



2023

**MANITOBA'S
TOP EMPLOYERS**



TurningLeaf
SUPPORT SERVICES

ANNUAL REPORT

2022 - 2023

www.turningleafservices.ca | info@tlservices.ca



We acknowledge that the lands on which we work are the traditional lands of Treaty One and Treaty Two, the original lands of the Anishinaabe, Cree, Oji-Cree, Dakota, Dene and homeland of the Métis Nation with our water sourced from Shoal Lake #40 and the traditional lands of Treaty Four, the original lands of the Cree, Saulteaux (SO-TOE), Dakota, Nakota, Lakota, and the homeland of the Métis Nation with our water sourced from Buffalo Pound Lake in Qu'Appelle Valley. We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to moving forward in partnership with Indigenous communities in a spirit of reconciliation.

CEOMESSAGE



Hello friends of Turning Leaf!

The year 2022-2023 represented a year of new beginnings. With exciting new enhancements to services, expansion plans for new regions and a renewed commitment to excellence, Turning Leaf is poised to help even more people, better.

In this annual report, you will hear from leaders throughout this organization about the profound impact they and their invaluable team members are making. You will learn about our After-Hours Crisis Response team and the thousands of crisis calls from hurting people they have responded to. You will hear about the community's overwhelming response to our new service in Brandon, Manitoba. And you will hear about the many new, compelling changes within this organization that ensure we have healthy, fulfilled, and effective employees to deliver our important direct service work with vulnerable and marginalized Canadians.

There is another important component of this organization that deserves to be recognized: our culture. Everyone in this organization embodies the values of Turning Leaf. Whether it be the belief that everyone has the right and capacity to change for the better and that people are doing the best they can at any given time in their journey, Turning Leaf team members collectively see people differently. They see the possibility in people. And they lead with Unconditional Acceptance.

So if you've seen our billboards, our advertisements on buses and in airports, or if you've heard us on the radio or seen us on TV, know that 550 employees within this organization believe that no matter what you've done or what you've experienced, we accept you no matter what. That is the essence of our culture.

I know this culture plays a massive role in how we impact the lives of vulnerable and marginalized people. With a **turnover rate** of **2.7%** (a stark contrast to the sector average of 22%) and a **24% increase in participants**, our culture attracts people who not only want to impact people's lives, but are proficient at it.

Our Board of Directors, an invested, dedicated group of professionals, provide oversight, counselling and accountability to me and this organization. I am grateful for their guidance. We are honored yet saddened to say goodbye to Raj Perumal (Board President and Chair) and Todd Nadeau who resigned from their Board leadership positions this year. We are grateful for their service and remind them they always have a home with us.

I end with gratitude towards my co-workers. These people make every community they are in better. They embody the values that make communities compassionate, empathic, and unconditionally accepting. We'd love to have you join us!

With thanks,

Barkley J. Engel



MISSION, VISION, VALUES + DUTY OF CARE

MISSION

Turning Leaf provides treatment, crisis intervention, and support services to vulnerable people living with mental illness and intellectual challenge.

VISION

Turning Leaf's vision is to enhance the lives of those living with mental illness and intellectual challenge through unconditional acceptance and empowering change.

VALUES

Turning Leaf's values are grounded in the shared belief that every human being is valued and deserves compassion, empathy, and kindness. Our attitudes and behaviours bring these values to life daily in our work – to achieve new levels of accessibility, justice, equity, diversity, and inclusion, for our participants, our organization, and our society. We renew our commitment to these values every day, with every participant, with each other, and in every interaction.

DUTY OF CARE

As members of Turning Leaf, our employees commit to fulfilling all aspects of their responsibilities guided by Turning Leaf's **belief** that people can change for the better, and are doing the best they can with what they have. At Turning Leaf, we make that belief tangible by engaging those who are vulnerable and marginalized in a respectful person-centered process of change. We provide them with tools and resources, and model attitudes and behaviours to support positive change. Members of Turning Leaf are committed to our **values** that are grounded in the transformative power of relationships and embodied in our attitudes and behaviours, committing all of us to the pursuit of:

Equity Empowerment
Social Justice Innovation

EXECUTIVETEAM

Turning Leaf's Executive Team is an incredibly experienced, proficient group of professionals whose collective skill, talent, leadership, strategic focus, risk management, and deep empathy for the vulnerable population we serve continue to set this organization on a path of success and growth. These individuals dedicate themselves each day to embodying our values of unconditional acceptance and compassion, and ensuring every step we take is grounded in the health and well-being of our participants and employees.



