

ANNUAL REPORT 2020-2021



A Tribute to the Everyday Leadership of Judi Fisher

Judi Fisher has been a leader with Cheshire, within the sector, the community and the health system as a whole. After 40 years of service, Judi now sets her sights to a well-deserved retirement.

As a pioneer of person-centred support, Judi has espoused the value of having the consumer at the centre of their own care, long before it became a focus within healthcare as a whole. She has dedicated her career as a leader and advocate for the rights of persons served, and for the growth and advancement of community support services. Judi is a founding member of the Centre for Independent Living and was instrumental in the development of the PSW Training Curriculum provincially.

Judi's passion is contagious. It spills into everything she touches both personally and professionally. She models what she believes and this carries over to her participation in community development related both to her work and also to her personal life.

"I have witnessed her get teary-eyed as she listens to client stories. Even after many years of listening, it's as if it's still the first time. It reflects her deep caring about people, equity, fairness and quality of life. Recently, I discovered that she has used some of her vacation time to volunteer with her church's work with children during the summer. It's not often that you meet people that would use their personal time off to do that with passion and generosity, especially for those who have a high demanding work life."

Elizabeth Zarnowiecki, Board Member

Judi's capacity as a leader has been evidenced in so many ways, but perhaps most striking is her ability to grow a strong non-profit agency from infancy to the largest funded Community Support Service organization in the South West. This is not something that happens by accident. It is through hard work, strategic decision making and an unwavering passion. She has often been heard saying: "we do good work, because the work is good. It serves as a constant reminder to the impact we each have, regardless of our role, in supporting the rights of those we serve.

Judi is an Everyday Leader and a Warrior for the Human Spirit. She approaches life with compassion and integrity – always looking to create a better world for those around her. On behalf of the Board of Directors, I wish to thank Judi for being a beacon of hope for so many. The legacy she has created will serve as a lasting foundation for the future of the organization, and we are so grateful for the opportunity to have worked beside her in this journey.

With Gratitude,
Grant Inglis, Board President

Message from the President & Executive Director

2020-21 has been a year of challenge, of triumph and of resilience. It has tested everyone, made us adapt to new realities and inspired us to never give up. It has brought communities closer together and taught us the power behind the African proverb “It takes a village”.

The pandemic has been global in its scale, but personal in its impact. Every one of us has been affected in deeply individual ways. We have all faced loss – loss of normalcy, loss of control, loss of certainty – and for some, lost loved ones. It would have been easy for those losses to divide us. But the past year has shown us that even in a time of great loss, Cheshire stands united and continues to move forward.

Cheshire is held together with the glue of an amazing team. We are so thankful for the perseverance of our staff in the face of adversity and for their ongoing commitment in every aspect of their work. From our incredible Personal Attendants who are the first point of contact in providing compassionate support for our consumers, to our Team Assistants who expertly ensure that no one goes without care; and our administrative teams who skillfully keep the wheels of the organization moving forward. We are blessed to have each other.

In 2020-21, with the financial support of the United Way Elgin-Middlesex and the Government of Canada, Cheshire, alongside our Community Support partners, implemented two Emergency Pandemic Funds, supporting seniors and adults with disabilities across London and Middlesex. Led by our Central Intake Team, the funds touched the lives of over 7700 individuals with emergency support for their essential needs.

In further collaboration with our community partners, Cheshire led the development and testing of a new model of transitional support for individuals being discharged home from hospital. CSS Bundled Services successfully launched in December 2020, with funding extended to September 2021 and has demonstrated significant positive outcomes. A full story on this work is covered on page 4 of this report.

Cheshire continues to actively advocate for the needs of both our consumers and our staff. Key areas of advocacy include:

1. Affordable, accessible housing options for individuals with disabilities.
2. Investment in community-based long-term care “spaces” as opposed to long-term care beds.
3. PSW wage enhancement.

