Assisted Living Southwestern Ontario (ALSO) would like to acknowledge that this land on which we gather is the traditional territory of the Anishnaabeg people of the Three Fires Confederacy (Ojibwe, Bodéwadmi, and Odawa). Because of our region’s unique location along the Detroit River many different groups have called this area home including: Haudenosaunee, Attawandaron (Neutral) and Huron (Wyandot) peoples. Today, many Indigenous People and Métis across Turtle Island still call this area home.

Indigenous Peoples are caretakers of Mother Earth and realize and respect her gifts of water, air and fire. First Nations peoples’ have a special relationship with the earth and all living things in it (Assembly of First Nations). In our role as service providers to persons with disabilities, ALSO feels a profound kinship with our country’s Indigenous Peoples as the original caretakers of the Earth and all of its inhabitants. ALSO wishes to express its ever-deepening commitment to understanding and rectifying the abhorrent impact settlers had on Indigenous Peoples and our ensuing unremitting dedication to Truth and Reconciliation.

We cannot speak meaningfully about reconciliation without also avowing the truth that it was enslaved Africans, brought here en masse, who built these cities that we now call “ours”. We work, live and love today in cities built with stolen African labour on stolen ground.

It is with sadness, but with great respect, that ALSO acknowledges that any expression of gratitude to First Nations’ people for the land and its resources of which we continue to claim for our use is inadequate, notwithstanding, we are grateful for its continued use and pledge to be unceasingly mindful of our inherent responsibility as occupiers of their beneficent land.

ALSO values the diversity of our Team and our Clients. Diversity at ALSO means fostering a workplace in which individual differences are recognized, appreciated, and respected, as well as responded to in ways that fully develop and utilize each person’s talents and strengths. We encourage all people from the Southwestern Ontario communities we serve to apply for jobs with us. We particularly welcome disabled, Indigenous, male, and trans applicants because these groups are currently under-represented in our workforce. ALSO supports the accommodation of people with disabilities and has built our hiring policies to support independence, dignity, participation, and equal opportunity.
MISSION, VISION & VALUES

MISSION
To be change makers towards equality, diversity and accessibility.

VISION
We envision a day when people with physical disabilities fully participate in all aspects of community life as the norm and not the exception.

VALUES
QUALITY - We are committed to continuous improvement.
ACCOUNTABILITY - We guarantee responsibility and accuracy to our consumers, staff, funders and the community as a whole.
RESPONSIVENESS - We respond positively to change and challenge.
RESPECT - We value each individual.
ACCESSIBILITY - We advocate for increased access in all aspects of life.
COLLABORATION - We seek efficiencies through partnerships both internally and externally.
LEADERSHIP - We lead by finding solutions. Consumers are the experts in their own service delivery.

OUR CLIENTS

VIRTUAL TOWN HALLS
We continue to hold tri annual Client Town Hall Meetings. These meetings provide an opportunity for clients to meet with Senior Management as well as representatives from the Client Advisory Group for the purpose of information sharing, questions, updates, etc., to increase accessibility and participation we have moved to a hybrid model with meetings taking place at common space at rotating Neighborhoods of Care – with access to Zoom included.

I just really wanted to say that I enjoyed the conversations we had at the Town Hall today. I also wanted to encourage you to continue with the town halls even though there has been little attendance. We will just have to think of other ways to get the word out about the townhouse (sic) to people, what we are doing here is important work and we are working together clients and staff both to make ALSO better. So don’t give up on it!"
— Recent feedback received from a town hall attendee

CLIENT ADVISORY GROUP
Our Client Advisory group has steadily gained momentum. From its inception in 2018 as what was primarily an accessibility advisory group to its present-day role in accessibility and advocacy.

Membership has expanded to a current roster of 12 members representing 8 different Neighborhoods of Care and a variety of ALSO service experiences. They meet monthly.

