

# ANNUAL REPORT

2017 – 2018



# Making Independence Possible

**Cheshire has supported people with significant physical disabilities and frail seniors in Southwestern Ontario for over 39 years. We will celebrate 40 years of service to this community next year in 2019.**

## MUCH HAS BEEN ACCOMPLISHED

We support the independence of people with very complex needs each and every day with services that assist them to get out of and stay out of hospitals and long-term care homes whenever possible. Thank you to our staff who care deeply for the people they support and show up at all hours of the night and day to make this happen.

With our partners in the Community Support Services (CSS) sector, we have been working on a Central Intake model for these services so that people who need the services only have to call one number to access them. Cheshire is the lead agency in London and Middlesex, and has been working with the other agencies in London and Middlesex to make this change happen. We are excited to be part of extending this initiative in Perth, Huron, Elgin and Oxford counties.

We continue to work with our partners outside of health care. Creating and maintaining wheelchair accessible and affordable housing is a challenge and we continue to work with our housing partners to create new opportunities for wheelchair accessible, affordable housing.

We embrace every opportunity to contribute our voice to local and provincial health system planning, and work with consumers to support them to be involved on committees where planning is taking place. We will continue to be actively involved at the sub-region levels in the southwest.

Our staff have continued to enthusiastically participate in activities and events in our community. We had great fun participating in the Big Bike event for Heart and Stroke. We worked with St. Joseph's Health Care, Western and London Health Sciences Centre (LHSC) to bring

Dr. Margaret Wheatley to London last fall. We found her message very inspiring and motivating.

Cheshire has been involved with the Independent Living movement in Ontario for many decades and were humbled and honoured to have Judi Fisher receive the Founders Award from the Centre for Independent Living in Toronto (CILT) last fall. This award should be shared with everyone at Cheshire who have supported and continue to support the Independent Living Philosophy.

## THERE IS MUCH MORE THAT WE NEED TO DO

As we enter the fall of 2018, we will be working with a new Provincial government to ensure that people with significant disabilities and frail seniors are supported in the least intrusive way possible and in ways that provide people with independence. Our Strategic Plan for 2018 to 2021 is included in this Annual Report and we look forward to implementing that plan. Within this planning, we learned that people don't always know what we do. Changing the name of the organization to Cheshire Independent Living Services will help us to make this clear for individuals hearing about us for the first time. Watch for this name change this fall in our materials.

As President of the Board of Directors and Executive Director we wish to give thanks to our board members who passionately serve this organization, face its challenges and celebrate its successes. This year, we would like to remember Penny Watson; a strong advocate for people with disabilities. She will be deeply missed.

Thank you to our funders who make it possible for us to do what we do and to our donors who make it possible for us to purchase equipment that is not funded by other sources. Such contributions make it possible for people to fulfil their "Everyday Dreams". Thanks also to the people we serve, who invite us into their homes to support them each and every day. It is an honour to do this work.

**Grant Inglis**  
*Board President*

**Judi Fisher**  
*Executive Director*



## Regaining strength through life-changing connections

**When Patrick Fernandes had a stroke in 2015,** his sense of what it meant to live shifted dramatically. Patrick worked hard to gain control over a condition that he felt could take away his ability to pursue adventure.

Despite his efforts, he woke up one morning paralyzed from the waist down. He was tentatively diagnosed with multiple sclerosis and his doctors are still looking for answers.

With passions for photography, painting and travel, Patrick regularly looks for beautiful detail and finds unique perspectives from which to view the world. He chooses to view his life's journey through a similar lens – where others see an obstacle, Patrick sees an opportunity.

"My new reality put things into perspective. I had taken walking for granted for so many years."

Prior to his life-changing introduction to Cheshire Independent Living Services, Patrick was admitted to long-term care and received at-home independent living services that unfortunately did not provide the physical and emotional care that he needed.

A devastating relapse landed Patrick back in long-term care, but four months later, he was thrilled to learn that Cheshire would be transferring him home.

"I knew right away, when I was going through the introductory process, that my experience with Cheshire was going to be different." Patrick immediately felt a strong sense of community and belonging with Cheshire.

With an invested interest in improving his condition, he describes Cheshire's services as self-directed care, driven by relationships. According to Patrick, "They do it with so much dignity, class, kindness and professionalism."

**"Cheshire has looked after my body and my mind too. I don't know where I would be physically or mentally if I didn't have that support."**

*– Patrick Fernandes*

From open, two-way communication to on-call, immediate assistance, Patrick appreciates Cheshire's unparalleled devotion to understanding his unique needs and fostering his independence.

"They know my moods, when I am not feeling well and when I need a push. Because of that, I have been able to regain some of my strength," says Patrick. "I've got nothing but good things to say about my transition to Cheshire."

