



# ANNUAL REPORT

## 2024-2025



519-439-4246 |

| [www.cheshirelondon.ca](http://www.cheshirelondon.ca)

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# FORGING A NEW FUTURE TOGETHER - A MESSAGE OF GRATITUDE FROM THE EXECUTIVE DIRECTOR & BOARD CHAIR

This past year has been one of growth, learning, and laying the groundwork for what comes next. As we reflect on our journey, we are reminded that the progress we've made – and the future we are building – is only possible because of the incredible people and partners who stand with us.

To our staff, thank you for your compassion, resilience, and commitment to delivering person-centred care every day. You are the heart of Cheshire, and your dedication ensures that those we serve can live with dignity, independence, and choice.

To our Board of Directors, your guidance and vision have been instrumental in navigating change while keeping our focus on what matters most – the people and communities we support.

We are deeply grateful to our partners and funders – including Ontario Health West, the local Ontario Health Teams with whom we partner (Middlesex-London, Elgin, Oxford and Huron-Perth), and our system partners in hospitals, primary care and with Ontario Health at Home.

We are especially thankful to our valued collaborators through our network of Community Support Services – for your trust and collaboration. Together, we are creating innovative care pathways, and advancing system-wide initiatives that bring care closer to home.

We would like to extend a special thank you to our partners at Dale Brain Injury Services with whom we continue to explore opportunities for collaboration and integration through collective action, creative planning and the development of shared services.

And to our consumers and their families, your voices and experiences inspire us daily. You remind us why forging a better future is not just a goal but a shared responsibility.

As we move forward, we do so with a sense of purpose and partnership – forging a new future together, where community, compassion, and innovation meet to create lasting change.



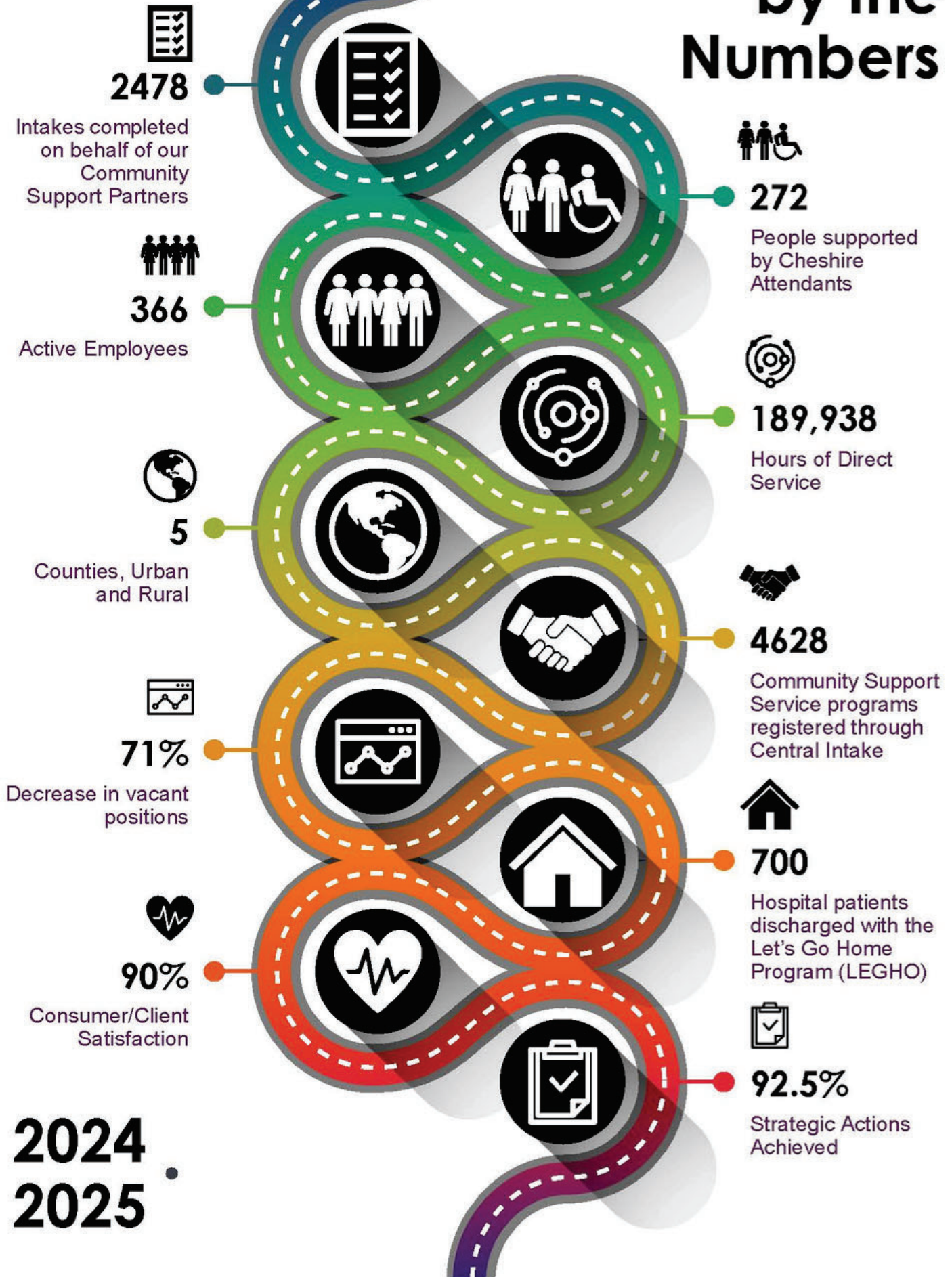
A handwritten signature in black ink, appearing to read "Angela McMillan", written over a light grey rectangular background.