ABI SYSTEM NAVIGATION
With the hire of our ABI and Exceptional Supports Manager in the summer of 2022 we helped 19 individual Clients with System Navigation required due to an Acquired Brain Injury.
OUR LEADERSHIP

PAST BOARD MEMBERS

<table>
<thead>
<tr>
<th>Name</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domenic Acchione</td>
<td>SEP / 24 / 19</td>
<td>JUN / 28 / 22</td>
</tr>
<tr>
<td>Alison Coppola</td>
<td>JAN / 27 / 11</td>
<td>JUN / 28 / 22</td>
</tr>
<tr>
<td>Alynn Godfroy</td>
<td>JUN / 28 / 22</td>
<td>JAN / 01 / 23</td>
</tr>
<tr>
<td>Alexis Baksi</td>
<td>APR / 24 / 18</td>
<td>MAR / 28 / 23</td>
</tr>
</tbody>
</table>

CURRENT BOARD MEMBERS

<table>
<thead>
<tr>
<th>Name</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shauna Carter</td>
<td>MAR / 29 / 16</td>
<td></td>
</tr>
<tr>
<td>Cheryl Porter</td>
<td>MAR / 29 / 16</td>
<td></td>
</tr>
<tr>
<td>Allison Prieur, Past President</td>
<td>SEP / 27 / 16</td>
<td></td>
</tr>
<tr>
<td>Christina Stramacchia, President</td>
<td>JUN / 27 / 17</td>
<td></td>
</tr>
<tr>
<td>Naomi Levitz</td>
<td>FEB / 27 / 18</td>
<td></td>
</tr>
<tr>
<td>John Stroyan, Vice-President</td>
<td>SEP / 24 / 19</td>
<td></td>
</tr>
<tr>
<td>Sonia Dauncey</td>
<td>APR / 28 / 20</td>
<td></td>
</tr>
</tbody>
</table>

INDIVIDUALS SERVED
APRIL 1, 2022 – MARCH 31, 2023

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monarch ABI Supportive Housing</td>
<td>7</td>
</tr>
<tr>
<td>Specialized ABI Outreach Support</td>
<td>24</td>
</tr>
<tr>
<td>Assisted Living</td>
<td>149</td>
</tr>
<tr>
<td>Outreach</td>
<td>103</td>
</tr>
<tr>
<td>Low Acuity</td>
<td>470</td>
</tr>
<tr>
<td>Collaborative Supported Housing (Chez Nous &amp; Sandwich Street)</td>
<td>52</td>
</tr>
</tbody>
</table>

ALAYACARE PAYROLL

Alayacare has offered paperless and integrated solutions to calculate payroll and export information to our external payroll system. We moved the entire organization over in January 2023 and have saved hours in our Finance Department, with our managers, front-line staff, and Leads.

OFFICE 365

ALSO migrated to Office 365 for a more reliable email system with a cloud-based platform and advanced security features. Improved communication, increased productivity, and real-time collaboration.
Dear Friends,

As I transitioned to the new role of Chair of the Also Board in 2022, I would especially like to thank our outgoing President, Allison Prieur for her strong leadership and significant contributions during her tenure. Allison will continue to guide us as past president into the coming year.

This year also brings with it the end of service for two long-time Board members, Cheryl Porter and Shauna Carter. The Board would like to extend our immense gratitude for their tireless commitment to supporting our clients and staff over the last seven years. We also said good-bye to Ralph Ganter in March. Although Ralph was only our Executive Director for a year and a half, he shared his wealth of experience and put the wheels in motion for change. We wish him well in his future endeavors.

The global COVID-19 pandemic has affected — and continues to affect — our community’s wellbeing. However, one of the positive outcomes of the pandemic — and yes, there are some — has been increased cooperation and integration of services between health-care providers, both across the region and within our community.

As the agency continues to rebuild, pivot and rise above, we do so with the strong leadership of Leigh Vachon, as Executive Director. From the front line to the Senior Management team, the incredible momentum Leigh has kicked off is felt throughout the agency and the Board is confident that it will continue to grow. I would like to extend a genuine thank you to all the staff for their continued dedication to the ALSO mission through the pivots and transitions.

