

ANNUAL REPORT

2025-2026



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A MESSAGE OF GRATITUDE FROM THE ACTING EXECUTIVE DIRECTOR & BOARD PRESIDENT

The 2025-2026 year has been one of growth, collaboration, and meaningful progress for Cheshire. Together, we have expanded programs, strengthened existing partnerships, and built new relationships that enhance our ability to support the people and communities we serve.

As we reflect on the past year, we do so with deep gratitude for the many individuals and organizations whose dedication, expertise, and commitment have made our accomplishments possible.

To our staff, thank you for your compassion, professionalism, and unwavering commitment to person-centred support. The impact of your work is felt every day in the lives of those you serve, and your dedication continues to make a meaningful difference in our community.

To our leadership team, thank you for providing the vision, guidance, and inspiration that help us navigate challenges and embrace opportunities. Your commitment to our mission, our staff, and our community strengthens Cheshire and positions us for continued success.

To our administrative and support teams, thank you for being the foundation of our organization and trusted stewards of our resources. While much of your work happens behind the scenes, your expertise, dedication, and attention to detail are essential to everything we accomplish.

To the individuals we support and their families, thank you for your trust, partnership, and advocacy. Your experiences, perspectives, and voices remind us of the importance of listening, learning, and ensuring that the services we provide continue to reflect your needs and aspirations.

To our Board of Directors, thank you for your leadership, governance, and strategic vision. Your guidance has been instrumental in helping Cheshire navigate change while remaining focused on what matters most: improving the lives of the people and communities we serve.

We are deeply grateful to our partners and funders, including Ontario Health West, the Ontario Health Teams across Middlesex-London, Elgin, Oxford, and Huron-Perth, as well as our partners in hospitals, primary care, and Ontario Health at Home. We are especially thankful for our valued network of Community Support Services partners. Together, we can provide coordinated, person-centred care and support, recognizing that meaningful community impact is achieved through collaboration.

We also extend our sincere appreciation to our partners at Dale Brain Injury Services as we continue to explore opportunities for greater collaboration and integration through shared services and functions. We look forward to building on this important relationship in the years ahead.

As we look to the future, we do so with optimism and renewed purpose. Together, we will continue to strengthen partnerships, embrace innovation, and work collaboratively toward a future where individuals and communities have the support they need to thrive.