**ANGELA MCMILLAN**  
EXECUTIVE DIRECTOR

A handwritten signature in black ink, appearing to read "Mike Lang", written over a light grey rectangular background.

**MIKE LANG**  
BOARD PRESIDENT

# Cheshire by the Numbers



# ANNUAL SUMMARY REPORT: 2024 - 25 ACCOMPLISHMENTS

This year has been one of both reflection and progress for Cheshire Independent Living Services as we continue forging a new future together—one shaped by shared purpose, innovation, and a steadfast commitment to empowering independence. Guided by our strategic priorities, we have focused our efforts on developing services that are not only responsive to immediate needs but also sustainable and forward-looking.

By strengthening partnerships, embracing innovation, and placing the people we support at the centre of our decision-making, we have achieved meaningful progress while laying the foundations for long-term impact.

Each initiative, whether large or small, reflects our dedication to enabling choice, inclusion, and opportunity—values that remain at the heart of everything we do. As we look ahead, we remain committed to building on this momentum, ensuring our work continues to deliver real benefits to individuals and communities across the region.

We are pleased to share the 2024-25 key accomplishments in alignment with our strategic priorities, which were only possible through the support and collaboration of our staff, consumers, clients and partners – working together to forge new paths.

## Be the Employer of Choice

**We will develop and implement a comprehensive human resources strategy to ensure we attract and retain excellent people.**