Amidst the evolution, ALSO remains committed to innovation. We completed the final stages of transitioning to operations software; Alayacare. Not only has this allowed client’s greater access to the services requested, but it has also resulted in both time and cost savings for the agency as a whole. In addition, this year has seen ALSO officially move the organization headquarters to a new, spacious, and modernized location where clients enjoy attending the day programs once again.

As we look ahead, we will continue to strengthen our commitment to be champions of equality, diversity and inclusion to advocate for change to systemic issues that persons living with disabilities encounter. The Board of Directors has designated a seat on the Board for the Client Advisory representative, this will enrich our discussions and decision making with a clearer understanding of what our clients need. With the vision and dedication of our Board of Directors, incredible staff and volunteers, we look forward to building back better and more equitably for our clients. We will kick off our “building back better” by reinstituting our popular trademark events; the Walk & Roll, the ALSO Holiday Party and in May 2024 the Accessibility Awards, and look forward to seeing you there.

Sincerely,

Christina Stramacchia

ALSO Board Chair.
Many would be unaware of ALSO’s Foundation as it had sat dormant for many years. Two years ago, three members from the ALSO Board agreed to form the Foundation Board and have been working to put policies and bylaws in place, ensuring proper maintenance at the collaborative supportive housing site on Sandwich St. (which the Foundation owns) and providing dollars to enhance ALSO’s programs.

The Foundation is now in a position to move forward and begin the process of ensuring it’s long term success. We have a date to start our strategic planning, will be holding an annual general meeting jointly with the ALSO Board, and are pleased to be welcoming three new directors to our Board. We are excited to have new ideas and energy around the table as we move forward.

As mentioned above, the Foundation owns the collaborative housing site on Sandwich St. As a Board, we are like minded in the belief that a home is a basic necessity. With that said, we understand there is not a one fit solution for everyone. We are committed to look at several non conventional models of housing that will suit the needs of the clients of ALSO and others in our community.

As per an agreement many years ago between the two Boards, the Foundation has resumed oversite of the Social Recreation Program. As many of you are aware, the Social Recreation Program was put on hold for everyone’s safety during the pandemic. We are thrilled to announce the committee has resumed their monthly meetings and have some great events scheduled for this year! There will be a BBQ on July 14th, the Walk N’ Roll on October 1st and the Annual Holiday Party on December 8th. The Social Recreation Committee also budgeted for a Community Inclusion Program. In following with ALSO’s core values of providing services to the whole person, the Foundation and Social Recreation Committee are committed to do the same. Although we all enjoy the larger events where we can enjoy our time together, we recognise that barriers still exist for the clients of ALSO to participate fully within our community. This program will assist to ensuring barriers are removed wherever possible. There will be more information regarding this program and how to make requests in the near future.

Although this will be another year of planning and new beginnings, your support is most appreciated. Nothing great was ever built in a day, but we are on the right path for creating a solid “Foundation”!

Respectfully Submitted,

Ali Coppola,
President, ALSO Foundation
Hello Everyone,

The members of the CAG want to update you on what we have been working on, but first, for people who are unaware of what the CAG is, let me tell you. CAG stands for Client Advisory Group: The CAG is a group of disability advocates within ALSO that addresses accessibility issues within ALSO that affect clients. The types of issues we tackle range from physical barriers, to socio-economic, recreational, etc.

The group is full of hard-working, strong-willed individuals, so strong that we did not even let the seemingly insurmountable challenge of the COVID-19 pandemic stop us; In fact, it was during this time that the CAG took on its most important issue yet. Early on in the pandemic, a member of the CAG brought a news article to our attention stating that two rental subsidy programs both Strong Communities 1 and 2 were in danger of sunsetting which would exacerbate the homelessness problem in this city and take away hard-earned independence from people with disabilities—we could not let that happen. Through a series of meetings, letters, and an appearance at City Hall we were able to secure funding for the rental subsidies through 2024.

One of the other issues we were able to resolve was to help create a sense of security with concerned clients by implementing lanyards that staff wear with their names and logo on them. My hopes for the future of the CAG are to expand and continue to promote a sense of self—advocacy for the people here at ALSO.

