

ANNUAL REPORT

2022-2023



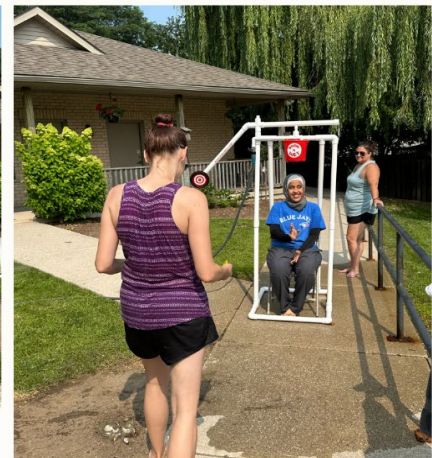
Main Office
Water Fun Days!



cheshire
independent living services



Elgin & West
Water Fun Days!



cheshire
independent living services

Message from the President & Executive Director

2022-2023 has been a year of both **transition** and **rejuvenation** for Cheshire Independent Living Services.

The pandemic has tested us in ways we never thought possible, and challenged us in ways that were difficult to anticipate. Rising fuel prices and inflation, increased competition for scarce staffing resources and funding pressures which haven't kept pace with the cost of doing business have been key issues facing our organization. Those challenges have had a lingering impact, especially on our health human resources, and yet we have risen to the occasion with resilience, adaptability, and dedication to meet the needs of persons served and their families.

While the veil of the pandemic challenges slowly lifted, our teams have heartily taken on the many other obstacles that arose this past year. Always innovative, there has been no stopping the collaborative efforts of everyone on our team; and we have made good headway in creating a stronger, more responsive organization for both our staff and persons served.

With our Strategic Directions guiding the way, we have successfully forged new paths and continue to work through a stabilization plan which will allow us to take the necessary steps in getting **Back to Basics**. Under the leadership of our Board of Directors, and with a relentless focus on our goals, we found ourselves standing on more solid ground as the 2022-23 fiscal year came to an end and with a renewed optimism for the what the future holds.

2022-23 Strategic Highlights:

Deliver excellent quality, person-centred services.

There is no doubt that the staffing shortages throughout 2022-23 created significant challenges impacting our ability to provide consistent services, particularly in our more rural communities. We have worked doubly hard at building creative, in-the-moment solutions to ensure that the essential needs of our consumers were met.

Scheduling and Communication were two key areas of concern raised by consumers as part of the Annual Quality Review. As staffing levels have improved, we are seeing increased satisfaction, and expect that the introduction of a Consumer Portal in 2023-24, will offer further improvements in these key areas. Huge thank you to our Team Assistants, Personal Attendants and Program Managers for your compassion, patience and expertise in those challenging moments.

**I AM SO BLESSED
TO HAVE
CHESHIRE
LOOKING AFTER
ME.**

Cheshire Consumer

In February 2023 Cheshire participated in our third Accreditation Survey through CARF International. The hard work and preparation of our teams, combined with a culture of continuous improvement, paved the way for a successful outcome and a full 3-year award. We are thankful for Krystal M and Leslie C, whose leadership kept us on track; and to all of our teams who worked collaboratively to demonstrate our alignment with the hundreds of best practice standards set out by CARF.

"Cheshire demonstrates a commitment to excellence in its services and care delivery for consumers. The Board of Directors and Executive Leadership have developed a strategic vision of "Independence Unlimited" and utilize the operating systems and daily work practices to support the accomplishment of its mission. Consumers report high levels of satisfaction with services, and staff members voice their high level of satisfaction in their ability to provide person centred care within a supportive team environment"

CARF Accreditation Report, March 2023

Be the employer of choice.

We have worked diligently this year to strengthen our connections to one another and grow the sense of community within our Cheshire Family. This has been a year of getting **Back to Basics** in more ways than one and we have implemented a multi-faceted plan that focuses on improved communication, streamlined processes, enhanced benefits and a sprinkling of fun.