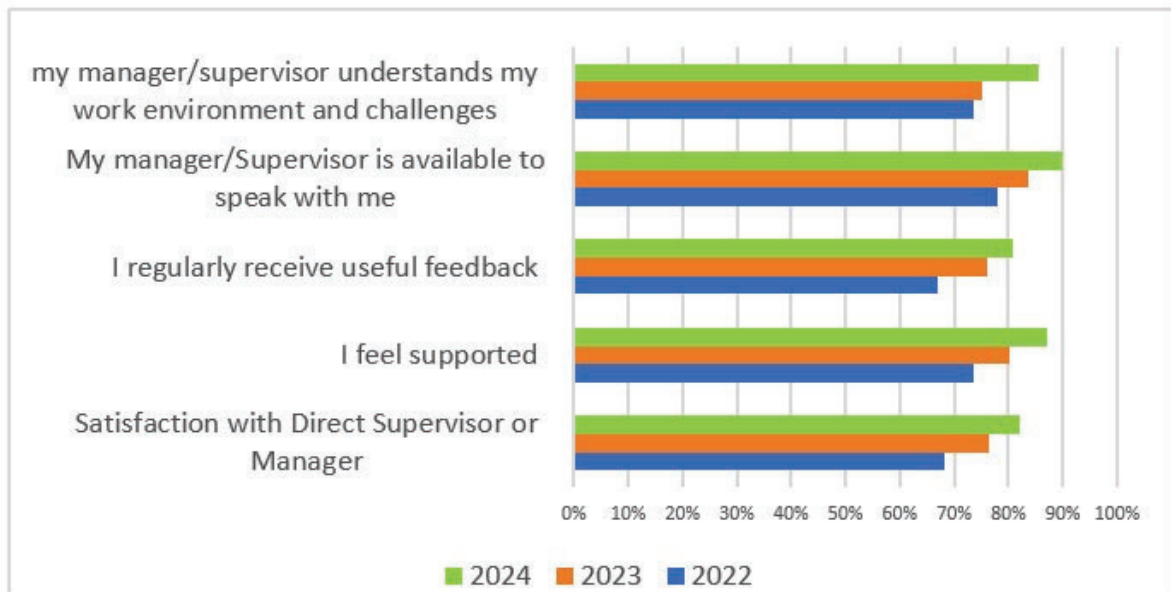
**We will foster a caring culture where staff thrive inclusive of effective communication, engagement, development, health & well-being supports, recognition and improved total compensation**

### **2024-25 Accomplishments:**

- **Workforce Stability:** Stabilized turnover rates; reduced job vacancies, dropping to as low as 5% and far-surpassing the 15% target.
- **Recruitment & Retention:** Expanded recruitment initiatives, job fair participation, and onboarding improvements; identified and working to address high early-turnover rates.
- **Employee Well-being:** Continued wellness initiatives (backpacks, healthy snacks, Wellness Day, Cheshire Cheer Program proposals) and improved attendance in key regions.
- **Learning & Growth:** Introduced a Staff Educator role and expanded staff training (equity, diversity, inclusion, lifts/transfers, and cultural safety); launched multi-session All-Staff Education events.

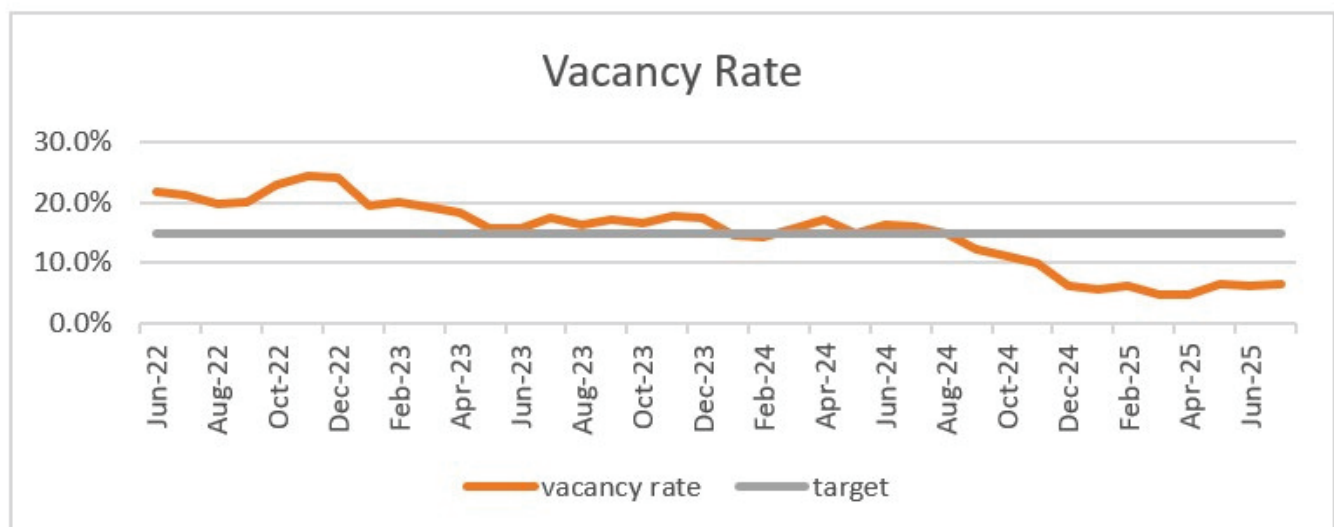
## Spotlight On: Fostering a Caring Culture

