

ANNUAL REPORT

2021-2022



The logo graphic for Cheshire Independent Living Services, featuring a stylized sun with orange rays and a blue figure of a person with arms raised in a celebratory pose.
cheshire
independent living services

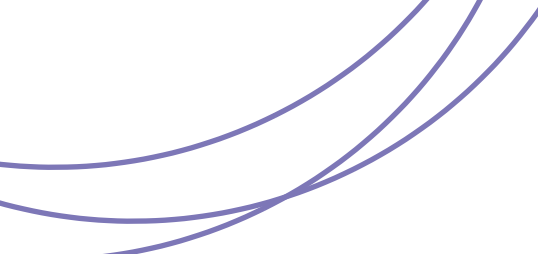
Message from the President & Executive Director

In the winter of 2020, a world-wide coronavirus pandemic was identified by the World Health Organization. In March 2020, the Province of Ontario issued a Declaration of Emergency and a variety of emergency orders followed over time as Ontario did its best to manage the spread of the virus and deal with a multitude of subsequent effects. Throughout this period, Cheshire was called upon to transform itself and adapt its practices repeatedly as we worked our way through the various stages and frameworks of the COVID-19 pandemic management process while recognizing the significant impacts the virus and restrictions were having on our consumers and employees.

Fiscal 2021-22 was yet another exceptional period of time in our history. The prolonged and unpredictable nature of the pandemic again tested our collective resiliency and resolve as we worked diligently to maintain our services during a period when they were needed the most. The Omicron variant brought increased pressures on our resources and forced difficult decisions to ensure that the most essential services were consistently met. The Cheshire team is to be applauded for the above-and-beyond efforts required to support our most vulnerable citizens who were disproportionately impacted by this pandemic.

Our success in managing our way through these challenging times is a credit to our dedicated and professional employees, the strength of our Leadership Team, and the effective governance provided by our Board of Directors. The strength of our community relationships was also key as we worked collaboratively with other groups and organizations to meet pressing local needs throughout this time.

In 2021-22 CSS Bundled Services, led by Cheshire in London Middlesex, provided intensive post-discharge support to individuals at risk of institutionalization as they were being discharged home from hospital. This one-time funding ended in September 2021, however given the significant positive outcomes, we are pleased to share that new base funding has been confirmed to re-start services locally in the fall of 2022 under a new name with the “Let’s Go Home” Program. We are also excited to learn that the model is now being spread across the geography of Ontario Health West.



We were also pleased to support our local EMS by providing mask-fit testing to over 400 paramedics in preparation and response to the changing requirements in healthcare around personal protective equipment.

In the fall of 2021, Cheshire embarked on a strategic planning journey -- working with our staff, consumers and partners to help us better understand our opportunities and challenges, as we work to set a direction designed to guide us into the future. The new 3-year Strategic Plan was launched in April of 2022 and focuses on 4-key areas:

1. Deliver excellent quality, person-centred services.
2. Be the employer of choice.
3. Be a systems change leader.
4. Strengthen our sustainability.

A more detailed breakdown of the Strategic Plan can be found further in the Annual Report. A full copy can also be found on our website.

We look forward with excitement to the new ideas and opportunities ahead, and to the path we walk together.



Angela McMillan
Executive Director



Sam Bigus
Board President

Remembering Doris “Dori” Culbert



On July 19 2022, at the age of 72 Doris passed away.

Dori was one of the first consumers, coming on to service with the opening of our first group home on Princess Ave. back in 1979. She was supported by Cheshire for over 43 years, where she maintained an independent and active life.

Dori served on several committees throughout the years and volunteered her time for the betterment of the community. Dori lived her life on her terms and was always on the go, meeting up with friends and of course shopping especially for clothes.

People gravitated towards Dori as she had such a wild sense of humour and an infectious laugh. You never knew what she was going to say or come up with next and she kept everyone on their toes. She was very much a people person and enjoyed chatting with anyone and everyone. She would easily make a person's day with her kindness and generosity.