"Cheshire has looked after my body and my mind too. I don't know where I would be physically or mentally if I didn't have that support."



# Cheshire Donor List

1129289 Ontario Limited

Adriana H.  
Amy B.  
Anne B.  
Barb H.  
Bonnie M.  
Cheryl J.  
Christina H.  
Christopher H.  
Custom Mobility  
Donald & Mary F.  
Donna C.  
Emily T.  
Georgia C.  
Hamster  
Janine & Chuck  
Jeannie C.

Jennifer Sc.  
Jennifer Si.  
Judith F.  
Justyna B.  
Karle C.  
Karyn O.  
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Kim A.  
Kim B.  
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Lily A.  
Linda H.  
Linda N.  
Lindsay P.  
Lisa Y.  
London Community  
Foundation

Lydie S.  
Mariella R.  
Mary Jo D.  
Mary Lynne P.  
Michelle J.  
Mira K.  
Pat C.  
Pat J.  
Paula G.  
Ralph T.  
Ray C.  
Royal Bank of Canada  
Rita E.  
Ruth U.  
Sharon S.  
Tammy M.

## Service Recognition Awards

### 30 YEARS

Heather G.  
Tina V.

### 25 YEARS

Adriana H.  
Maria H.  
Pat J.  
Wendy H.

### 20 YEARS

Carri. C  
Kate B.  
Kathy R.  
Linda H.

### 15 YEARS

Katie A.  
Sandra L.  
Sandra V.

### 10 YEARS

Beverly D.  
Mary F.  
Nadine R.

### 5 YEARS

Anne S.  
Breann K.  
Cathy M.  
Christina H.  
Claudia S.  
Darlene Y.  
Haylee G.  
Johana P.  
Juliette A.  
Lisa E.  
Marney T.  
Myrna M.  
Penny B.  
Rachel V.  
Sherri B.  
Vera P.

### 2 YEARS

Amaka N.  
Andrea H.  
Ashley W.  
Blaine R.  
Bonnie K.  
Cailey C.  
Chantelle M  
Cindy P.  
Delaney D.  
Gabriele S.  
Heather P.  
Jennifer J.  
Jessica C.  
Karyn O.  
Kayleigh F.  
Laura W.  
Marie H.  
Maxine W.  
Monique R.  
Monique W.  
Odette M.  
Peggy C.  
Terese M.  
Tracy E.

# Cheshire Independent Living Services 2018-2021 Strategic Plan

Three strategic directions to help Cheshire realize its future potential:

## 1. Enhance Capacity and Capabilities in Service Delivery

### Excellence in Service Delivery and Workplace Culture:

Continue to establish and maintain a kind, gentle, compassionate and caring organization.

### Community Engagement:

Engage the people we serve, their families and their support networks to ensure our work aligns to their needs. To find program and service solutions that will meet the changing complex needs of this population.

### High-Quality Information and Information Technology:

Use high-quality business analysis and leverage existing research to guide the organization. To spearhead and participate in new research for innovation in community care. Use leading-edge technologies and maximize their effectiveness in order to increase the quality of services. Explore new innovations regularly.

## 2. Continuously Innovate and Collaborate

### Strategic Multi-Sectoral Collaboration and Partnerships:

Partner, co-ordinate, integrate and/or align our services with Ontario's Patients First Model and work with the South West Local Health Integration Network (SW LHIN) sub-region health providers in order to enhance care offerings for the people we serve.

Build on our role as a member of the CSS Network in each SW LHIN sub-region to create new, and strengthen existing partnerships. Work with traditional and non-traditional partners to find supportive environments and solutions that enhance wellness, quality of life and equity for each person.

### Positive Transitions:

Improve the experiences of transition to and from other health care services for people with disabilities and high-risk seniors. To advocate for and ensure people live in a place that makes sense for their age, abilities and needs.

## 3. Broaden Our Impact

### Expanding Services:

Look for opportunities to expand our client services to people who are waiting for service and to new client populations as needed throughout the SW LHIN.

### Barrier Removal:

Advocate for and pursue opportunities to remove barriers for young people, adults and seniors with physical disabilities so they can actively participate in society.