While our overall satisfaction remained the same at 74%, we observed substantial improvements in key satisfaction areas, particularly in how supported staff feel. This progress stems from our dedicated initiative to strengthen the authentic leadership skills of our organizational leaders. Their commitment has led to enhanced communication, stronger support, and healthier overall relationships.



## Spotlight On: Attracting and Retaining Excellent People

With lower turnover and higher recruitment, we have far surpassed our goals to reduce the number of vacant positions. This alleviates workload, reduces burnout, improves both consistency and continuity of care and contributes to improved satisfaction for those who receive our services (which is up from last year at 90%).



# 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.

## 2024-25 Accomplishments:

- Program Expansion: Added new Assisted Living spaces, sustained and grew LEGHO services, and increased hospital integration with a 300% referral increase.
- Improved Access & Transitions: Enhanced Central Intake, tested hospital-to-home models, and implemented Home First philosophy to reduce ALC pressures.
- Consumer-Focused Initiatives: Collaborated with Western University to create resource manuals for disabilities, develop consumer education materials, and improve access to services, stabilized staffing for fewer missed visits and improved continuity.
- Quality Enhancement: Delivered modules on person-centred care, staff perspective, and communication; embedded consumer feedback in service design.

## Spotlight On: Creating Better Connections

Driven by feedback from the Consumer Advisory Council, Cheshire introduced a new Quarterly communication tool which highlights key initiatives at Cheshire, and provides information and linkages to resources of interest in the community.

**Cheshire Consumer & Family Newsletter, Summer Edition 2025**

cheshire  
independent living services

Quick Links  
Live us on Facebook  
Follow us on Instagram  
Visit our Website

3 Year Accreditation Recipient

**Your Voice Matters**

JOIN THE CONSUMER ADVISORY COUNCIL

- PROVIDE ADVICE ON PROGRAMS AND SERVICES
- OFFER GUIDANCE ON KEY DECISIONS
- HELP SHAPE THE CULTURE OF OUR ORGANIZATION

WHEN & HOW WE MEET

- Meetings are held every other month
- Attend from home—join us online
- Meeting duration: ~1 hour

SEEKING FOR REPRESENTATION FROM:

- Middlesex
- Oxford
- Elgin
- Perth
- Huron
- London

"Your experiences can help shape the programs and services that support independent living in your community."

**Ontario Health Teams Corner**

Community Outreach by Our Patient/Client, Care Partner Council (PCCPC)

The Middlesex London Ontario Health Team invites diverse patients, clients, and caregivers to shape healthcare improvements. Join our PCCPC Network or Council to share experiences and influence change. Compensation is provided. Learn more and get involved by visiting our website [www.mloht.ca](http://www.mloht.ca) or emailing [info@mloht.ca](mailto:info@mloht.ca).