We will carry forward these important messages in 2021-22 through system discussions with our associations, Ontario Health West, and through our active involvement in the four Ontario Health Teams developing within our region.

In March of 2021, after 40 years of leadership as our Executive Director, Judi Fisher announced her plans for retirement. Judi’s incredible leadership has expertly guided this organization through many turbulent times, and has positioned us well for the future ahead. We wish her great success in her retirement and look forward to celebrating her accomplishments at the Annual General Meeting.

As we look ahead to the future, we are excited at the possibilities and confident that, with the support of our Village, we will build on our strong foundation to deliver the excellence of service for which we are so well-known.



Angela McMillan
Executive Director



Grant Inglis
Board President

We Welcome Angela McMillan as Executive Director

After several years of experience in community healthcare leadership and non-profit management Angela joined Cheshire nine years ago as a Director of Community Support. She has quickly proven herself to be a strategic leader, a passionate advocate and an innovator with focus on quality and community collaboration.

As a Director of Community Support, Angela has actively engaged in the transformation of community support services in Southwestern Ontario. Through her sector work during Access to Care, Lead Agency initiatives, Central Intake and CSS Bundled Services, she has successfully forged strong and collaborative working relationships with sector leaders, community support colleagues, the South West LHIN and Ontario Health West. This work has put both Cheshire and the needs of our consumers and staff at the forefront of emerging system change and opportunity.

The board is excited to work with Angela as our new Executive Director and confident that Cheshire will be well positioned under her guidance to thrive in the years to come.



Special Thank You to our Donors

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Cheshire Plays an Important Role in an Exciting Pilot Project

In the fall of 2020, Cheshire as Lead Agency for London Middlesex Community Support Services (CSS) worked with regional CSS partners to secure funding to develop and test a new collaborative model of service delivery supporting high risk seniors and adults with disabilities in their transition home from hospital. CSS Bundled Services was initially funded as part of the High Intensity Supports at Home (HISH) initiative, with one-time extension funding received through Home and Community Care Support Services. The goal was to improve support for high risk seniors and adults with disabilities in the four (4-6) week period following a hospitalization. This would allow time for recuperation, to problem solve challenges in the moment, remove barriers and simplify access to multiple support services.

CSS Bundled Services offered access to a menu of free community services and timely care planning during a period which is often challenging and overwhelming for patients. Care Planning was an integral component of the Bundled Services, with pre and post discharge follow up and at least weekly check-ins for the four weeks following discharge. The Care Planner became the point person for all services offered through the Bundle.

An evaluation was conducted by the South West Frail Seniors Strategy utilizing a Quadruple Aim Approach with a Health Equity lens.

CSS Bundled Services were offered in the communities of Grey-Bruce, Huron-Perth, Elgin, Oxford and London-Middlesex (LM). Cheshire served as the Lead for the London Middlesex implementation.

Highlights

- ↓ **41% reduction in hospital readmissions**
- ↓ **10% reduction in Emergency Department (ED) visits**
- ↑ **27% improvement in quality of life**
- ↑ **Patients reported feeling respected and well informed.**
- ↑ **Improved equity and access to services**
- ↑ **More streamlined access to service**

We are so thankful to our incredible partners for their creative and person-centred approach in the development of CSS Bundled Services, and so proud of the outcomes achieved during the 10-month funding period. We look forward to our continued work together.

London Middlesex Collaborating Partners:

Alzheimer Society London Middlesex
Cheshire Independent Living Services
Dale Brain Injury Services
Dr. Dan Pepe, Primary Care Physician
Home and Community Care Support Services South West
Linda Crossley, Caregiver
London Health Sciences Centre
London Inter-Community Health Centre
McCormick Dementia Services
Meals on Wheels London
Middlesex Hospital Alliance
Middlesex-London Ontario Health Team
Middlesex-London Paramedic Services
South West Frail Senior Strategy
St. Joseph's Health Care
VON Middlesex- Elgin



Supporting People for Life – Connie's Story



Connie Mitchell (Toenders) joined Cheshire in early 1980s as one of Cheshire's first consumers in both the Group Home on Princess Ave before moving to the "Cheshire 2" apartment building in Cherryhill (North Hub) where Cheshire staff continued to support her independent living for close to 40 years.