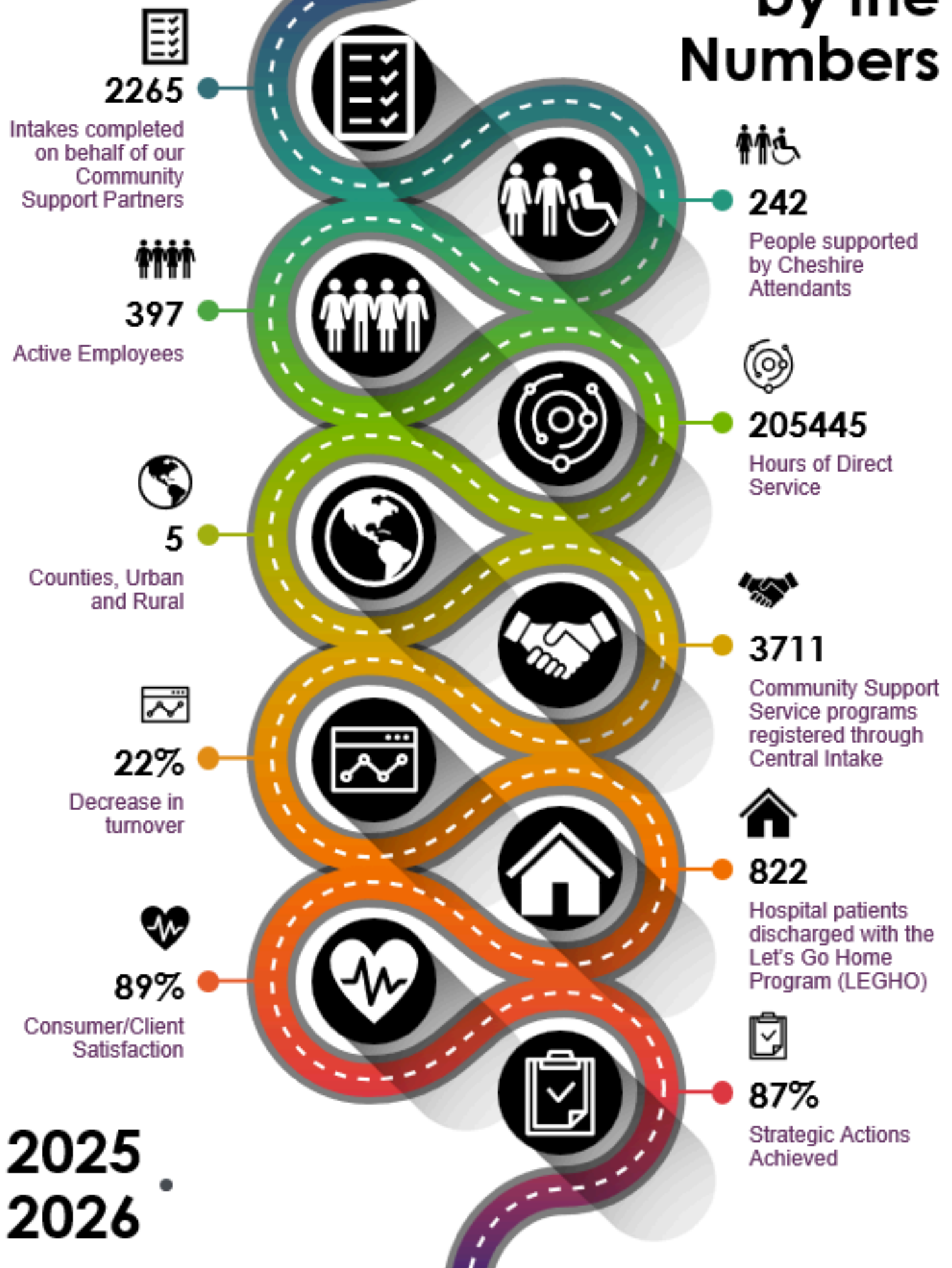
A handwritten signature in black ink, appearing to read 'J. Borowiec', written over a light blue horizontal line.

**JUSTYNA
BOROWIEC**
EXECUTIVE DIRECTOR

A handwritten signature in black ink, appearing to read 'Mike Lang', written over a light blue horizontal line.

MIKE LANG
BOARD PRESIDENT

Cheshire by the Numbers



ANNUAL SUMMARY REPORT: 2025 - 26 ACCOMPLISHMENTS

2025-2026 was a year of growth, collaboration and meaningful progress for Cheshire Independent Living Services. Guided by our new Strategic Plan and Priorities - each initiative, whether large or small, reflects our Vision, Mission and Core Principles/Values. We are pleased to share the 2025-26 key accomplishments which were only possible through the support and collaboration of our staff, consumers, clients and partners.

Deliver Excellent Quality, Person-Centred Services

We will enhance the quality and integrity of our services focusing on the importance of doing the little things well.

We will strengthen partnerships to better meet the comprehensive needs of the people we serve (e.g. mental health, housing).

We will increase independence opportunities of person's served through better connections to community resources.

- Guided by continuous quality improvement and feedback from consumers and employees, Cheshire launched the next phase of its Back-to-Basics series at the program level. By focusing on the consumer perspective, self-care, and team collaboration, the series aims to improve service quality while addressing factors that affect well-being and teamwork.
- In addition to improving service quality for consumers, Cheshire supports people across London-Middlesex through the London-Middlesex Community Support Services (CSS) Central Intake program. This program connects older adults with Community Support Services and Ontario Health at Home, allowing them to tell their story only once. Connecting people with the right services can improve health and reduce caregiver burnout. In 2025-2026, the program supported 2,265 individuals.
- The Let's Go Home program supports timely hospital discharges for older adults with complex medical needs in London and Middlesex. In 2025-2026, Cheshire received one-time funding to expand the program, enabling 822 individuals to return home sooner with the right supports in place.
- Through funding aimed at helping people remain at home and reducing hospital stays, Cheshire expanded Assisted Living Services in London's SoHo area. We are sincerely grateful for this opportunity.
- As part of its commitment to continuous quality improvement, Cheshire undergoes a CARF survey every three years. CARF Accreditation is a comprehensive process that evaluates an organization's services, policies, and practices against internationally recognized standards. It includes self-assessment, stakeholder engagement, and an on-site review of policies and processes by CARF reviewers. Their recommendations help organizations strengthen service quality, accountability, and client outcomes.
- We are pleased to share that Cheshire achieved a three-year accreditation. We thank Krystal M., Leslie C., and Jennifer G. for their leadership and support throughout this important process.

