Community Support Services & Mental Health:
AN EVALUATION OF THE EFFECTIVENESS OF TURNING LEAF SERVICES INC.

Megan Campbell & Pamela Parker
What is Mental Illness?

“What mental illness is associated with impaired functioning along with significant levels of distress. Mental illnesses can create alterations in thought, mood or behaviour, or a combination of these things”

-Public Health Agency of Canada
Mental Illness in Canada

1/5 Canadians today are likely to experience a diagnosable mental illness

In contrast to public belief, mental illness can affect anyone regardless of:
- intelligence,
- social class or;
- income level.
Effects of Mental Illness

- **Primary Effects**
  - Impaired Relationships
  - Social and work functioning
  - Brings people in contact with the law (in extreme cases)
Effects of Mental Illness

• Secondary Effects
  • Families face difficult decisions regarding
    • Treatment
    • Hospitalization
    • Housing
  • In addition, families are faced with a financial burden as a result of
    • Purchasing Medications
    • Requesting time off work
    • Searching for extra support
Mental Illness and Stigmatization

Stigma often causes people to:
- delay seeking health care
- avoid following through with recommended treatment
- avoid sharing their concerns with their social network

The isolating outcome of stigma sometimes leads to cases of suicide among the mentally ill population.
Results of a survey conducted by the Public Health Agency of Canada (2006), showed that:

- **53.5 %** of respondents said that they were embarrassed by their diagnosis
- **54.3 %** of respondents faced discrimination due to their mental illness
Community based approaches to help those with a mental disorder usually focus on:

• Making and maintaining healthy connections with others
• Making healthy lifestyle changes
• Readjusting to the community after a period of hospitalization or incarceration
Mission statement

• Make connections
• Support healthy change
• Share hope
Programs offered by Turning Leaf

• Community Support Program
• Day Services
• Community Outreach - Crisis Stabilization
• Residential Support Program
Summary of Project

A quantitative evaluation

Effectiveness based on:
- Client and Staff opinions
- Analysis of client goal attainment
- A cost-benefit analysis
Methodology

Survey Questionnaires
◦ Client
◦ Staff

Consultation of Client Files
◦ Client Behaviour and Goal Achievement

Cost Analysis
◦ Specific Program Costs
◦ Cost of Clients
◦ Compare Cost to Alternatives
Findings: Client Survey

35 Clients of Turning Leaf completed a questionnaire

Overall opinions:
• 97.1% like going to Turning Leaf
• 100% think Turning Leaf helps them
• 80% of clients rated Turning Leaf as “good” or “very good”
Findings: Client Survey
Perceptions of Clients in Regard to Turning Leaf’s Community Support Program (n=34)
Findings: Client Survey

Perception of Clients in Regard to Turning Leaf’s Residential Support Program (n=34)
Findings: Staff Survey

35 of Turning Leaf Staff Members completed a questionnaire

Overall Opinions:

• 61.8% have worked for Turning Leaf between 2 to 5 years
• 34% work for the Residential Support Program, and 34.38% work for the Community Support Program
• 87.9% of staff agreed that the Turning Leaf training provided them with the proper tools and knowledge to perform their duties
• 72.8% agree that Turning Leaf is successful in providing services to its clientele
• 71.9% agreed that Turning Leaf is receiving expected results from its programs
Findings: Staff Survey
Perceptions of the Community Support Program Staff (n=11)
Findings: Staff Survey

Perception of Staff in Regard to Turning Leaf’s Residential Support Program (n=15)

![Bar chart showing the perception of staff regarding behavioral changes in clients, meeting client needs, and attaining program goals. The results are presented in percentage.]
Findings: Staff Survey

Are there any new client needs that have arisen since you have started working at Turning Leaf?

• Needs are addressed by staff as they arise and are specific to each client
• There is a need for more programs
• There is a need for more housing
Findings: Staff Survey

Do you find that Turning Leaf Inc. could be more effective in any sense?

• Improvement in Management

• Improvement in communication between the head office and staffing locations

• More training is needed for staff
Findings: Staff Survey

Are there any challenges in delivering programs to clients?

• Lack of funding
• Understaffed and lack of appropriate training
• Clients are not always interested in the support available
Findings: Client Files

<table>
<thead>
<tr>
<th>Key Area of Support</th>
<th>Percentage of Goals Achieved</th>
<th>Percentage of Goals Not Achieved</th>
<th>Percentage of Goals Undetermined</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Integration</td>
<td>30.5%</td>
<td>30.5%</td>
<td>39%</td>
</tr>
<tr>
<td>Behavioural Concerns</td>
<td>48.2%</td>
<td>11.1%</td>
<td>40.7%</td>
</tr>
<tr>
<td>Daily Living Skills</td>
<td>37.2%</td>
<td>46.2%</td>
<td>16.6%</td>
</tr>
<tr>
<td>Employment and Education</td>
<td>20.8%</td>
<td>41.7%</td>
<td>37.5%</td>
</tr>
<tr>
<td>Shelter and Housing</td>
<td>62.5%</td>
<td>31.3%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Medical and Psychiatric</td>
<td>58.3%</td>
<td>8.3%</td>
<td>33.4%</td>
</tr>
</tbody>
</table>
Findings: Client Files