Connie was an author, an artist, a wife and a friend. Born with Cerebral Palsy, she and her family refused to let the disability define her.

Gifted with an artistic spirit, Connie became a very active member of the Hutton House Team where she created and

sold pottery and beautifully weaved cloths and placemats. Connie also created stunning handmade cards, which many of our Cheshire staff have kept as a special keepsake -- like a smile for a rainy day.

Connie married the love of her life Brian on a beautiful summer day in 1988. True to their promise Connie and Brian created a beautiful life together.

In 1992, she published a book "Just an Ordinary Life" where she shares a vision of the world, where ordinary things are extraordinary.

*"It is wonderful to be just an ordinary person, doing ordinary things.
That is just what I have always wanted" (page 33)*

Rarely down, Connie greeted everyone with a smile on her face. Staff share that her stories "made our day". She is dearly missed by staff who remember her sense of humour, love of cats, willingness to try new hairstyles and uncanny ability to make them smile.

Each day with Connie was a good day.

Connie's unexpected death on August 5, 2021 left a great gap in the lives of Brian and her family. Brian said that even though Connie is not here anymore, he is certain she is watching over him and the people she loved.

Connie, thank you for being a bright light and for touching our hearts.

Congratulations!

Service Recognition & Everyday Heroes

EVERYDAY HEROES

Kelly W., *Elgin*
Maxine W., *West*

40 YEARS

Judi F., *Admin*

30 YEARS

Justyna B., *Admin*
Terra M., *Elgin*

25 YEARS

Cindy R., *North*
Marilyn P., *North*

20 YEARS

Barb M., *Huron*
Tanya R., *North*
Cheryl J., *Elgin*
Christi P., *South*
Sandie W., *Elgin*

15 YEARS

Ruth U., *Elgin*
Amy C., *Oxford*
Aleksandra K., *South*
Rita P., *LHubs*
Carrie B., *Oxford*
Crystal M., *South*
Karrie M., *West*
John P., *Oxford*
Cassandra D., *Central*
Victoria T., *Elgin*
Luz Z., *Admin*
Amy S., *West*
Julianna S., *LHubs*
Danielle B., *East*

10 YEARS

Mellisa D., *East*
Kim R., *Elgin*
Sharon K., *Perth*
Kay G., *LHubs*
Carrie S., *Central*
Paula G., *Perth*
Tammy P., *North*
Melanie S., *Intake*
Bonnie M., *South*
Kyla S., *West*
Lindsay P., *Admin*
Rachel W., *Admin*
Lori S., *Intake*

5 YEARS

Blaine R., *East*
Monique R., *South*
Chantelle M., *West*
Gabriele S., *North*
Maxine W., *West*
Jennifer J., *South*
Bonnie K., *LHubs*
Karyn O., *South*
Patricia N., *Central*
Cindy P., *LHubs*
Odette M., *LHubs*
Monique W., *Elgin*
Marie H., *South*
Peggy C., *Perth*
Cailey C., *Eas*

2 YEARS

Kelly W., *Elgin*
Ashlea M., *Midd*
Kandace C., *Perth*
Edin D., *Perth*
Jenifer A., *South*
Angela B., *Admin*