**Empower Your Health Journey with ConnectMyHealth**

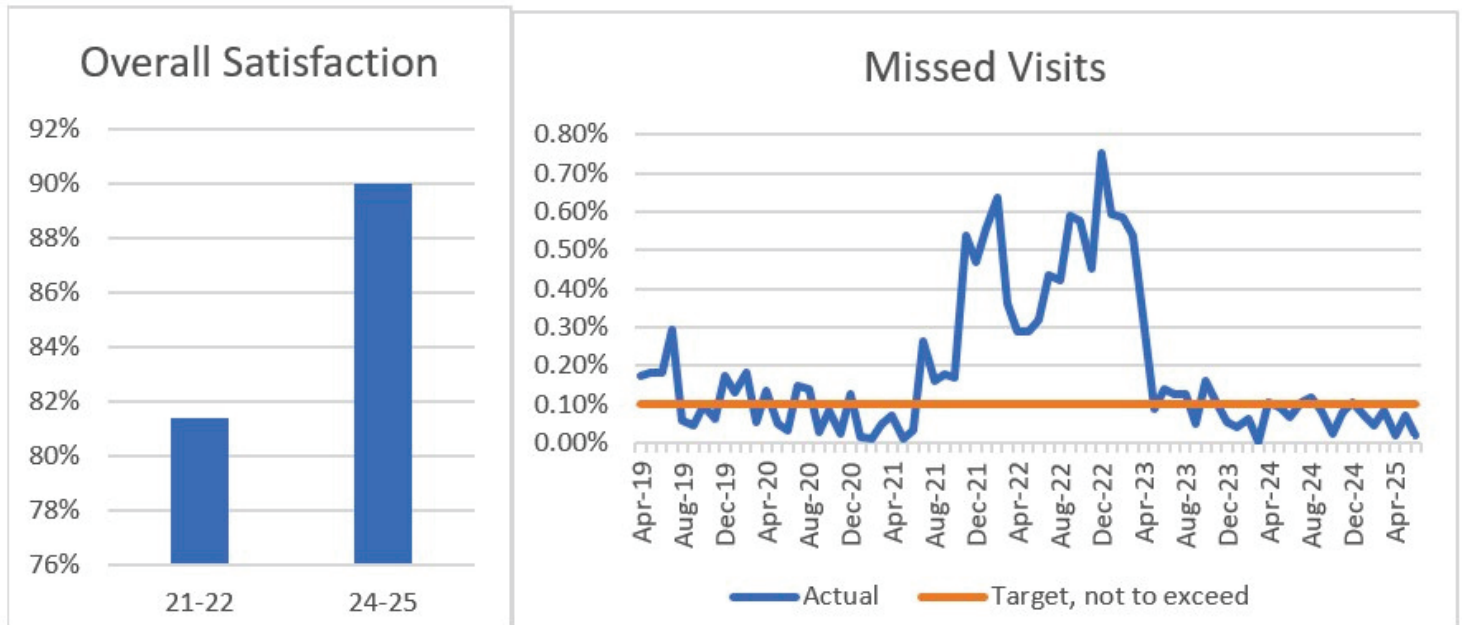
ConnectMyHealth is a digital health solution that provides you with an online, single access point to view your health records from participating hospitals in southwestern Ontario. ConnectMyHealth can be used on desktop and mobile devices, and there's no cost to use it. To learn more about ConnectMyHealth and how to register, visit <https://info.connectmyhealth.ca/>

**South West Self Management Program**

The South West Self Management Program is housed within the Thames Valley Family Health Team, funded by Ontario Health and serves the communities of Grey, Bruce, Huron, Perth, Oxford, Norfolk, Elgin and London/Middlesex. The goal of the program is to have a coordinated approach to support people living with chronic conditions, caregivers and health care providers with self management support, information and training.

## Spotlight On: Improving Quality Service

The pandemic had a significant impact on the quality of service, with staffing shortages, increased sick calls, and constantly evolving pressures creating challenging times marked by more missed visits and reduced consistency. Like all healthcare organizations, Cheshire was not immune to these challenges. However, we have worked tirelessly to restore the high standard of care we are known for. This is an ongoing journey, and we are proud to say we are making steady progress in the right direction.