One of the most recently added members has spoken so eloquently about what joining the CAG has meant to her, the following is one of her statements:

“Being a part of the CAG means a lot to me because it gives me the opportunity to make a change in my community. I was born with Cerebral Palsy and being disabled is all I have ever known. The CAG reminds me that being disabled is my superpower!”
— Mackenzie Caradonna

Another member states,

“I was glad to be asked to join the CAG. It’s a great place to exchange our ideas and input to make changes where it’s necessary and put our heads together to try and solve problems when they rise.”
— Scott Mike

Thank you,
Sarah Bondy
CAG Chair
Our 2022/2023 Fiscal Year has been one of tremendous growth and in truth, one with some significant challenges. “Growing pains” is called growing pains for a reason, and our organization is not immune to the pain that can come from rapid expansion and new developments.

Despite the challenges, this year has been one of the most progressive, and exciting, years in our organization’s history. As one of the first examples, and understandably the most exciting for me, is my transition from Director of Strategy, Enhanced Services & Partnership Development to the Executive Director role, replacing Ralph Ganter, officially April 1st, 2023. I am extremely proud to be taking the helm of this organization and cannot wait to see how the momentum of this past year continues into the fiscal 2023/2024 year.

In April and June respectively, our two new supportive housing sites, Chez Nous in Stoney Point and Sandwich Street in Windsor, officially opened their doors and at present are serving almost sixty people who were at risk of or were experiencing homelessness. At the time that I write this our three beds dedicated to hospice care for people experiencing homelessness are full as well (more on the Journey Home Hospice later in the report).

Our Day Programs finally returned in August to a bigger and better space within our new Head Office. Our Day Programs have integrated the Participation Industries and Chrysalis teams and together they are delivering creative and inspired programming, all the while our virtual programming team has continued to deliver fun and engaging content online for the audience that developed during the pandemic and that continues to enjoy the option of attending events from the comfort of their homes.

We as an organization are in our post-COVID resiliency phase, investing in recruitment, retention, training, technology, and quality assurance to name a few key areas that were severely impacted throughout the previous two years. We have created several new leadership positions to ensure these key areas are made a priority always. With all our resources going towards fighting COVID on the frontlines we needed to rebuild and support our weary team. I cannot commend this team enough, from our Senior Directors, through our Administration, to our frontline Staff, they have given everything they had to ensure our Clients were supported despite the ever-present threat of COVID.

This organization was born of challenge and has been fostered by it throughout its 85-year history. We are emerging post-COVID as we always have from any challenge, with an almost cheeky tenacity, that hint of ever-present rebelliousness, and with an enduring refusal to stand still.

Looking forward, we will be igniting a local Disability Pride movement, we will be strengthening our internal commitments to Inclusivity, Diversity, Equity & Accessibility and we then will be looking for more ways to engage with our community as advocates.

We have much to do.

Thank you,

Leigh Vachon
Executive Director
WEGHO PROGRAM

WHAT IS WEGHO?

ALSO is the lead agency for Windsor Essex Gets you Home. It is a new program to support our health care system that is ramping up across Windsor and Essex County.

WEGHO is intended to facilitate safe and sustainable discharge from hospital to home. We work with Community Partners to assist with meals, transportation, wellness checks, and patient mobility.

WHAT ARE THE BENEFITS OF WEGHO?

Supports patients and their caregivers, allowing patients time to thrive at home and help to avoid readmission back into the Emergency Department.

WEGHO System Navigators facilitate the home transfer and service coordination.

HOW IS ELIGIBILITY DETERMINED?

Selected patients may have conditions such as:

- Chronic Obstructive Pulmonary Disease (COPD)
- Congestive Heart Failure (CHF)
- Frailty and a susceptibility for falls
- May experience frequent visits to the Emergency Department
- Other social determinants of health and multiple co-morbidities are also considered

WEGHO IMPACT STORY

TRANSPORTATION HOME FROM HOSPITAL

Navigator overheard a telephone conversation in hospital, where a client’s spouse was trying to obtain transportation for discharge. The company recommended by the hospital quoted at $250 + tax for the 15-minute ride.