*I HAVE NOTHING
BUT THE BEST TO
SAY ABOUT THE
STAFF HERE.*

Cheshire Consumer

I would like to thank:

- the Cheshire Wellness Committee, which has led the charge on countless initiatives to support both our staff and our community – whether through “Family Movie Night” on World Kindness Day; the Backpack Donation Campaign; or the first annual “Water Day”, where leaders took a spot on the hot seat for some freezing cold fun.
- our Cultural Humility Committee, who have helped us to build a better awareness and understanding of each other, and allowed us to improve equity and diversity within our organization from a variety of lenses;
- our Recruitment and Retention Committee, who helped to identify and address barriers to employment with new, creative ideas for moving forward, and
- our Staff Orientation Working Group, who completely re-vamped our “basic training” program to improve the onboarding experience of new staff.

I am pleased to report that, despite a difficult start to the year with significant staffing shortages, the hard work has had a positive impact in more ways than one. Heading into the upcoming year we are seeing that turnover is down and recruitment is up; and we are excited for the road ahead. Our teams are strong and vibrant and are reinforced by solid connections to each other and our communities. Together we are well-positioned to take on any challenges - we are well equipped for carefully planned advancements and for those that require quick, yet considerate reaction. We are grateful that we have the strength of our team members behind us and we know that in spite of anything that may come our way we can continue to deliver on our mission of “Supporting adults with physical disabilities and frail seniors to live independently, with dignity”.

*CHESHIRE STAFF
ARE VERY
DELIGHTFUL AND
DO THEIR UTMOST
TO MAKE MY LIFE
EASIER.*

Cheshire Consumer

Be a systems change leader.

Cheshire continues to be a present and engaged system leader with representation at local, regional and provincial tables – bringing the voice of our consumers, staff and community forward as we look to develop meaningful solutions through collaboration.

Cheshire is a proud member of four Ontario Health Teams (OHT) – Middlesex-London, Elgin, Oxford and Huron-Perth; and we are actively engaged in the development of the future of health services alongside our partners. We value these partnerships and the positive impact that our collective voices will have both today, and in the years ahead.

With the support of Ontario Health West and the Middlesex-London OHT, we were pleased to be able to move forward a model of integrated care through the new Let's Go Home (LEGHO) program – a service which is designed to better support individuals who are returning home from hospital by providing system navigation and wraparound services during the recovery period. This model was developed and tested by Cheshire and our partners in the South West, and has now been spread to multiple communities in other geographies.

*I'M SO THANKFUL FOR ALL
THE ASSISTANCE
PROVIDED; IT WAS
EVERYTHING I NEEDED AT
THE TIME AND MORE HELP
THAN YOU CAN
IMAGINE...THERE ARE NO
WORDS FOR IT.*

LEGHO Client

In 2022-23 we were also thrilled to partner with Homes Unlimited for 5-new affordable, accessible housing units at 99 Pond Mills Road which will become part of our London-SOHO program. This opens up wonderful new opportunities for our population to achieve independence, and sets the stage for future partnerships and new projects down the road.

Strengthen our sustainability.

2022-23 has been a year of focused planning and Cheshire has worked diligently to build innovative, collaborative and integrated concepts with our partners which will position us toward a state of readiness for new opportunities as they arise.

Advocacy has been a key area of focus, particularly as it relates to sustainability of funding both historically and as we look to the future. We are, as always, thankful for recent investments in CSS but also acknowledge that funding over the past 10 years has been inconsistent and not kept pace with the cost of living. We have engaged broadly on this subject and expect that we will continue to do so into the upcoming fiscal and beyond.

We continue to enhance and improve our marketing and communications strategies with improved social media branding and strategic content aimed to establish a clear, strong organizational identity.

It is with incredible gratitude that we acknowledge and thank our teams, who have worked so hard to get **Back to Basics** and build a better future for Cheshire and those whom we support. It truly takes a village and, when we are all pulling in the same direction, amazing things can happen!