## 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.

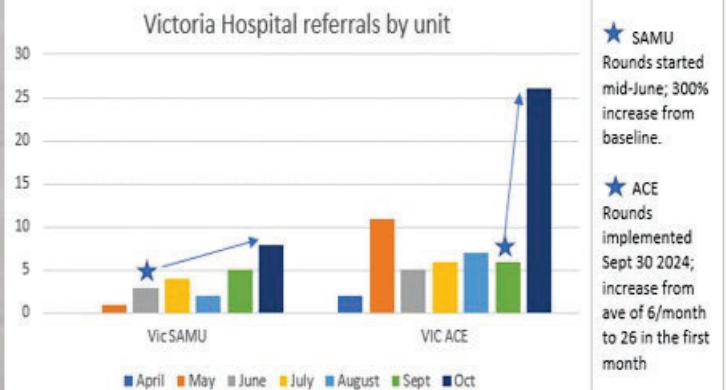
### 2024-25 Accomplishments:

- Regional & Provincial Leadership: Co-led Access and Flow initiatives, CSS Advisory Tables, and Complex Resolution Tables across Ontario Health West.
- Strategic Engagement: Engaged with Ontario Health Teams (Middlesex London, Elgin, Oxford, Huron Perth) to influence system planning, primary care integration, and hospital ALC solutions.
- Advocacy & Partnerships: Advanced sector advocacy on funding (CSS Flex Fund, PSS wage enhancements) and housing-health integration; participated in provincial and regional working groups.
- Innovation Leadership: Initiated project work to pilot new service delivery and staff education models; development of shared services with system partners.

## Spotlight On: Influencing System Transformation

The CSS LEGHO Program takes a holistic approach to help patients transition successfully from hospital to home. By offering wraparound supports, system navigation, and access to a range of free short-term services, it provides patients with the time and resources they need to regain their strength and return to independent living.

In 2024–25, we expanded the Let's Go Home Program and further deepened our partnerships with London hospitals by actively participating in hospital rounds. This closer collaboration led to a remarkable impact—referrals increased by up to 300% on some units, connecting more patients to essential services and making their journey home smoother and more supported than ever.



## Spotlight On: Building a Health Human Resources Strategy



Cheshire has long been dedicated to the concept of shared services—whether through our Lead Agency initiatives with Central Intake and the LEGHO program or through shared positions with trusted partners. Over the past year, we have taken that commitment to new heights, with even more on the horizon.

We are grateful for our ongoing partnership with Dale Brain Injury Services, with whom we now share a Director of Finance position. This collaboration has enhanced the exchange of expertise between our finance teams, improving coverage, continuity, and service quality, while also sparking new conversations about how we can work smarter and more efficiently together.

Looking ahead, we are especially excited about a new initiative that began in late 2024–25. This multi-year project will develop a collaborative staff education program, establish training for an integrated community worker role, and pilot the model as part of a Community Wellness Hub.

# 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

## 2024-25 Accomplishments:

- Financial Health: Secured base funding increases, one-time investments to sustain program growth as well as expansion funding for Assisted Living, Central Intake and the Let's Go Home Program.
- Housing: Conducted building condition assessments, prioritized upgrades, and strengthened affordable housing partnerships (Homes Unlimited, Zerín Group, Vision SOHO, Residenza Affordable Housing).
- Operational Efficiency: Initiated shared services exploration (finance, IT), implemented on-call restructuring, and optimized Central Intake for greater system alignment.
- Risk Management: Strengthened cybersecurity measures; addressed weather-related disruptions and early-turnover challenges.

## Spotlight On: Collaborative Person-centred Training



### Back Care

#### Lift and Transfer Training Partnership

Supporting staff safety for reduced injury.

#### 3-3.5 Hour Training Includes:

##### In Class Education:

- Anatomy
- Causes of back pain and risk factors
- Physical Fitness
- Posture, Ergonomics and Body Mechanics

##### Hands-on Training in our Simulation Room:

- |  |  |
|--|--|
| • Repositioning <ul style="list-style-type: none"><li>○ In bed</li><li>○ In wheelchair</li></ul> | • Transfers <ul style="list-style-type: none"><li>○ Standing Pivot</li><li>○ Slide Board</li><li>○ Slide Sheets</li><li>○ Ceiling Track Lifts</li><li>○ Mechanical Lifts</li></ul> |
|--|--|

"It was a wonderful and useful training session in general and also recommend for continued updating"  
VON PSW

In 2024-25 Cheshire partnered with VON to provide Back Care training to over 200 over their front-line staff.