One of our staff shared:

“I remember that bike, she got into lots of trouble riding it! When the Group Home was still on Princess Ave she donated it to a yard sale we had to raise money to dig a well in Zambia for a home that supported children with disabilities. The mother of the person who bought it admired what we were fundraising for and wrote us a cheque for \$1000 on the spot. We ended up raising somewhere around \$3000 that day and Dori was a huge part of it, it was hard for her to give up the bike but in the end, she was happy for her contribution. Oh, the many stories I could tell ... she was a firecracker, her laugh was infectious and will be so greatly missed”

In honour of Dori's memory the Group Home at 559 Topping lane planted a dwarf burning bush tree and a stone plaque.

A dedication of it took place on Sept 9, 2022.

Dori will forever live in the hearts of all of those she touched.

Rest in peace Dori.



Thank you to our Donors!

Adriana H.
Adrienne V.
Amanda B.
Amy B.
Angela M.
Anne V.
Bonnie M
Carol S.
Carole C.
Caroline E.
Christina H.
Chris F.
Donna C.
Earl & Eileen S.
Earl G.
Ella Mae D.
Ellen W.
Harold & Maureen G.
Heather H.
Holly D.
Iveta L.
Jacky S.
James S.
Jason D.
Jeff E.
Jennifer S.
Jim M.

Jodi Y.
John & Frances C.
Jos A.
Judi F.
Justyna B.
Kathy & Tony K.
Kim A.
Larry R.
Laura F.
Lily A.
Linda D.
Linda N.
Linda S.
Lindsay P.
Lisa S.
Lorenzo P.
Lori D.
Louise & Rod M.
Lucia R.
Luon T.
Lynn H.
Margaret A.
Marianne L.
Marion H.
Marty B.
Mary M.
Martha M.
Mary Lynn P

Michaela P.
Michelle J.
Michelle P.
Mira K.
Murray & Hazel G.
Norma & Len B.
Olivia B.
Paula G.
Pauline B.
Peeranut V.
Rae & Ruth N.
Rebecca A.
Rhonda B.
Rhonda D.
Richard & Maxine C.
Rita E.
Roger R.
Ronald & Donna B.
Ruth U.
Sandra & Erik K.
Sherry D.
Sherry P.
Sheryl M.
Shine J.
Sydney B.
Tammy M.
Tara M.
Tina-Lynn L.

Todd F
Valentina C.
Yvonne L.

London Community
Foundation

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.



Congratulations!

Service Recognition Recipients

35 YEARS

Lily A., *Admin*

30 YEARS

Mary Lyn D., *South*

25 YEARS

Kim T., *North*

Michelle J., *West*

20 YEARS

Kim E., *Elgin*

Linda N., *Elgin*

Barbara W., *Elgin*

Tanya Y., *Elgin*

15 YEARS

Dawn D., *Oxford*

Sarah D., *North*

Kim H., *Lhubs*

10 YEARS

Diana L., *North*

Corrine G., *West*

Arlene B., *South*

Amy J., *Lhubs*

Tasha C., *Lhubs*

Angela M., *Admin*

Dolly W., *Lhubs*

5 YEARS

Tiffany C., *Perth*

Iman E., *South*

Cindy G., *Central*

Carey S., *Central*

Morgan L., *North*

Ayen B., *South*

Farah J., *South*

Richard J., *South*

Kirby P., *South*

Renee C., *Lhubs*

Dianne S., *Lhubs*

2 YEARS

Sheryl M., *East*

Tina Lynn L., *East*

Amanda C., *Perth*

Angela K., *Perth*

Lisette V., *Perth*

Audrey E., *Huron*

Robbi-Lynn F., *Huron*

Nyariak M., *Soho*

Mandeep S., *Soho*

Shelly D., *Oxford*

Kiran S., *Central*

Khristi C., *Central*

Emma D., *South*

Joy S., *North*

Ayodamola O., *North*

Tiffani B., *North*

Jeffrey T., *West*

Amanda M., *West*

Kalimah C., *Lhubs*

Paige M., *Lhubs*

Kim M., *Lhubs*

Gwen C., *Lhubs*

Shane S., *Admin*

Abigail P., *South*



2022 Award Recipients

On behalf of the Board and Senior Leadership, please join me in congratulating the following 2022 Award Recipients, who will be formally acknowledged at our upcoming Annual General Meeting on October 3rd, 2022.