BARKLEY ENGEL
Founder + CEO



MAUREEN LEAHY
Chief Financial Officer



KENT SMITH
Chief Information Officer



JENNIFER BIGGS
*Director of Community
+ Clinical Services*



RENEE VOSS
Director of Residential Services



LUKE KEILBACK
*Director of Integrated
Behaviour Analysis*



SARA TELL
*Director of Human
Resources + Administration*



SWANILANDRY
*Director of Marketing
+ Communications*



BOARD OF DIRECTORS

Turning Leaf's Board of Directors is a dedicated group of professionals from a wide-range of sectors who bring a sincere interest in the support we provide vulnerable people in the communities we serve. Turning Leaf's Board of Directors is the governing body of our non-profit, charitable organization and the role of our board members is to focus on high-level strategy, oversight, and accountability. We thank the board for their ongoing counsel and support and for their commitment to Turning Leaf and the marginalized people we walk alongside.



RAJ PERUMAL

Board President & Chair



FEMI OGUNRINDE

Board Vice President



TODD NADEAU

Board Director



JOE MACEK

Board Director



CASSIE ALLEN

Board Treasurer



TODD BOLDT

Board Director



GAIL SARKANY

Board Director



KRISTI GIBSON

Board Director



Turning Leaf Support Services is a non-profit, charitable organization that provides treatment, crisis intervention, and support services to people living with mental illness and intellectual challenge. Turning Leaf's headquarters is located in Winnipeg, Manitoba and we have branches in Brandon, Portage la Prairie, Selkirk, Morden/Winkler, Regina, and Moose Jaw. We will soon be expanding into Northern Manitoba, including The Pas, Dauphin, Flin Flon, and Thompson.

WHO DOES TURNING LEAF SUPPORT?

The participants of our programs are often deeply impacted by their circumstances which can become barriers to living safely and independently in the community. Untreated trauma, homelessness, poverty, addictions, discrimination, sexual exploitation, societal stigmas, and lack of access to resources are some of the barriers our participants face every day.

WHAT SERVICES DOES TURNING LEAF OFFER?

Turning Leaf's support is customized to every individual's needs and risk level. We offer crisis intervention and treatment services, Community Support, Day Program Services, Residential Support (including emergency housing, 24-hour shift-staffed homes, Cluster housing, and Home Share), After-Hours Crisis Response, Harm Reduction supports, Clinical Services, Indigenous Services and more.

WHAT IS A PERSON-CENTERED APPROACH?

Turning Leaf believes that everyone has the right and responsibility to make choices. We believe everyone is doing their best to move forward in life in a positive way. A poor decision with a negative outcome does not change this; we regard these decisions as honest efforts to meet needs. Turning Leaf believes that everyone has the right to feel safe and supported and to be treated with dignity and respect. A person-centered approach to support means that we empower participants to take the lead in their own life, in every way, and without judgement.

HOW DOES SOMEONE GET SUPPORT?

Our highly-skilled and compassionate Intake team is here to help you navigate how to get the support that you or your loved one needs. The team will guide you through the process, and when funding is not possible, our devoted team will go above and beyond to connect you with helpful resources.

HOW CAN YOU BE PART OF CHANGE?

Turning Leaf makes a positive and meaningful impact on vulnerable people's lives every single day, and you can too. Working here is deeply rewarding and many of our employees say they've found their life's purpose here. We are always growing and we are always hiring, in every region. For current career opportunities and to apply, please visit our website [here](#).

Turning Leaf pledges to uphold a workplace culture of inclusion, diversity, compassion, and respect.