Hearing the anxiety in the spouse’s voice, it was clear that this was not affordable for the family, yet a regular taxi could not accommodate her husband’s physical needs.

The Navigator connected with a Care Links community partner, South Essex Community Council.

Within 90 minutes, the client was successfully discharged and arrived at his new home in LTC for a nominal fee of $12.
WEGHO PROGRAM (CONT’D)

**SUPPORTING PATIENTS AND THEIR CAREGIVERS.**

By supporting patients and their caregivers with the transition from hospital to home, we are allowing patients time to thrive at home and are helping to avoid readmission back into the Emergency Department. We will be working with our Community Partners to assist with meals, transportation, wellness checks, and patient mobility to assist with this transition home.

**WEGHO SERVICE NAVIGATORS FACILITATE THE HOME TRANSFER AND SERVICE COORDINATION**

WEGHO Service Navigator will be available on-site at local regional hospitals, working in collaboration with Care Coordinators (CC’s) from Home Care (Home and Community Care Support Services) to identify suitable candidates for the program. The Navigator liaises between the patient, hospital and CC’s to facilitate the transfer and provision of services. The Navigator will follow patients post-discharge for a maximum of 6 weeks to support a sustained, safe residence at home with supports.

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>TIME PERIOD</th>
<th>UNIQUE CLIENTS</th>
<th>UNITS OF SERVICE</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals on Wheels</td>
<td>01/16/23 - 05/26/23</td>
<td>22</td>
<td>583 meals</td>
<td>$4,421</td>
</tr>
<tr>
<td></td>
<td>05/01/23 - 05/26/23</td>
<td>13</td>
<td>221 meals</td>
<td>$1,772</td>
</tr>
<tr>
<td>Home Support</td>
<td>01/16/23 - 05/26/23</td>
<td>09</td>
<td>60 hours</td>
<td>$924</td>
</tr>
<tr>
<td></td>
<td>05/01/23 - 05/26/23</td>
<td>07</td>
<td>16 hours</td>
<td>$352</td>
</tr>
<tr>
<td>Transportation</td>
<td>01/16/23 - 05/26/23</td>
<td>2</td>
<td>2 rides</td>
<td>$50</td>
</tr>
<tr>
<td></td>
<td>05/01/23 - 05/26/23</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wellness Checks</td>
<td>01/16/23 - 05/26/23</td>
<td>31</td>
<td>220</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>05/01/23 - 05/26/23</td>
<td>21</td>
<td>85</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>01/16/23 - 05/26/23</strong></td>
<td><strong>35</strong></td>
<td><strong>583 interactions</strong></td>
<td><strong>$5,395</strong></td>
</tr>
<tr>
<td></td>
<td><strong>05/01/23 - 05/26/23</strong></td>
<td><strong>23</strong></td>
<td><strong>252 interactions</strong></td>
<td><strong>$2,124</strong></td>
</tr>
</tbody>
</table>

*PLEASE NOTE: WEGHO NAVIGATOR COSTS NOT INCLUDED IN THE ABOVE.*

**DID YOU KNOW?**

We currently employ **355** staff members in total, and our frontline staff are represented by IBEW.
CONSUMERS
- Increase consumer leadership, engagement, and involvement in decision-making with committee involvement, representation on the Board
- Increase opportunities for consumer choice
- Consumers are connected to social networks Day Programs

STAFF
- Attract and retain high quality talent
- Uphold staff morale and motivation
- Offer regular staff training & professional development

PUBLIC RELATIONS
- Strengthen community profile and presence
- Provide education and awareness training to the broader community

TECHNOLOGY
- Continue to expand the use of technology for administrative functions
- Utilize technology to enhance consumer quality of life

PARTNERSHIPS
- Engage in an eco-system of supports
- Increase volunteer base
- Seek community partners to enhance services and create efficiencies
## ASSISTED LIVING SOUTHWESTERN ONTARIO