Be the Employer of Choice

Foster a caring culture where staff thrive inclusive of effective communication, engagement, development, health & well-being supports, recognition and improved total compensation.

- In 2025–2026, Cheshire strengthened workforce stability and reduced staff turnover. The Human Resources Team supported all programs through focused recruitment and retention efforts, including regular updates to employees about wellness resources available through the Employee Assistance Program.
- Cheshire's Health and Safety Training Program continues to attract interest from other organizations. This interest led to a new training partnership, which we hope to expand.
- Under the leadership of the Staff Educator, Cheshire redesigned its new employee training program to improve the consumer and staff experience and brought all training in-house. One-time funding was used to upgrade the training room with equipment that allows staff to practise tasks in a classroom setting. The new approach has been very well received. Thank you, Taylor, for joining Cheshire and guiding this transformation.
- In addition to redesigning Cheshire's orientation program, the IT Coordinators developed cybersecurity training for all staff. Recognizing the serious consequences of cyberattacks, the training is designed to increase awareness and reduce cybersecurity risks.

Be a Systems Change Leader

We will ensure the work we do influences health system transformation. We will influence housing strategies to ensure they are accessible and affordable. With our partners, we will proactively build a community health human resources strategy.

- The Community Support Services sector has a stronger voice in the health system than ever before. Cheshire is proud to serve as both a representative and sector leader at tables across the system. Our active participation and understanding of sector priorities enable us to align our work with broader system goals.
- As a highly engaged system partner, Cheshire participates locally, regionally, and provincially to bring forward the perspectives of our communities, sector, staff, and consumers. We are proud to be active members of four Ontario Health Teams—Middlesex London, Elgin, Oxford, and Huron-Perth—working alongside system partners to identify collaborative approaches to organizing and delivering care in our communities.
- 2025–2026 marked the beginning of a partnership between Cheshire and the Southwest Middlesex Health Centre, where a London–Middlesex CSS Intake Coordinator supports the work of clinical staff. While primary care professionals address their patients' medical needs, the coordinator connects those patients with Community Support Services and other resources.
- One-time funding enabled Cheshire to hire a Project Manager to explore a shared staffing model, joint education opportunities, and stronger collaboration among primary care and cross-sector providers serving rural Middlesex County. This work led to the creation of the Community Wellness Hub Working Group, which brings together Community Support Services, primary care, the County, the Middlesex London Ontario Health Team, and Ontario Health at Home. The group's goal is to improve transitions for people navigating health challenges in the rural Mount Brydges area.

Strengthen Our Sustainability

We will advance our mandate by responding quickly to funding opportunities

We will create collaboration and integrations to better use our resources

We will heighten our presence in the community and healthcare system

We will explore becoming a Training Centre for person-centred care

We are grateful to Ontario Health West for funding that enabled Cheshire to expand the LEGHO program in response to increased demand. New one-time-to-base funding for assisted living also allowed us to expand our partnership with Zerin Development, increasing access to affordable, accessible housing for individuals transitioning home from hospital. This funding also supported the recruitment of a Client Services Coordinator to provide community navigation services to individuals living at South Street and in the surrounding area.

We look forward to continuing our strong partnership with Dale Brain Injury Services as we explore opportunities to share resources.