INTAKE SERVICES

MAKING CONNECTIONS + BUILDING RELATIONSHIPS

It's been a productive and exciting year in Intake. Our Manitoba team reviews around **50–75 referrals** at any given time, and processes approximately **25–50 general inquiries** each week. Our Intake Department features one Senior Manager and three Intake Coordinators who assist in the review of new referral case files, engage with participants and their support network, arrange meetings to ensure participants are amenable to services, and review risk and safety concerns for comprehensive planning. We work with our Clinical team in preparation for a proposal to the funding agent and then begin the file transfer to the SIL, Residential, or Day Program teams.

BRIDGING PEOPLE TO THE HELP THEY NEED

It is our role to **prepare our participants and employees for success**, ensuring we gather all relevant information to help the Case Managers support and safety plan. It is also our role to connect with community members who may not qualify for government-funded supports, but are **seeking guidance navigating systems** or are in search of community resources.

Transition is often a scary time, and assisting people who are transitioning from one system to another or just beginning supports for the first time is something we excel in. Our Intake team is skilled at making the process as seamless and smooth as possible. This year we saw many participant transitions including:

- People coming out of **incarceration** wanting to better their lives.
- People **discharged** from **hospital** working to **stabilize** their mental health and **re-integrate** into the community.
- Participants **moving from one region to another**.
- Folks **moving out** of the family home **for the first time**.
- **Youth aging out** of the **Child and Family Services** system and **transitioning to adult services**.
- Requests from **former participants wishing to return** to Turning Leaf and **re-engage support**.
- Participants wanting to utilize our **Clinical Services** and **Indigenous Services**.

We enjoy meeting with participants to learn about their personal goals, what has worked well for them, and what approach may suit them best. One of our priorities is **ensuring our participants take an active role in deciding how their supports will look**. Not only does this honour our person-centered approach, but it's proven to increase success. Our Intake process is **empathetic** yet **highly strategic**, and it works. Through our diligence we have a high success rate of supports meeting participant needs and creating the **best possible chance for the desired healing and change in their life**.

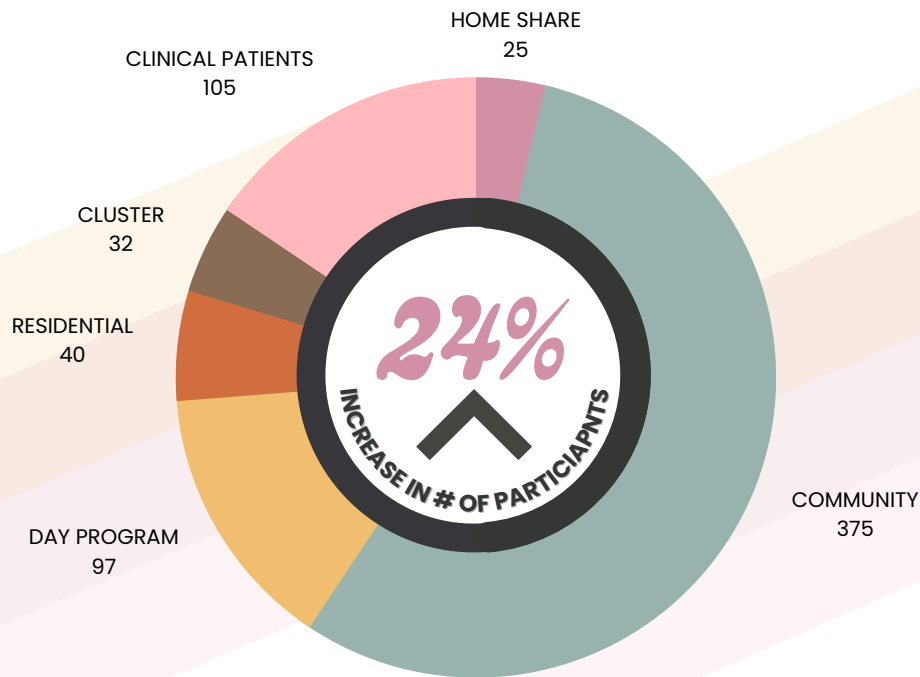
Our Intake process is empathetic yet highly strategic, and it works.



Without the Intake Team, we wouldn't be able to do what we do here at Turning Leaf. We are **often the first contact for those seeking mental health supports**, and we are often the **first compassionate voice they've heard in a very long time**.