**SUPPLEMENTARY FINANCIAL INFORMATION SCHEDULE OF PROGRAM REVENUES AND EXPENDITURES | YEAR ENDED MARCH 31, 2023**

### REVENUES

<table>
<thead>
<tr>
<th></th>
<th>ALSO</th>
<th>CSH</th>
<th>ATTENDANT VOCATIONAL</th>
<th>ATTENDANT SERVICES</th>
<th>TOTAL 2023</th>
<th>TOTAL 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LHIN</strong></td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 12,510,735</td>
<td>$ 12,510,735</td>
<td>$ 11,824,250</td>
</tr>
<tr>
<td>MOHLTC - one time</td>
<td>516,656</td>
<td>-</td>
<td>-</td>
<td>2,060,608</td>
<td>2,577,264</td>
<td>2,186,509</td>
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<tr>
<td>Fees and miscellaneous</td>
<td>75,525</td>
<td>-</td>
<td>-</td>
<td>344,197</td>
<td>419,722</td>
<td>1,160,779</td>
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<tr>
<td>MCSS</td>
<td>-</td>
<td>-</td>
<td>642,140</td>
<td>-</td>
<td>642,140</td>
<td>605,666</td>
</tr>
<tr>
<td>City and/or Municipality</td>
<td>363,185</td>
<td>1,250,451</td>
<td>-</td>
<td>-</td>
<td>1,613,636</td>
<td>374,602</td>
</tr>
<tr>
<td>Amortization of deferred contributions</td>
<td>6,354</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,354</td>
<td>6,351</td>
</tr>
<tr>
<td>MOHLTC - Rent Supplement</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>233,782</td>
<td>233,782</td>
<td>233,782</td>
</tr>
<tr>
<td>Donations</td>
<td>46,435</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>46,435</td>
<td>189,271</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,008,155</td>
<td>1,250,451</td>
<td>642,140</td>
<td>15,149,322</td>
<td>18,050,068</td>
<td>16,581,210</td>
</tr>
</tbody>
</table>

| Expenditure recovery   | 221,126 | 273,211 | -                  | 395,998          | 890,335     | 468,705     |
| **Total**              | 1,229,281 | 1,523,662 | 642,140             | 15,545,320       | 18,940,403  | 17,049,915  |

### EXPENDITURES

<table>
<thead>
<tr>
<th></th>
<th>ALSO</th>
<th>CSH</th>
<th>ATTENDANT VOCATIONAL</th>
<th>ATTENDANT SERVICES</th>
<th>TOTAL 2023</th>
<th>TOTAL 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration costs</td>
<td>-</td>
<td>-</td>
<td>69,413</td>
<td>1,629,612</td>
<td>1,709,025</td>
<td>1,411,910</td>
</tr>
<tr>
<td>Amortization</td>
<td>5,053</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,053</td>
<td>7,092</td>
</tr>
<tr>
<td>Building occupancy</td>
<td>145,767</td>
<td>423,069</td>
<td>108,463</td>
<td>442,291</td>
<td>1,119,590</td>
<td>369,576</td>
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<tr>
<td>Contracted out services</td>
<td>-</td>
<td>-</td>
<td>6,850</td>
<td>309,671</td>
<td>316,521</td>
<td>374,932</td>
</tr>
<tr>
<td>Equipment expense</td>
<td>-</td>
<td>14,556</td>
<td>20,317</td>
<td>54,448</td>
<td>89,321</td>
<td>70,628</td>
</tr>
<tr>
<td>Office and sundry</td>
<td>47,836</td>
<td>257,008</td>
<td>70,662</td>
<td>577,187</td>
<td>952,693</td>
<td>1,506,111</td>
</tr>
<tr>
<td>Rent supplement</td>
<td>363,185</td>
<td>-</td>
<td>-</td>
<td>233,782</td>
<td>596,967</td>
<td>608,384</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>665,864</td>
<td>1,392,109</td>
<td>352,680</td>
<td>12,297,329</td>
<td>14,707,982</td>
<td>12,412,840</td>
</tr>
<tr>
<td>Staff travel and training</td>
<td>391</td>
<td>23,357</td>
<td>13,758</td>
<td>336,301</td>
<td>373,807</td>
<td>272,959</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,228,096</td>
<td>2,110,999</td>
<td>642,143</td>
<td>15,890,621</td>
<td>19,870,959</td>
<td>17,034,332</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>REVENUE OVER (UNDER) EXPENDITURES</th>
<th>ALSO</th>
<th>CSH</th>
<th>ATTENDANT VOCATIONAL</th>
<th>ATTENDANT SERVICES</th>
<th>TOTAL 2023</th>
<th>TOTAL 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue Over (Under) Expenditures</strong></td>
<td>$ 1,185</td>
<td>$ (586,437)</td>
<td>$ (3)</td>
<td>$ (345,301)</td>
<td>$ (930,556)</td>
<td>$ 15,583</td>
</tr>
</tbody>
</table>
OUR CHALLENGES