Shannon B., *South*
Nsikan O., *South*
Iveta L., *South*
Chukwuebuka, E., *Central*
Jeraldina N., *East*
Jennifer K., *LHubs*
Jillian P., *LHubs*
Kayla K., *Oxford*
Shu Min L., *North*
Shelly J., *Perth*
Gabriela Z., *Oxford*
Rebecca A., *LHubs*
Uchechukwu E., *Central*
Michelle P., *Central*
Esther P., *Oxford*
Stacey C., *Oxford*
Valentina C., *JIT*
Sandra F., *Elgin*
Patty D., *Huron*
Lynn V., *Midd*
Sheryl M., *South*
Sherry P., *West*
Melinda L., *East*
Lan T., *Oxford*
Leslie H., *Intake*
Roa A., *North*
Jordan J., *North*
Elisha B., *Elgin*
Robbi-Lynn F., *Perth*
Susan M., *East*
Katelyn M., *North*
Michelle C., *Elgin*
Shine J., *West*
Mark N., *West*
Alexander B., *Perth*
Jos A., *South*
Linda M., *LHubs*

Happy 1st Birthday Residenza Ortona

It brings us great pleasure to share that September 1, 2021 marked one full year since the first Cheshire consumer moved to Residenza Ortona, a brand new affordable housing building in London.

Thanks to the collaboration between Ontario Health, the Italian Seniors Project (ISP), Cheshire, Home and Community Care Support Services and Parkwood Institute twelve individuals were able to move into brand new accessible and affordable apartments and receive much needed support.

Availability of one time funding and a newly developed relationship with the ISP enabled Parkwood Institute and Cheshire to identify individuals who were: recovering from an illness or a traumatic injury, have reached maximum recovery potential and reached “Alternative Level of Service” designation to receive much needed service in brand new accessible and affordable housing. Inability to align housing and supports is a frequent barrier to a hospital discharge. This collaboration offered much needed relief in this area.

Long housing and service waiting lists force many people to make a choice of moving into a Long Term Care Home. This creates dissatisfaction for the person who is resigned to making this decision as they have no other option. Cheshire was able to reach out to individuals who were living in Long Term Care while on the Cheshire wait list and offer them services at Residenza Ortona.

The opportunities such as this one do not come up often and we were very grateful that the housing and funding opportunity stars aligned. We want to thank the Board of Directors of the Italian Seniors Project for putting their trust in Cheshire and we are looking forward to future opportunities.

Success of the collaboration would not be possible without tireless work of Cheshire staff. Creating a building based Assisted Living program in the east end of London was a long standing dream. It took work of many Cheshire staff from all departments to ensure that the consumers’ needs would be met on time. It was a bumpy road as we were faced with recruitment challenges, equipment delays and connectivity challenges to name a few. We are grateful for your commitment to making it a reality.

Great thank you to each individual consumer who joined Cheshire service at Residenza Ortona. Not all transitions were smooth and we appreciate your patience as we continue to learn from you and improve.

This would also not have been possible without support from the Cheshire Board of Directors. Your enthusiasm for opportunities to expand our ability to meet the needs of individuals in need of personal support matches this of our staff. Thank you for devoting your time and guidance as we continue to look for ways of supporting our community.

Thankful for a New Beginning!

Cheshire is very grateful for our new partnership with Zerin Development Corporation in London. Thanks to their goal of developing affordable and accessible apartment living in East London Cheshire was able to secure funding for five units in a brand new building which just opened in September 2021. These units are specifically designated for individuals who have status of Alternate level of Care and where availability of affordable and accessible housing with personal supports was a barrier to discharge. Thank you to Cheshire Staff, Board Members and community and Hospital Partners for coming together to address this important need.



Cheshire Homes of London Inc.

