

THANK YOU FOR BEING A PART OF THE STORY

1970's – New Beginnings



Ribbon Cutting Ceremony
June 23rd, 1979

Led by Nancy Skinner and the Action League for the Physically Handicapped, work began toward the creation of a small group home in London, Ontario which eventually became incorporated as Cheshire Homes of London, Inc.

On June 23, 1979 we opened our first doors to an 8-bed group home on Princess Ave. The **Group Home** has since moved to Topping Lane, which was built by Cheshire in the 1990's.

1980's – Early Growth

Attendant Outreach saw huge growth with programs developed and implemented in London (1984), Elgin (1987), Oxford (1986), Huron (1989) and Perth (1987).



New supportive housing sites also opened in London with a **Cherryhill** partnership in 1981 and a Cheshire-built accessible site at 98 **Baseline** in 1985.

Breaking Ground at 98 Baseline Rd.

1990's – Supportive Housing Development

Supportive Housing continued to expand in London and into the counties with **Belmont St.** in London (1994), **St. Thomas** and **Stratford** sites in 1999 and early discussions for **Woodstock**, which eventually opened in 2001. In May 1990, the Attendant Care Action Coalition, the Centre for Independent living and Cheshire organized the first-ever provincial consumer conference, at Woodeden Camp. This work became the foundation for Direct Funding in Ontario.

2000's – International Impact

In 2006 Cheshire participated in proceedings at the UN Convention of the Rights of Persons with Disabilities. In 2008, the Leonard Cheshire Disability Global Alliance was established to protect the Cheshire name and established international standards for assisting people with disabilities.

2010's – Transforming Care

The first decade of the new millennium saw transformation and expansion in new ways. In 2010, Cheshire extended services with the **Senior Supports for Daily Living** program in London. In 2015, we implemented a Neighbourhood Hub-model of service delivery which allowed us to provide community-based assisted living services; and in 2018 we became the Lead Agency for Community Support Services in London Middlesex and established **Central Intake** in collaboration with our CSS partners.

2020's – Resilience

In the face of a Global Pandemic, Cheshire continued to lead the way by working with the United Way in distributing much needed supplies to members of our communities.



Growth continued with new housing partnerships established in London, a new supportive housing program in **London East** at Residenza Ortona in 2020. Central Intake also expanded to include the **Let's Go Home Program** in 2023, providing supported, wraparound discharge support from hospitals in London-Middlesex.

Into the Future – System Change

Cheshire continues to influence change at system tables both locally and provincially – bringing the voice of our staff and consumers to the forefront; identifying new opportunities and driving forward new ideas which will promote and redefine community-based care for future generations. We can't wait to see what comes next!

SOCIAL MEDIA ANALYTICS



Our work with Cheshire began April 2023, where we have been posting twice a week to LinkedIn, Instagram, and Facebook with the main goals being: creating a cohesive brand image, showcasing Cheshire’s mission, and increasing recruitment.

With this in mind, the themes we’ve posted about have been:

- Recruitment Announcements
- Special Days
- History of Cheshire
- Mission Moments
- Employee Testimonials
- Consumer Case Studies
- Accomplishments
- Description of Services



KPI (Key Performance Indicators)

- **Engagement:** actions that reflect and measure how much your audience interacts with your content. Social media engagement can include likes, comments and shares, but varies by platform.
- **Impressions:** the number of times your content is displayed, no matter if it was clicked or not.
- **Reach:** the number of unique people who see your content, no matter if they follow you or not.