Correlation between the Number of Agency Interventions and the Amount of Goals Achieved (n=11)
Findings: Program Costs

Distribution of Funding

**Overall Organizational Costs:** $7,958,123.42

**Direct Program Costs:** $6,328,123.42

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage of Direct Program Costs</th>
<th>Percentage of Overall Organizational Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Support Program</td>
<td>66.85%</td>
<td>53.16%</td>
</tr>
<tr>
<td>Community Support Program</td>
<td>24.30%</td>
<td>19.32%</td>
</tr>
<tr>
<td>Day Services</td>
<td>8.85%</td>
<td>7.04%</td>
</tr>
</tbody>
</table>
# Findings: Cost of Turning Leaf Clients

## TURNING LEAF SERVICES INC.

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>Average Goal Achievement Rate (Percentage)</th>
<th>Average Daily Cost</th>
<th>Average Weekly Cost</th>
<th>Average Monthly Cost</th>
<th>Average Yearly Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Risk (10 Hours or Less per Week)</td>
<td>39.34%</td>
<td>$43.99</td>
<td>$219.95</td>
<td>$879.80</td>
<td>$7,918.20</td>
</tr>
<tr>
<td>Medium Risk (11-20 Hours per Week)</td>
<td>37.02%</td>
<td>$104.16</td>
<td>$520.79</td>
<td>$2,083.17</td>
<td>$18,748.44</td>
</tr>
<tr>
<td>High Risk (21 Hours or More per Week)</td>
<td>80.65%</td>
<td>$326.19</td>
<td>$1,630.94</td>
<td>$6,523.76</td>
<td>$78,285.20</td>
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Findings: Cost for Alternatives to Community Based Approaches

<table>
<thead>
<tr>
<th>ALTERNATIVES TO THE COMMUNITY-BASED APPROACH</th>
<th>Average Daily Cost</th>
<th>Average Weekly Cost</th>
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<tr>
<td><strong>Incarceration</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Federal Inmate</td>
<td>$357.00</td>
<td>$2,499.00</td>
<td>$9,996.00</td>
<td>$119,952.00</td>
</tr>
<tr>
<td>Provincial or Territorial Inmate</td>
<td>$171.00</td>
<td>$1,197.00</td>
<td>$4,788.00</td>
<td>$57,456.00</td>
</tr>
<tr>
<td><strong>Hospitalization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mood Disorders</td>
<td>$525.37</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Schizophrenia/Schizoaffective Disorder</td>
<td>$599.37</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Daily Average</td>
<td>$562.37</td>
<td>-</td>
<td>-</td>
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## Findings: Cost of Turning Leaf in Comparison to its Alternatives

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Analysis of the Community Support Program

Community Support Program’s Main Goals:

Help clients
- Manage risk
- Overcome challenges
- Learn how to meet their own needs
Analysis of the Community Support Program

Conclusions:

• The Community Support Program is doing well at meeting program goals

• The staff rated the performance level of the program higher than the clients

• The Community Support Program is effective but there are areas in which it could be more effective
Client File Analysis

Conclusions:

• The Community Support Program could be more effective at helping clients achieve personal goals

• There is a positive correlation between goal achievement and intervention from Turning Leaf

• Spending more time with clients increases the likelihood that clients will achieve their goals
Analysis of the Residential Support Program

Conclusions:

• Turning Leaf’s Residential Support Program is effective

• There are some inconsistencies between client and staff opinions of the program, but most opinions were positive

• Both clients and staff believed that the Residential Support program is successful in providing help to clients
Cost Analysis

Conclusions:

• The Community Support Program is cost effective
• There were some anomalies in the findings for the Residential Support Program
• Turning Leaf proves to be an economical alternative to treating mental illness in comparison to incarceration and hospitalization
Overall Evaluation of Turning Leaf

Client and Staff Opinions of Turning Leaf’s Impact on Clients

I believe TL has a positive impact on their clientele (Staff Perception [n=34])

Do you think that the people at Turning Leaf help you? (Client Perception [n=35])
Overall Evaluation of Turning Leaf

Client and Staff Opinions of Client Satisfaction

- Staff opinion-clients seem satisfied by services offered:
  - Very Bad: 2.9%
  - Bad: 0%
  - OK: 17.1%
  - Good: 40%
  - Very Good: 40%

- Client opinion-overall opinion of Turning Leaf:
  - Very Bad: 5.9%
  - Bad: 5.9%
  - OK: 5.9%
  - Good: 35.3%
  - Very Good: 47.1%

n=34
n=35
Evaluators’ Recommendations

**Staff and Client Survey’s**
- Inform clients of the variety of services offered
- Determine why there is a discrepancy between client and staff opinions

**Client Files**
- Develop a more precise definition of goal achievement
- Increase agency intervention when possible

**Cost Analysis**
- Re-evaluation of Residential Support Program
- Determine cost-effectiveness of the remaining programs