Deficit:

Our fiscal reality is that 2022 saw a deficit of $930,000.00 for our organization. For non-profit organizations, deficits are often a reality. With a global operating budget of almost $20 million, our current deficit represents less than 5% of that, but, the impact of the deficit, even without that context, is being felt deeply.

Recognizing the gravity of the situation, we are taking immediate action to address financial pressures and stabilize operations. We have implemented a comprehensive mitigation & funding strategy, including, optimizing resources, and exploring alternative revenue streams along with a reaffirmed commitment to raise the profile of the organization to increase support as ALSO is also actively seeking additional financial support through fundraising efforts, partnerships, and grant opportunities to bridge the deficit gap.

Despite our financial challenges, ALSO remains committed to serving our Clients and broader community in line with our Mission, Vision, and Values.

We would like to express our heartfelt gratitude to all of you who have stood by us throughout this difficult period. The resilience and determination demonstrated by all involved have been vital in navigating these challenging circumstances.

We are confident that with the ongoing support of our stakeholders and the collective effort of our team, we will emerge stronger than ever from this financial setback.

WAITLIST:

173 people waiting for Outreach Service
121 people waiting for Assisted Living
24 people waiting for ABI SLS Service
165 people waiting for Low Acuity Supports
8 people waiting for Monarch (ABI Congregate Care)
Journey Home Hospice Windsor opened on November 16, 2022, welcoming patients home just as temperatures began dropping for the winter months. We are thrilled to host a three-bed satellite location of the program at our Sandwich Town site. A labour of love for many of us at ALSO, the new hospice will continue in the tradition of excellence established by Saint Elizabeth Foundation/SE Health and bring much needed specialized hospice services to our community.

The grand opening celebrations were well attended by our collaborating organizations, Saint Elizabeth and the City of Windsor, as well as staff from all organizations, board members, volunteers, donors, and other community members. The opening of Journey Home Hospice Windsor received amazing coverage from all major local news outlets in the Windsor-Essex region.

Since opening, Journey Home Hospice Windsor has been privileged to serve 6 individuals and 1 cat (named Baby), deliver 3,600+ clinical and interdisciplinary care hours, offer 200+ hours of volunteer support, and lastly, provide an oasis of peace for end-of-life journeys.

COMMUNITY PARTNERSHIP: CHATEAU MASSON

Along with our community partners, CMHA, FSWE, ACT Team - HDGH, the City of Windsor and the CHC we are currently supporting 34 residents at Chateau Masson.

"We are some individuals’ first point of contact to services within Chateau, sometimes we are the only one’s people feel safe talking to within the community when they need help, this also means Ben and I are someone they come to not only when they are struggling but also when they have success in their day-to-day life. This means a lot to me personally because I feel like I’m making a difference within the community around us."

— Meghan Belleperche, Chateau Masson CSW

"For me personally, (it) is our commitment to working with all the partners to ensure the individuals at Chateau Masson lives are fulfilling."

— Ben Wright, Chateau Masson CSW
NEIGHBOURS WHO CARE

NEIGHBOURS WHO CARE

Launched in 2019 NWC is a collaboration between ASLO and Xperience Home Health Care to help those in the community who need mobility equipment but lack the resources to acquire it on their own. The program provides financial assistance and refurbished mobility equipment to residents of Windsor and Essex County who meet eligibility requirements. The current criteria in addition to being a resident of Windsor or Essex County includes the person must have a permanent physical disability and also must have a financial need or limited funding from other sources.