September 2023 vs. Current Numbers

Instagram Sept 2023	Facebook Sept 2023	LinkedIn Sept 2023
Followers: 125	Followers: 539 Likes: 508	Followers: 45
Instagram today	Facebook today	LinkedIn today
Followers: 130	Followers: 573 Likes: 530	Followers: 97

Overall KPI’s (Instagram, Facebook, LinkedIn)

Post Reach 52,158 Total Impressions -25%	Video Views 865 Video Views (3-sec) +91%
Post Engagement 1,386 Public Engagements +5%	Link Clicks 442 Link Clicks -1%
1.73% Public Engagement Rate (ER)	2.46% Click Through Rate

Key Takeaways

- Facebook is the best performing platform overall, so in the future if you ever decide to launch a social campaign, focusing your efforts on Facebook would be very beneficial.
- On Instagram and Facebook, the best performing posts in terms of engagement rate feature employee content, showing that people want to know more about Cheshire’s internal culture.
- Overall, we should continue doing Wellness posts, and “Special Days” posts that are more specific to Cheshire’s overall values, continuing to tie them to the organization, and why they are important to Cheshire.

2023-24 SERVICE RECOGNITION AWARDS

2 Years

Anna R.
Chassity H.
Christella S.
Cynthia A.
Damian W.
Esther W.
Funmilolo E.
Genevive O.
Ghaida H.
Jodi Y.
Julian T.
Juliana M. C.
Katrina K.
Klaudia L.
Kyle F.
Krystal M.
Leah K.
Lina R.
Luisa R.
Margaret W.
Marianne F.
Marie Chantal M.
Mercedes W.
Miranda J.
Mirjana P.
Miyoungh K.
Mukusolo Blessing E.
Olalekan A.
Rachael M.
Rebecca V.
Sarah R.
Shila V.
Stefanie L.

5 years

Angela B.
Chukwuebuka E.
Iveta L.H.
Jenifer A.
Jeraldina N.
Kayla K.
Katelyn M.
Lan T.
Mark N.
Melinda L.
Patty D.
Sandra F.
Shannon B.
Shelly J.
Sheryl M.
Sherry P.
Shu Min L.
Stacey C.
Uchechukwu E.
Valentina C.

10 years

Abeny K.
Amanda R.
Crystal W.
Dana W.
Estelle M.
Hope P.M.
Jennifer G.
Joeslyn W.
Kristy D.
Lucille N.
Maureen B.
Michaela P.
Mulu Y.
Rebecca C.
Sheila K.
Shirley W.

15 years

Elena S.
Jessica S.
Marnie R.
Rita E.
Sharon R.

20 years

Christina M.
Luba Y.
Sandra V.

25 years

Colleen V.
Jodi H.
Leslie C.
Tracy S.

30 years

Karlene B.
Tracy C.

Congratulations

EVERYDAY HERO & LEADERSHIP AWARDS

On behalf of the Board and Senior Leadership, please join me in congratulating the following Award Recipients:

Everyday Hero Award

This prestigious award is designed to honour someone who makes a difference everyday by providing person centered support in a way that is respectful, supports independence and embodies the characteristics of an Everyday Hero. Winners must receive a nomination from both a consumer and a team member in order to be considered.



Congratulations to our 2024 Everyday Heroes:

- Lan T. Oxford

"Lan's compassion for each consumer shines in her day to day work."

- Linda F., Oxford

"Linda is an excellent PSW! Very caring, kind and thorough - she's got a good attitude and is a true joy to be around"



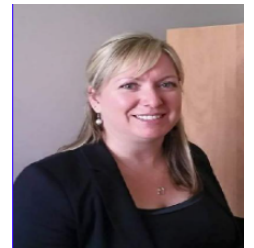
Judith Fisher Everyday Leadership Award

This prestigious award is designed to honour someone who demonstrates the values of Everyday Leadership, and the concept that anyone can be a Leader if they have the passion, drive and commitment to improve themselves and the lives of those around them. Winners must be nominated by a colleague through a comprehensive application process.

Congratulations to our 2024 Everyday Leader:

- Carri B., IT Coordinator

"I admire Carri for her dedication, not just for her department; but for the whole organization!"



Each of our winners will receive a plaque honouring their achievement and a prize of \$500.

*Thank you for
going above
& beyond.*

THANK YOU FOR YOUR SUPPORT

The Cheshire Fund provides support which allows adults with disabilities and frail seniors to live their Everyday Dreams and provides much needed assistance in the purchase of costly but essential equipment.