Respectfully,
Angela and Sam

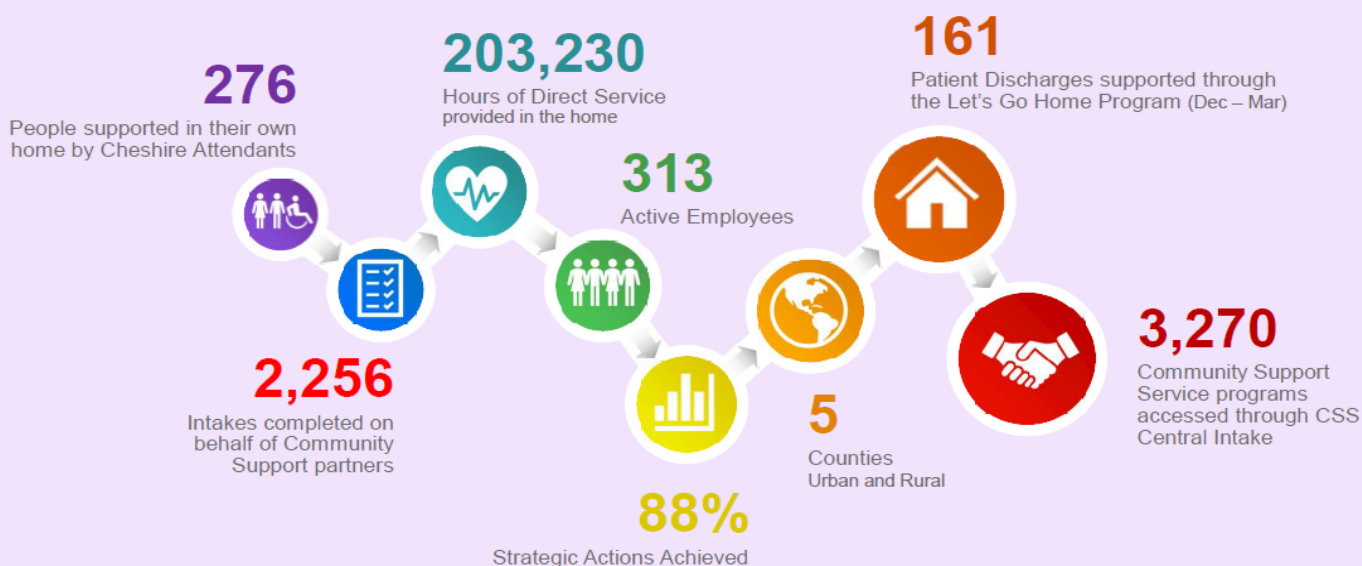


Angela McMillan
Executive Director



Sam Bigus
Board President

Cheshire by the Numbers 2022-23 At a Glance



Thank you to our Donors!

Adriana H.
Amy B.
Angela M.
Anthoula D.
Betty P.
Bonnie M.
Brooke N.
Catherine L.
Catherine V.
Christina N.
Dayani G.
Dwayne P.
Heather H.
Holly D.
Indrani
Iveta
Janet
Jason D.

Jeanne M.
Jennifer S.
Jodi Y.
Johanna D.
John and Cathy L.
Johnston M.
Justyna B.
Karyn O.
Katherine G.
Lalit G.
Laura F.
Lily A.
Linda N.
Louise G.
Lucia W.
Lucy W.
Marion H.
Mary Lynne P.

Melissa B.
Michael L.
Michaela P.
Nancy W.
Natasha S.
Paula G.
Philip D.
Rebecca A.
Rickard A.
Rita E.
Ruth U.
Sherry P.
Sheryl M.
Tammy M.
Ulla T.
Valentina C.
Vassili V.
Virginia M.
William F.

Faculty of Education, UWO
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.

thank you

Congrats!