This is hands-on training where participants become the "client" and feel first-hand the experience of being transferred in a lift, building their awareness of the client experience for an improved person-centred approach.

Feedback was excellent and the experience provided the foundation for future development opportunities in alignment new project work toward a Collaborative Staff Educator.

*"It was highly effective training"*

*"Definitely has been helpful and will help in my daily work"*

*"Exceeded my expectations!"*

*"It was a fun day!"*

Kudos to Tracy and Farah for making us look good, and to Margaret for setting us up for success!



## Spotlight On: Heightening our Presence

Maintaining a heightened presence at provincial, regional, and local tables is essential to ensuring Cheshire's voice is heard and its expertise is recognized in shaping the future of care. Active participation at these levels allows us to influence policy, advocate for the needs of the people we serve, and stay informed about emerging trends, opportunities, and challenges within the sector. It also strengthens our relationships with key partners and decision-makers, fostering collaboration that drives innovation and supports more integrated, responsive, and sustainable services across the communities we serve.

Cheshire is taking a seat at the table and is actively engaged at every level.



# 2024-25 SERVICE RECOGNITION AWARDS

## 2 Years

Alexandra B.  
Amanda M.  
Anelize V.  
Arlene R.  
Ayomide U.  
Bev D.  
Cecilia B.  
Chaitanya T.  
Emma M.  
Emmanuel B.  
Ezinne A.  
Ghaida H.  
Irayda M.  
Jenna R.  
Jennifer C.  
Jessica P.  
Jimmichan P.  
Joanna B.  
Jody W.  
Juliet M.  
Krista M.  
Lou N.  
Oluwaseun, A.  
Patrick A.  
Rose I.  
Sandra R.  
Sarah G.  
Shannon M.  
Soleil L.  
Solomon H.  
Sunil S.  
Tammy J.  
Tara H.  
Xiaoyan, H.  
Yenzile M.  
Zoe F.

## 5 years

Abigail P.  
Amanda C.  
Audrey E.  
Chevy C.  
Jeffrey T.  
Kiran S.  
Lisette V.  
Nyariak M.  
Shane S.  
Sheryl M.

## 10 years

Gennifer E.  
Jenny B.  
Kerrie H.  
Kristen L.  
Maria G.  
Melissa P.  
Patricia H.  
Tammy McG.

## 15 years

Tammy H.  
Tammy McC.

## 20 years

Amy B.  
Beata N.  
Iwona S.  
Marian Z.  
Tracy P.

## 25 years

Amy R.  
Laura F.  
Lisa O.  
Stef K.

## 30 years

Amy B.  
Eric K.  
Lynda W.

## 40 years

Lee Ann S.

*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 2025 Everyday Heroes:*

- Kirby P., South

*"I always feel safe in Kirby's care. I wish all workers had a Kirby heart." Her empathy and attention to detail shine through in every visit, from arriving early and prepared to completing every step of care thoroughly and on time.*

- Crystal M., South

Described as "the best of the best", her compassion for consumers is evident in the way she provides truly person-centered care and ensures their needs are met with dignity and understanding.

## 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 2025 Everyday Leader:*

- Leslie C., Office Coordinator

*Leslie is truly the cornerstone of Cheshire. With her deep understanding of the organization's inner workings, she helps keep everything running smoothly and ensures no detail is overlooked. Over the years, she has become the trusted go-to person for guidance, support, and insight, collaborating seamlessly with colleagues at every level. Her thoughtful approach and quiet leadership keep projects on track and teams moving forward with clarity and purpose.*

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

Simone B  
Kathryn T  
Sarah K  
Karyn O  
Mary B  
Marion H  
Heather H  
David P

## Employee Contributions

Adriana H.  
Amy B.  
Amy V.  
Angela M.  
Bonnie M.  
Christina P.  
Debbie M.  
Dwayne P.  
Gabrielle M.  
Hazel D.  
Holly D.  
Iveta L.  
Jillian J.  
Jodi Y.  
Justyna B.  
Katie B.  
Laura F.