Everyday Hero Award

This is a prestigious award 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, such as:

- They exemplify the mission, vision and philosophy of Cheshire;
- They are a role model, teacher/mentor;
- They are caring, empathetic, flexible and have good communication skills;
- They share the workload, help out, pitch in and cooperate with their team members;
- They are respectful; and,
- They are mindful of health and safety.

Our 2022 Everyday Heroes are:

- Jodi Younglao, Huron
- Patty Dougherty, Huron



Judith Fisher Everyday Leadership Award

This is a prestigious award 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. An Everyday Leader exhibits common traits of:

1. Adaptability – Everyday Leaders are able to quickly adapt to changing situations and think outside of the box.
2. Emotional Intelligence – Everyday Leaders balance the needs of the team and the organization, understanding the complex mix of feelings and emotions involved.
3. Vision – Everyday Leaders understand that, when everyone's goals are aligned to the organization's broader goals, and everybody does their best to meet them, it's a win for the entire organization.
4. Participation - Everyday Leaders are willing to get their hands dirty and do what it takes to get the job done.
5. Coaching Ability - Everyday Leaders use a creative approach to motivate and inspire others to do their best work. Their style is flexible and responsive as they support, teach and mentor those around round whether they are peers or direct reports.

Our 2022 Everyday Leader is:

- Melanie Snell, Central Intake

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

Congratulations to you all and thank you for being an excellent representative of the Cheshire mission, vision and values.