Service Recognition Award Recipients

35 YEARS

Heather G., *Lhubs*

30 YEARS

Adriana H., *Admin*

Maria H., *East*

25 YEARS

Carri Broere, *Admin*

Kate B., *Oxford*

15 YEARS

Breann K., *Central*

Sherri B., *North*

10 YEARS

Juliette A., *South*

Penny B., *North*

Christina N., *Admin*

Johana P., *Central*

Claudia S., *South*

Darlene Y., *Elgin*

5 YEARS

Celina B., *Oxford*

Katrina C., *East*

Maria C., *North*

Holly D., *Admin*

Sarah G., *East*

Ashley G., *Central*

Gurbat H., *South*

Katlyn J., *Lhubs*

Gerry L., *Central*

Joseph L., *South*

Julie M., *East*

Ana V., *East*

2 YEARS

Auva A., *Lhubs*

Cicero B., *West*

Philip D., *Admin*

Jacqueline D., *Central*

Tina E., *Oxford*

Bibsy F., *Lhubs*

Michelle G., *Oxford*

Karima H., *West*

Ashley I., *East*

Alex J., *Central*

Ashley M., *Lhubs*

Jessica M., *Intake*

Shelley M., *Perth*

Beatrix M., *Central*

Jake M., *East*

Schadrack N., *North*

Alexis R., *Soho*

Prahdeep S., *Oxford*



2023 Award Recipients

On behalf of the Board and Senior Leadership, please join me in congratulating the following 2023 Award Recipients:

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 2023 Everyday Heroes are:

- Celina Ball, Oxford
- Lynda Wilson, Oxford



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:

- Luz Zubieta, Admin



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.

Cheshire Homes of London Inc.

Simplified Financial Statements

Operating Fund

Balance Sheet as at March 31, 2023

Assets	2023	2022
The organization keeps cash on hand in the accounts with the Toronto-Dominion Bank	\$ 2,027,656	\$ 2,701,918
Investments	\$ 138,531	\$ 134,924
At any point in time we have amounts owing to the organization	\$ 769,663	\$ 694,459
We have prepaid certain expenses	\$ 132,607	\$ 39,724
The organization owns building, equipment, furniture and fixtures used in operations (net book value)	\$ 1,307,090	\$ 1,378,049
	\$ 4,375,547	\$ 4,949,074
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)	\$ 56,912	\$ 43,582
Investments	\$ 113,787	\$ 111,271
	\$ 170,699	\$ 154,854
Cheshire Fund		
Cash	\$ 47,527	\$ 337,917
Investments	\$ 1,093,649	\$ 780,053
	\$ 1,141,176	\$ 1,117,970
Total Assets	\$ 5,687,422	\$ 6,221,898

Liabilities	2023	2022
Accounts payable	\$ 3,946,632	\$ 4,426,635
The organization owes mortgages on the buildings it owns	\$ 0	\$ 0
Fund equity	\$ 428,915	\$ 522,438
	\$ 4,375,547	\$ 4,949,073
Replacement Reserve Fund		
Due to Operating Fund	\$ 48,456	\$ 45,295
Fund equity	\$ 122,243	\$ 109,558
	\$ 170,699	\$ 154,853
Cheshire Fund		
The organization has established a Fund to finance non-budgeted costs	\$ 1,141,176	\$ 1,117,972
Total Liabilities	\$ 5,687,422	\$ 6,221,898

Income Statement for the year ended March 31, 2023

Revenue	2023	2022
Most of our revenue comes from various government agencies	\$ 18,642,625	\$ 19,055,269
Rental income	\$ 229,790	\$ 220,579
Interest income	\$ 30,414	\$ -4,260
Other income	\$ 533,123	\$ 464,738
	\$ 19,435,952	\$ 19,736,326
Expenses		
Personnel: staff salaries and benefits	\$ 15,903,354	\$ 15,679,367
Purchased services: we hire outside help to assist our consumers	\$ 600,469	\$ 559,585
Rent: we rent premises for some of our consumers	\$ 441,110	\$ 407,189
Transportation	\$ 353,450	\$ 360,235
Interest: we pay interest on our mortgages	\$ -	\$ -
Appropriations to replacement reserves: we allocated funds to replace worn out equipment	\$ 29,200	\$ 29,200
Depreciation	\$ 161,335	\$ 194,471
General and administrative: all other costs	\$ 1,847,446	\$ 1,939,536
	\$ 19,336,364	\$ 19,169,583
Excess of revenue over expenses for the year	\$ 99,588	\$ 566,743

Cheshire Social Media Analytics

Cheshire began working with rTraction In April 2023. The team has been posting twice a week to LinkedIn, Instagram, and Facebook with the main goals being: creating a cohesive brand image, showcasing Cheshire’s mission, and increasing recruitment. With this in mind, the themes we’ve posted about have been:

- Recruitment Announcements
- Special Days
- History of Cheshire
- Mission Moments
- Employee Testimonials
- Consumer Case Studies
- Accomplishments
- Description of Services

KPI (Key Performance Indicators) Definitions

- **Engagement:** actions that reflect and measure how much your audience interacts with your content. Social media engagement can include likes, comments and shares, but varies by platform.
- **Impressions:** the number of times your content is displayed, no matter if it was clicked or not.
- **Reach:** the number of *unique* people who see your content, no matter if they follow you or not.