Linda F.  
Linda N.  
Michaela P.  
Michelle J.  
Michelle S.  
Paula G.  
Rebecca A.  
Rita E.  
Ruth U.  
Sherry P.  
Sheryl M.  
Tammy M.  
Valentina C.



# SIMPLIFIED FINANCIAL STATEMENTS

## Operating Fund

Balance Sheet as at March 31, 2025

### Assets

	2025	2024
The organization keeps cash on hand in the accounts with the Toronto-Dominion Bank	\$ 4,906,972	\$ 4,045,062
Investments	\$ 149,804	\$ 144,213
At any point in time we have amounts owing to the organization	\$ 313,094	\$ 207,567
We have prepaid certain expenses	\$ 128,871	\$ 148,062
The organization owns building, equipment, furniture and fixtures used in operations (net book value)	\$ 1,212,718	\$ 1,262,183
	<b>\$ 6,711,459</b>	<b>\$ 5,807,087</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)	\$ 21,943	\$ 22,257
Investments	\$ 123,468	\$ 118,868
	<b>\$ 145,411</b>	<b>\$ 141,125</b>

### Cheshire Fund

Cash	\$ 61,539	\$ 40,384
Investments	\$ 1,288,737	\$ 1,191,838
	<b>\$ 1,350,276</b>	<b>\$ 1,232,222</b>
<b>Total Assets</b>	<b>\$ 8,207,146</b>	<b>\$ 7,180,434</b>

Cheshire was able to decrease General & Administration cost by 25% while reporting 9% y/y total cost increase



<b>Liabilities</b>	<b>2025</b>	<b>2024</b>
Accounts payable	\$ 6,069,913	\$ 5,222,828
The organization owes mortgages on the buildings it owns	\$ 0	\$ 0
Fund equity	\$ 641,546	\$ 584,259
	<b>\$ 6,711,459</b>	<b>\$ 5,807,087</b>
<b>Replacement Reserve Fund</b>		
Due to Operating Fund	\$ 85,189	\$ 57,835
Fund equity	\$ 60,222	\$ 83,290
	<b>\$ 145,411</b>	<b>\$ 141,125</b>
<b>Cheshire Fund</b>		
The organization has established a Fund to finance non-budgeted costs	\$ 1,350,276	\$ 1,232,222
<b>Total Liabilities</b>	<b>\$ 8,207,146</b>	<b>\$ 7,180,434</b>

### **Income Statement for the year ended March 31, 2024**

<b>Revenue</b>	<b>2025</b>	<b>2024</b>
Most of our revenue comes from various government agencies	\$ 21,629,953	\$ 20,674,331
Rental income	\$ 233,363	\$ 227,976
Interest income	\$ 112,113	\$ 106,175
Other income	\$ 606,012	\$ 332,882
	<b>\$ 22,581,441</b>	<b>\$ 21,341,364</b>
<b>Expenses</b>		
Personnel: staff salaries and benefits	\$ 18,610,581	\$ 16,357,005
Purchased services: we hire outside help to assist our consumers	\$ 704,580	\$ 580,693
Rent: we rent premises for some of our consumers	\$ 430,861	\$ 424,185
Transportation	\$ 442,539	\$ 405,591
Interest: we pay interest on our mortgages	\$ -	\$ -
Appropriations to replacement reserves: we allocated funds to replace worn out equipment	\$ 51,174	\$ 69,388
Depreciation	\$ 159,747	\$ 141,098
General and administrative: all other costs	\$ 1,890,293	\$ 2,509,183
	<b>\$ 22,289,775</b>	<b>\$ 20,487,143</b>
<b>Excess of revenue over expenses for the year</b>	<b>\$ 291,666</b>	<b>\$ 854,221</b>



### **Contact Information :**

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London, Ontario N5W 5L1  
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Charitable No. 13180 4940 RR0001