# Cheshire Homes of London Inc.

## Simplified Financial Statements

### Operating Fund

Balance Sheet as at March 31, 2018

Assets	2018	2017
The organization keeps cash on hand in the accounts with the Toronto-Dominion Bank	\$ 867,903	\$ 359,109
Investments	\$ 132,147	\$ 132,686
At any point in time we have amounts owing to the organization	\$ 238,029	\$ 329,176
We have prepaid certain expenses	\$ 6,025	\$ 34,984
The organization owns building, equipment, furniture and fixtures used in operations (net book value)	\$ 1,694,480	\$ 1,684,181
	<b>\$ 2,938,584</b>	<b>\$ 2,540,136</b>

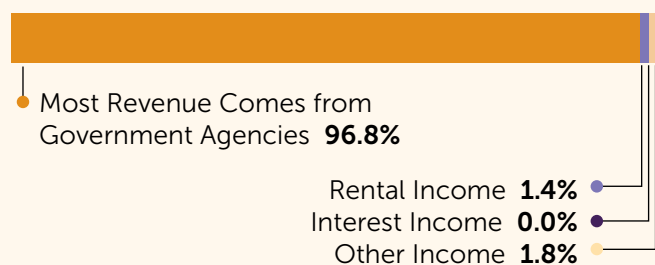
### Replacement Reserve Fund

The organization keeps cash on hand in the accounts with the Toronto-Dominion Bank (these funds are used to replace assets at various locations)	\$ 19,705	\$ 199,610
Investments	\$ 112,700	\$ 10,293
	<b>\$ 132,405</b>	<b>\$ 209,903</b>

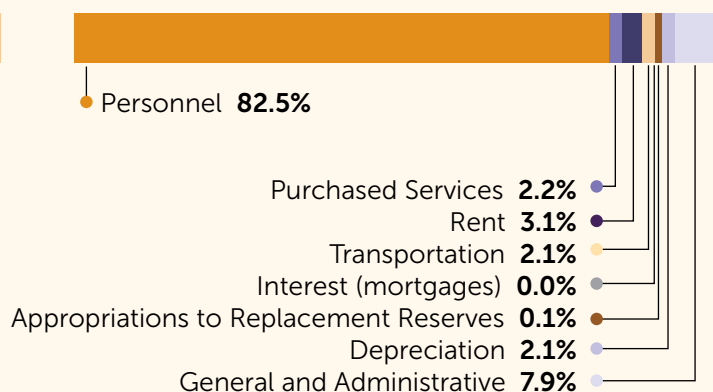
### Cheshire Fund

Cash	\$ 139,456	\$ 162,688
Investments	\$ 841,197	\$ 839,228
	<b>\$ 980,653</b>	<b>\$ 1,001,916</b>
<b>Total Assets</b>	<b>\$ 4,051,642</b>	<b>\$ 3,751,955</b>

### Revenue Sources



### Expenses



<b>Liabilities</b>	<b>2018</b>	<b>2017</b>
Accounts payable	\$ 2,201,193	\$ 1,821,195
The organization owes mortgages on the buildings it owns	\$ 187,094	\$ 296,699
Fund equity	\$ 550,297	\$ 422,242
	<b>\$ 2,938,584</b>	<b>\$ 2,540,136</b>

### **Replacement Reserve Fund**

Due to Operating Fund	\$ 11,018	\$ 76,859
Fund equity	\$ 121,387	\$ 133,044
	<b>\$ 132,405</b>	<b>\$ 209,903</b>

### **Cheshire Fund**

The organization has established a Fund to finance non-budgeted costs	\$ 980,653	\$ 1,001,916
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<b>Total Liabilities</b>	<b>\$ 4,051,642</b>	<b>\$ 3,751,955</b>
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## **Income Statement for the year ended March 31, 2018**

<b>Revenue</b>	<b>2018</b>	<b>2017</b>
Most of our revenue comes from various government agencies	\$ 14,536,338	\$ 13,692,142
Rental income	\$ 221,130	\$ 219,335
Interest income	\$ 2,404	\$ 88,925
Other income	\$ 256,133	\$ 260,010
	<b>\$ 15,016,005</b>	<b>\$ 14,260,412</b>

### **Expenses**

Personnel: staff salaries and benefits	\$ 12,332,906	\$ 12,116,824
Purchased services: we hire outside help to assist our consumers	\$ 333,363	\$ 390,500
Rent: we rent premises for some of our consumers	\$ 457,255	\$ 432,569
Transportation	\$ 320,436	\$ 376,306
Interest: we pay interest on our mortgages	\$ 2,541	\$ 4,686
Appropriations to replacement reserves: we allocate funds to replace worn out equipment	\$ 29,200	\$ 29,200
Depreciation	\$ 319,747	\$ 265,944
General and administrative: all other costs	\$ 1,176,867	\$ 877,350
	<b>\$ 14,972,315</b>	<b>\$ 14,493,379</b>

<b>Excess of revenue over expenses for the year</b>	<b>\$ 43,690</b>	<b>\$ (232,967)</b>
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**Charitable No.** 13180 4940 RR0001



**Supported by:**