Start vs. Current Numbers

Instagram April 1st	Facebook April 1st	LinkedIn April 1st
Followers: 107	Followers: 511 Likes: 482	Followers: 18
Instagram today	Facebook today	LinkedIn today
Followers: 125	Followers: 539 Likes: 508	Followers: 45

January 1st, 2022 - September 26, 2023

Reach ⓘ

Compare your reach from this period to the previous one.

See more about your content performance

Facebook reach ⓘ

29,866 ↑ 1.4K%

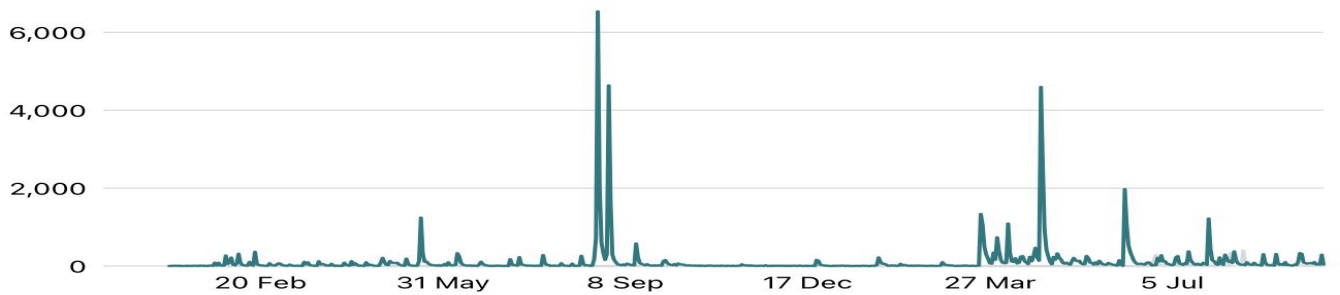
Instagram reach ⓘ

749 ↑ 1.9K%

Paid reach ⓘ

0 0%

Daily Cumulative



Notes: The large spike in September 2022 was featuring the Wellness Committee, and the large spike in April 2023 was regarding the London & Area Works Job Fair

Reach ⓘ

Compare your reach from this period to the previous one.

See more about your content performance

Facebook reach ⓘ

29,866 ↑ 1.4K%

Instagram reach ⓘ

749 ↑ 1.9K%

Paid reach ⓘ

0 0%

Daily Cumulative



Executive Summary for April-September 2023 compared to the 6 months before that:

Post Reach	Post Engagement	Video Views	Link Clicks	Page Growth
32,468 <div>+294%</div> <div>Total Reach</div>	3,933 <div>+658%</div> <div>Total Engagements</div>	300 <div>+418%</div> <div>Total Video Views (3-Sec)</div>	373 <div>+418%</div> <div>Total Link Clicks</div>	508 <div>+5%</div> <div>Total Page Likes on Sep 25</div>
3,889 <div>+592%</div> <div>Average 28-Day Reach</div>	649 <div>+236%</div> <div>Reactions, Comments and Shares (RCS)</div>	129 <div>+729%</div> <div>Total Video Views (10-Sec)</div>	1,609 <div>+729%</div> <div>Other Clicks</div>	26 <div>+53%</div> <div>Net Change in Page Likes</div>
110.20% <div>+2%</div> <div>Organic Reach Rate (ORR)</div>	3.47% <div>+34%</div> <div>Engagement Rate (ER)</div>	30.53% <div>+130%</div> <div>3-Sec Video View Rate (VVR)</div>	0.55% <div>+130%</div> <div>Click Through Rate</div>	5.39% <div>+48%</div> <div>Growth Rate (GR)</div>



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