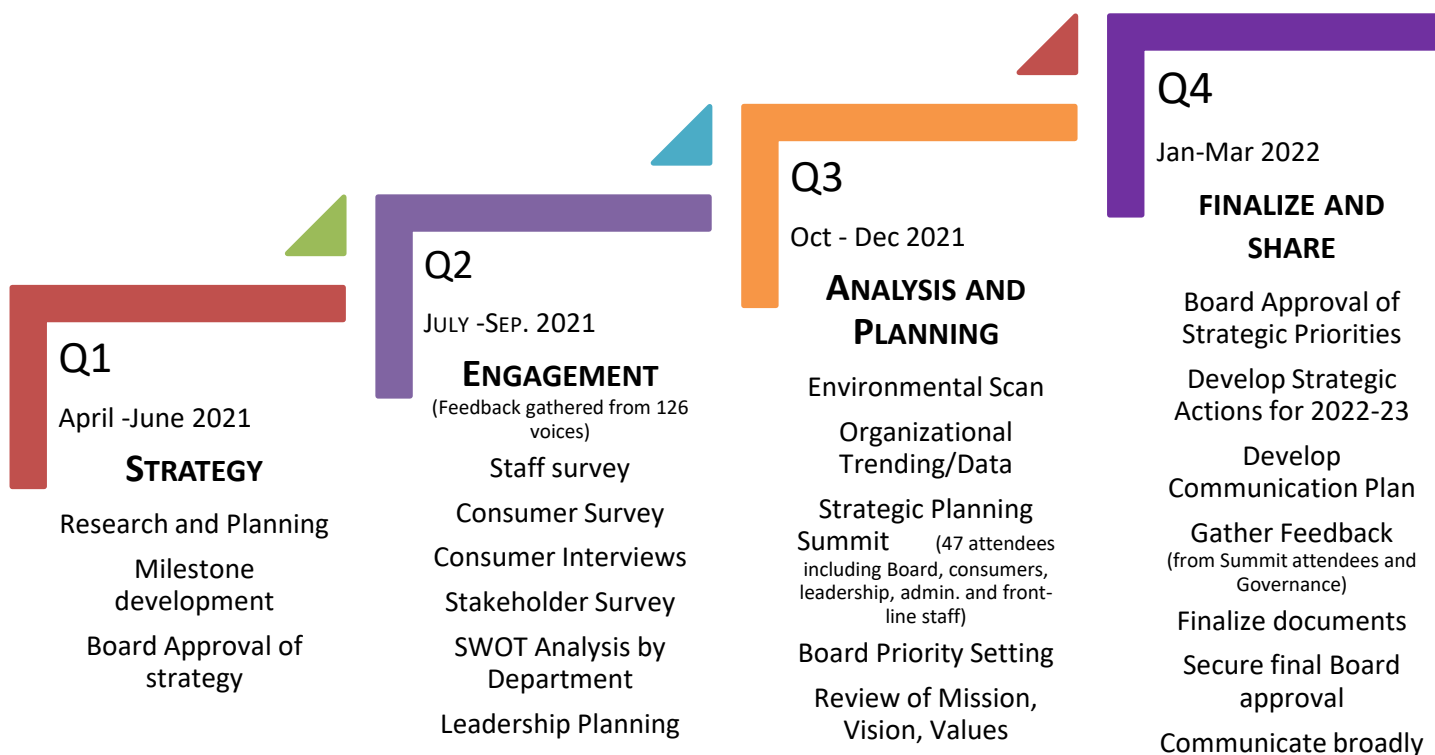
Strategic Plan 2022-25

Within the following document, you will find the passion and the excitement of our organization as it is captured in our vision, mission, and goals. The Cheshire Board of Directors developed this Strategic Plan following a thoughtful process, as outlined below; and with extensive input from the Cheshire community, to whom we extend our most sincere thanks and appreciation.

STRATEGIC PLANNING PROCESS

The resulting Strategic Directions were created in partnership with our consumers, staff and partners, and will be our guide for the upcoming 3-years.

We look forward to the opportunities ahead as we travel this road together.



2022-2025 STRATEGIC DIRECTIONS



Our Vision:

**Independence
Unlimited**

Our Mission:

**Supporting
adults with
physical
disabilities and
frail seniors to
live
independently,
with dignity.**

Deliver excellent quality, person-centred services

- Enhance the quality and integrity of our services focusing on the importance of doing the little things well
- Strengthen partnerships to better meet the comprehensive needs of the people we serve (e.g mental health, housing)
- Increase independence opportunities of person's served through better connections to community resources

Be the employer of choice

- Develop and implement a comprehensive human resources strategy to ensure we attract and retain excellent people
- Foster a caring culture where staff thrive inclusive of effective communication, engagement, development, health & well-being supports, recognition and improved total compensation

Be a systems change leader

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

Strengthen our sustainability

- Advance our mandate by responding quickly to funding opportunities
- Create collaboration and integrations to better use our resources
- Heighten our presence in the community and healthcare system
- Explore becoming a Training Centre for person-centred care

DIGNITY ■ RESPECT ■ PERSON-CENTRED ■ INDIVIDUALITY ■ INDEPENDENCE ■ TEAMWORK ■
COMPASSION ■ EQUITY

Cheshire Homes of London Inc.

Simplified Financial Statements

Operating Fund

Balance Sheet as at March 31, 2022

Assets	2022	2021
The organization keeps cash on hand in the accounts with the Toronto-Dominion Bank	\$ 2,701,918	\$ 1,957,979
Investments	\$ 134,924	\$ 134,634
At any point in time we have amounts owing to the organization	\$ 694,459	\$ 281,439
We have prepaid certain expenses	\$ 39,724	\$ 41,413
The organization owns building, equipment, furniture and fixtures used in operations (net book value)	\$ 1,378,049	\$ 1,546,769