2022 / 2023 STATISTICS

<table>
<thead>
<tr>
<th>MONTH</th>
<th>APPLICATIONS</th>
<th>RECEIVED EQUIPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 / Jan</td>
<td>21</td>
<td>14</td>
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<tr>
<td>22 / Feb</td>
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<td>23 / Apr</td>
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<td>14</td>
</tr>
<tr>
<td>TOTAL</td>
<td>250</td>
<td>187</td>
</tr>
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ANNUAL MARK NANTAIS MEMORIAL GOLF TOURNAMENT

2021/2022 saw the 9th Annual Mark Nantais Memorial Golf Tournament. ALSO is a proud beneficiary along with our partners Neighbours Who Care of the fundraising efforts of the annual golf tournament. Mark Nantais’ family hosts the Annual Mark Nantais Memorial Golf Tournament as a way to honour their son and brother not only through monetary donation but also by increasing public awareness and support for an accessible and inclusive community. They aim to follow Mark’s lead by helping others with mobility-limiting challenges live the best lives they can.
Chrysalis and Participation Industries reopened to in person attendance in the summer of 2022. Attendance has grown steadily with both programs now requiring a waitlist.

Clients enjoy a robust schedule of speakers and programming including St. John Ambulance Service Dog, Windsor Symphony Orchestra, Windsor Police, Buxton Museum, arts and crafts, cooking, literacy, safety class to name a few.

Day program clients regularly enjoy outings such as bowling, Point Pelee, Colasanti’s and Fort Malden.

| Participation Industries Clients Served | 77 |
| Chrysalis ABI Day Program Clients Served | 40 |
| Cyber Café Virtual Program Clients Served | 29 |

CMHA PARTNERSHIP
We created a partnership with CMHA- facility services property management support of the Transitional Stability Center for our maintenance and cleaning at ALSO. This program enhances employment opportunities for individuals living with a mental illness and who are considering employment as a part of their ongoing recovery plan. HDGH and TSC have presented many opportunities for improving services in the community.

SCHEDULING DEPARTMENT 24/7
Our scheduling department moved to 24/7, and we’ve delivered better services for our clients and front-line staff around the clock. Being able to respond to scheduling issues, sick calls, and removing on call from our managers.
**OUR CLIENT INTERVENTION SERVICES**

Our Client Intervention Services provide support in critical situations until the situation is stabilized and a follow-up plan is in place. We provide supports to vulnerable and at risk folks including those experiencing homelessness, facing a critical or impending change in life situation, abuse, or isolation. Our Client Service Navigators assist with transitioning people from hospital to home, with housing searches, facilitating rent supplement access, equipment acquisition, filling out forms and applications, mediation of conflict with family, landlords or neighbours, referrals to community services and intake to ALSO programs.

In 2022 our Client Service Navigators had a total of 5825 in-person or telephone interactions, serving 1505 individuals.

**5825 IN-PERSON OR TELEPHONE INTERACTIONS, SERVING 1505 INDIVIDUALS.**
ALSO is grateful for its ongoing support by the province of Ontario through Ontario Health West, the Ministry of Community and Social Services, the Ontario Disability Supports Program, and the Homelessness Prevention Program administered through the City of Windsor and the County of Essex. We are also grateful for the continued support of Human Resources Development Canada.

ALSO would like to express its deep gratitude for the continued financial support by the ALSO Foundation. We are forever grateful.

We would also like to recognize the generosity of the St. Elizabeth Foundation and its much-needed financial support of our Chez Nous CSH.
Our charitable registration number is 118848712

ASSISTED LIVING SOUTHWESTERN ONTARIO | ALSO
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Please visit our website for more information on how to support ALSO’s mission:
www.alsogroup.org

Cindy Causten is the winner of our Annual Report Cover Art Contest Winner! Cindy is a long-time ALSO Team Member who is currently a Facilitator of our Day Programs. Thank you and congratulations Cindy!