Cheshire actively participates in tables led by the Middlesex London Ontario Health Team. We look forward to strengthening this partnership and pursuing future opportunities for collaboration. Although we continue to face pressures, we remain optimistic about the opportunities ahead.



Thank you!

2025-26 SERVICE RECOGNITION AWARDS

2 Years

Haley A.
Blessing A.
Onyedika A.
November A.
Mary A.
Racheal A.
Denise A.
Melissa B.
Romina B.
Kemka C.
Lee-Ann C.
Alessandra D.
Queeneth E.
Tatiana F.
Linda F.
Tiffany G.
Samantha H.
Chinyere I.
Karla J.
Olumide K.
Suresh K.
Mike K.
Saugat L.
Stephen L.
Andrea M.
Uche M.

Gabrielle M.
Taylor M.
Aime N.
Emeka O.
Onyeche O.
Jane O.
Racheal O.
Franklin O.
Tyonna P.
Lorrie R.
Olivia R.
Mohamed S.
Jennifer S.
Victoria S.
Luon T.
Diana T.
Mbonu T.
Heather T.
Philip U.
Uju U.
Pyae Z.
Fatima Z.

5 years

Cicero B.
Philip D.
Jacqueline D.
Tina E.
Bibsy F.
Michelle G.
Karima H.
Alex J.
Ashley M.
Jessica M.
Shelley M.
Prabhdeep S.

10 years

Chantelle C.
Cailey C.
Odette M.
Karyn O.
Blaine R.
Monique R.
Maxine W.

15 years

Mellisa D.
Paula G.
Sharon K.
Bonnie M.
Martina P.
Kim R.
Carrie S.
Lori S.
Kyla S.

20 years

Carrie B.
Cassandra D.
Aleksandra K.
Karrie M.
Crystal M.
John P.
Amy S.
Julianne S.
Ruth U.
Luz Z.

25 years

Barb M.
Tanya R.

30 years

n/a

35 years

Justyna B.
Terra M.

Congratulations

EVERYDAY HERO & LEADERSHIP AWARDS

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

Everyday Hero Awards

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 2026 Everyday Heroes:

- Lan Than, Oxford

"She helps me live independently with dignity. My disabilities make my world difficult, but she helps me achieve my goals. She is a gold standard worker."

"She leads by example, is an excellent teacher to new staff. She exemplifies the mission, is caring, empathetic, flexible and has great communication skills"

- Linda F., Oxford

"She always arrives on time and stays for whole booking, always happy and accommodating. She is a great role model and trainer. Always kind and knows when I'm having an off day and always tries to help me have a better day."

"She is consistently compassionate, respectful and dedicated to the consumers we support. She volunteers to take unfilled bookings during available time and allows consumers to make their own choices. She is a team player, always willing to help and share the workload, she also goes above and beyond to make everyone feel appreciated"

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 2026 Everyday Leader:

- Justyna Borowiec, Acting Executive Director

"Her career reflects a deep investment in Cheshire's mission and, most importantly, in the people the organization serves. Justyna's journey through Cheshire is a testament to her dedication and growth. Over the course of 35 years, she has served in a variety of roles, including Personal Attendant Team Leader, Attendant Service Manager/Director of Community Supports, and Acting Executive Director. Her ability to seamlessly transition from one position to the next demonstrates her adaptability, institutional knowledge, and willingness to take on new challenges"

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.

External Donors

Gord H
Marion H
Heather H

Employee Contributions

Adriana H	Linda F
Amy B	Linda N
Amy V	Michelle J
Angela M	Paula G
Bonnie M	Rebecca A
Debbie M	Rita E
Eghonghon I	Ruth U
Gabrielle M	Sherry P
Hazel D	Tammy M
Holly D	Valentina C
Iveta L	
Jillian J	
Jodi Y	
Justyna B	
Katie B	
Kristian H	
Laura F	
Le Cat Tuong H	