\$ 4,949,074 \$ 3,962,234

Replacement Reserve Fund

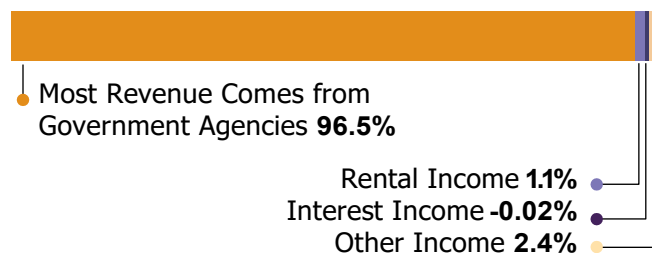
The organization keeps cash on hand in the accounts with the Toronto-Dominion Bank (these funds are used to replace assets at various locations)	\$ 43,582	\$ 26,701
Investments	\$ 111,271	\$ 111,044
	\$ 154,854	\$ 137,745

Cheshire Fund

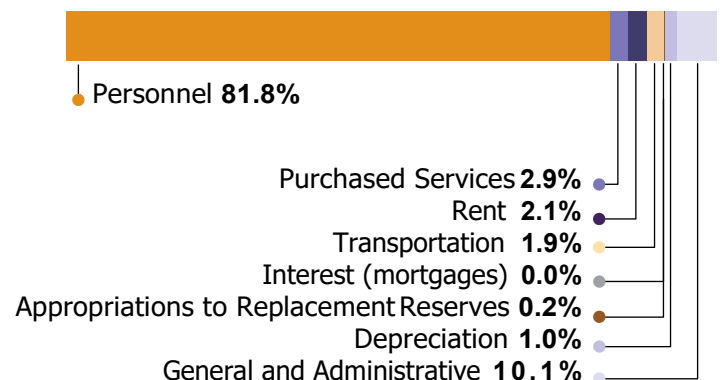
Cash	\$ 337,917	\$ 327,552
Investments	\$ 780,053	\$ 784,992
	\$ 1,117,970	\$ 1,112,474

Total Assets \$ 6,221,898 \$ 5,212,453

Revenue Sources



Expenses



Liabilities	2022	2021
Accounts payable	\$ 4,426,635	\$ 3,416,703
The organization owes mortgages on the buildings it owns	\$ 0	\$ 0
Fund equity	\$ 522,438	\$ 545,531
	\$ 4,949,073	\$ 3,962,234
Replacement Reserve Fund		
Due to Operating Fund	\$ 45,295	\$ 20,539
Fund equity	\$ 109,558	\$ 117,206
	\$ 154,853	\$ 137,746
Cheshire Fund		
The organization has established a Fund to finance non-budgeted costs	\$ 1,117,972	\$ 1,112,474
Total Liabilities	\$ 6,221,898	\$ 5,212,453

Income Statement for the year ended March 31, 2022

Revenue	2022	2021
Most of our revenue comes from various government agencies	\$ 19,055,269	\$ 18,912,384
Rental income	\$ 220,579	\$ 228,299
Interest income	\$ -4,260	\$ 85,054
Other income	\$ 464,738	\$ 777,169
	\$ 19,736,326	\$ 20,002,906
Expenses		
Personnel: staff salaries and benefits	\$ 15,679,367	\$ 15,223,949
Purchased services: we hire outside help to assist our consumers	\$ 559,585	\$ 928,714
Rent: we rent premises for some of our consumers	\$ 407,189	\$ 432,647
Transportation	\$ 360,235	\$ 330,653
Interest: we pay interest on our mortgages	\$ -	\$ 299
Appropriations to replacement reserves: we allocated funds to replace worn out equipment	\$ 29,200	\$ 29,200
Depreciation	\$ 194,471	\$ 294,840
General and administrative: all other costs	\$ 1,939,536	\$ 2,302,209
	\$ 19,169,583	\$ 19,572,511
Excess of revenue over expenses for the year	\$ 566,743	\$ 430,395



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