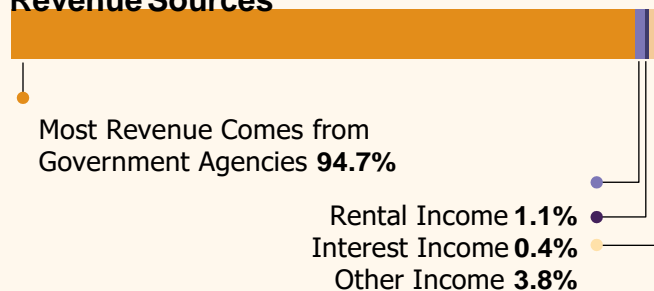
Simplified Financial Statements

Operating Fund

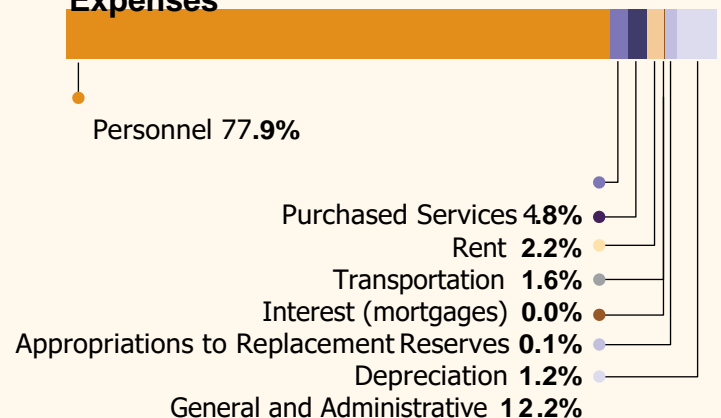
Balance Sheet as at March 31, 2021

Assets	2020	2021
The organization keeps cash on hand in the accounts with the Toronto-Dominion Bank	\$ 631,937	\$ 1,957,979
Investments	\$ 134,232	\$ 134,634
At any point in time we have amounts owing to the organization	\$ 516,083	\$ 281,439
We have prepaid certain expenses	\$ 66,689	\$ 41,413
The organization owns building, equipment, furniture and fixtures used in operations (net book value)	\$ 1,653,912	\$ 1,546,769
	\$ 3,002,853	\$ 3,962,234
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)	\$ 19,825	\$ 26,701
Investments	\$ 110,724	\$ 111,044
	\$ 130,549	\$ 137,745
Cheshire Fund		
Cash	\$ 314,925	\$ 327,552
Investments	\$ 697,855	\$ 784,992
	\$ 1,012,780	\$ 1,112,474
Total Assets	\$ 4,146,182	\$ 5,212,453

Revenue Sources



Expenses



Liabilities	2020	2021
Accounts payable	\$ 2,570,948	\$ 3,416,703
The organization owes mortgages on the buildings it owns	\$ 30,856	\$ 0
Fund equity	\$ 401,049	\$ 545,531
	\$ 3,002,853	\$ 3,962,234

Replacement Reserve Fund

Due to Operating Fund	\$ 14,939	\$ 20,539
Fund equity	\$ 115,610	\$ 117,206
	\$ 130,549	\$ 137,746

Cheshire Fund

The organization has established a Fund to finance non-budgeted costs	\$ 1,012,780	\$ 1,112,474
Total Liabilities	\$ 4,146,182	\$ 5,212,453

Income Statement for the year ended March 31, 2021

Revenue	2020	2021
Most of our revenue comes from various government agencies	\$ 16,456,900	\$ 18,912,384
Rental income	\$ 222,941	\$ 228,299
Interest income	\$ -11,676	\$ 85,054
Other income	\$ 141,871	\$ 777,169
	\$ 16,810,036	\$ 20,002,906
Expenses		
Personnel: staff salaries and benefits	\$ 14,204,330	\$ 15,223,949
Purchased services: we hire outside help to assist our consumers	\$ 501,685	\$ 928,714
Rent: we rent premises for some of our consumers	\$ 424,297	\$ 432,647
Transportation	\$ 388,541	\$ 330,653
Interest: we pay interest on our mortgages	\$ 774	\$ 299
Appropriations to replacement reserves: we allocated funds to replace worn out equipment	\$ 29,200	\$ 29,200
Depreciation	\$ 298,228	\$ 294,840
General and administrative: all other costs	\$ 1,047,113	\$ 2,302,209
	\$ 16,894,168	\$ 19,572,511
Excess of revenue over expenses for the year	\$ (84,132)	\$ 430,395



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