SIMPLIFIED FINANCIAL STATEMENTS

Simplified Financial Statements

Operating Fund

Balance Sheet as at March 31, 2026

Assets	2026	2025
The organization keeps cash on hand	\$ 3,579,614	\$ 4,906,972
Investments	\$ 152,989	\$ 149,804
At any point in time we have amounts owing to the organization	\$ 401,616	\$ 313,094
We have prepaid certain expenses	\$ 247,670	\$ 128,871
The organization owns building, equipment, furniture and fixtures used in operations (net book value)	\$ 1,107,211	\$ 1,212,718
	\$ 5,489,100	\$ 6,711,459

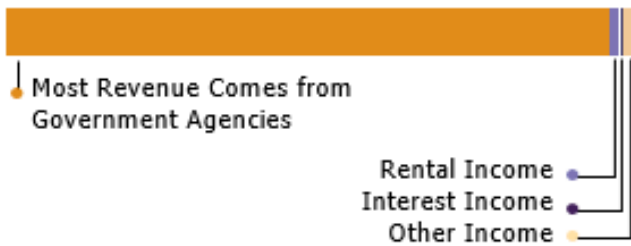
Replacement Reserve Fund

The organization keeps cash on hand - <u>these</u> funds are used to replace assets at various locations	\$ 24,175	\$ 21,943
Investments (money market funds)	\$ 126,080	\$ 123,468
	\$ 150,255	\$ 145,411

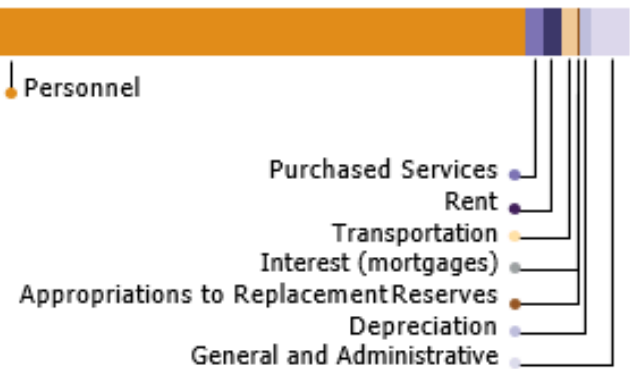
Cheshire Fund

Cash	\$ 50,344	\$ 60,539
Investments	\$ 1,393,397	\$ 1,288,737
	\$ 1,443,741	\$ 1,350,276
Total Assets	\$ 7,083,096	\$ 8,207,146

Revenue Sources



Expenses



Liabilities	2026	2025
Accounts payable	\$ 4,779,559	\$ 5,901,943
The organization owes mortgages on the buildings it owns	\$ 0	\$ 0
Fund equity	\$ 791,319	\$ 899,860
	\$ 5,570,878	\$ 6,801,803
Replacement Reserve Fund		
Reserve Fund 1 – money market	\$ 64,287	\$ 62,949
Reserve Fund 2 – money market	\$ 61,793	\$ 60,519
	\$ 126,080	\$ 123,468
Cheshire Fund		
The organization has established a Fund to finance non-budgeted costs	\$ 1,386,138	\$ 1,281,875
Total Liabilities	\$ 7,083,096	\$ 8,207,146

Income Statement for the year ended March 31, 2026

Revenue	2026	2025
Most of our revenue comes from various government agencies	\$ 22,782,409	\$ 21,629,953
Rental income	\$ 195,255	\$ 233,363
Interest income	\$ 108,862	\$ 112,113
Other income	\$ 351,053	\$ 606,012
	\$ 23,437,579	\$ 22,581,441
Expenses		
Personnel: staff salaries and benefits	\$ 19,510,392	\$ 18,634,632
Purchased services: we hire outside help to assist our consumers	\$ 601,406	\$ 559,859
Rent: we rent premises for some of our consumers	\$ 403,288	\$ 430,861
Transportation	\$ 437,595	\$ 418,488
Interest: we pay interest on our mortgages	\$ -	\$ -
Appropriations to replacement reserves: we allocated funds to replace worn out equipment	\$ 9,949	\$ 51,174
Depreciation	\$ 133,809	\$ 159,747
General and administrative: all other costs	\$ 2,244,343	\$ 2,035,014
	\$ 23,340,782	\$ 22,289,775
Excess of revenue over expenses for the year	\$ 96,797	\$ 291,666



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