We take for granted the things we can do without a second thought...going to a wedding, a family reunion, a hockey game. For someone with a disability, who is reliant on assistance, these everyday things become dreams outside their reach.

It is only through the generosity of our donors that Cheshire is able to make these Everyday Dreams come true, and for this we are truly thankful.

Barb & Mike Prudhomme

Ralph Nixon

Terry and Ronald Yeo

Jeffrey Kustermans

Ahria Consulting

Mary Roberts

Marion Hummel

Pia O'Leary

Heather Hummel

John Dickinson

Cathy McPhail

Deborah Boyce

Lavon Field

Martin Smye

Jack Nelligan

All employees who donate through employee deductions



SIMPLIFIED FINANCIAL STATEMENTS

Operating Fund

Balance Sheet as at March 31, 2024

Assets	2024	2023
The organization keeps cash on hand in the accounts with the Toronto-Dominion Bank	\$ 4,045,062	\$ 2,027,656
Investments	\$ 144,213	\$ 138,531
At any point in time we have amounts owing to the organization	\$ 207,567	\$ 769,663
We have prepaid certain expenses	\$ 148,062	\$ 132,607
The organization owns building, equipment, furniture and fixtures used in operations (net book value)	\$ 1,262,183	\$ 1,307,090
	\$ 5,807,087	\$ 4,375,547

Replacement Reserve Fund

The organization keeps cash on hand in the accounts with the Toronto-Dominion Bank (these funds are used to replace assets at various locations)	\$ 22,257	\$ 56,912
Investments	\$ 118,868	\$ 113,787
	\$ 141,125	\$ 170,699

Cheshire Fund

Cash	\$ 40,384	\$ 47,527
Investments	\$ 1,191,838	\$ 1,093,649
	\$ 1,232,222	\$ 1,141,176
Total Assets	\$ 7,180,434	\$ 5,687,422



Liabilities	2024	2023
Accounts payable	\$ 5,222,828	\$ 3,946,632
The organization owes mortgages on the buildings it owns	\$ 0	\$ 0
Fund equity	\$ 584,259	\$ 428,915
	\$ 5,807,087	\$ 4,375,547
Replacement Reserve Fund		
Due to Operating Fund	\$ 57,835	\$ 48,456
Fund equity	\$ 83,290	\$ 122,243
	\$ 141,125	\$ 170,699
Cheshire Fund		
The organization has established a Fund to finance non-budgeted costs	\$ 1,232,222	\$ 1,141,176
Total Liabilities	\$ 7,180,434	\$ 5,687,422

Income Statement for the year ended March 31, 2024

Revenue	2024	2023
Most of our revenue comes from various government agencies	\$ 20,674,331	\$ 18,642,625
Rental income	\$ 227,976	\$ 229,790
Interest income	\$ 106,175	\$ 30,414
Other income	\$ 332,882	\$ 533,123
	\$ 21,341,364	\$ 19,435,952
Expenses		
Personnel: staff salaries and benefits	\$ 16,357,005	\$ 15,903,354
Purchased services: we hire outside help to assist our consumers	\$ 580,693	\$ 600,469
Rent: we rent premises for some of our consumers	\$ 424,185	\$ 441,110
Transportation	\$ 405,591	\$ 353,450
Interest: we pay interest on our mortgages	\$ -	\$ -
Appropriations to replacement reserves: we allocated funds to replace worn out equipment	\$ 69,388	\$ 29,200
Depreciation	\$ 141,098	\$ 161,335
General and administrative: all other costs	\$ 2,509,183	\$ 1,847,446
	\$ 20,487,143	\$ 19,336,364
Excess of revenue over expenses for the year	\$ 854,221	\$ 99,588



Contact Information :

Cheshire Homes of London Inc. 1111 Elias Street, Unit 2
London, Ontario N5W 5L1
London: 519-439-4246
Fax: 519-439-4815
Charitable No. 13180 4940 RR0001