Our team is excited to welcome a new **Intake Coordinator** to assist us in reaching new folks in our community and **with expansion into the northern regions in the year ahead**. We look forward to continuing to be one of the first points of contact for people looking for compassionate, person-centered supports, and assisting folks in getting the help they need to live the safest, happiest, and healthiest lives they can.

CURRENT NUMBER OF PARTICIPANTS BY PROGRAM



“We are often the first compassionate voice they've heard in a very long time.”



SUPPORTED INDEPENDENT LIVING

This year the Supported Independent Living department saw extremely high growth. The team added more management positions and a new Senior Leadership position. Early in 2022, supports in Brandon began and the end of 2022 involved plans to open in Dauphin and the northern regions.

DAY SERVICES

Day Services are thoughtfully designed so that participants can connect during daytime hours and enjoy socializing, recreational activities, and employment-based programming. Our Day Services enrich participants' quality of life and provide a sense of routine, reduce isolation, and increase self-esteem. Our Day Programs are a safe place where people feel they belong. Participants enjoy both group and one-on-one activities to strengthen socialization, life skills, community safety, risk management, anger management, probation compliance, and any other area participants request support in. We pair participants with a program and team that will help individuals meet their goals by using the guiding principles of the Vulnerable Persons Act. Some key areas of our Day Services programming include:

- Support working towards **SMART Goals** (Specific, Measurable, Attainable, Relevant, Timeframe).
- **Life skills workshops** on hygiene, cleaning, budgeting, cooking, and healthy boundaries and relationships.
- Opportunities for **paid employment** through BrettYoung and our Swifty's Social Enterprise.
- Support with **vocational goals** such as job hunting, resume building, and interview preparation.
- Opportunities for **volunteering** through our partnerships with organizations such as Downtown BIZ, Agape Table, Darcy's Arc, and Harvest Manitoba.
- Access to **Indigenous Services**, including Elder-hosted activities such as sharing circles, rattle making, beadwork, medicine picking, and more.

The last year involved the team working on bringing participants back to program post-pandemic and reintegrating the individuals together. **We are so grateful to have our participants back at program, connecting and growing.**

We hosted a grand opening for our new **Brandon Drop-in/Day Service** to connect with the community and build relationships. We continue to cultivate our roots there, and look forward to more growth in the Westman Region.

Day program continues to maintain a relationship with the **school division liaison** who organizes **week-long trials with students graduating from high school**. This is an effort to **bridge the gap from the youth system to the adult system** in regard to daytime supports. Students attend program with their supports from school to integrate into our program and see if it is a match for their daytime needs and goals. After a pandemic hiatus, we are incredibly happy the program has restarted. **We look forward to offering our Day Services to more folks in need of daytime supports in the year ahead.**

“Our Day Programs are a safe place where people feel they belong.”



AFTER-HOURS CRISIS RESPONSE

After-Hours Crisis Response began as a pilot project in **2022-2023** and we are incredibly proud to share that the initiative was so successful, we have received funding for another year. Our After-Hours Crisis Response program was created for participants experiencing a mental health crisis to have access to **round-the-clock, 24/7 supports** within an atmosphere that promotes **a harm reduction philosophy** and upholds our **person-centered approach**.

By introducing this **continuity of care** beyond regular daytime support hours, it has never been more evident that the need for after-hours supports are in high demand. Mental health crises can't wait for the next shift to start, and the After-Hours Crisis Response team is always there. With the implementation of our After-Hours Crisis Response team, we can extend our services beyond 8:00am-4:00pm to **24/7 supports, which is unique in our sector**.

After-Hours Crisis Response has allowed for employees to develop **strong, consistent connections with our high-risk individuals in the midst of a crisis**, those who are in a disregulated emotional state, and those needing compassion through a difficult time in their life. **Our After-Hours Crisis Response program is yet another example of how Turning Leaf identifies gaps and creates customized supports to fill them.**

In the pilot stage, the program started with two staff triaging needs for over **100 participants**. The program has since grown to a **fully-staffed team** of Crisis Response Direct Support Workers, Team Leads, and a Supervisor. One year into the program, and the After-Hours Crisis Response team is **now triaging crisis calls from over 165 participants** and received **5,910 crisis-related calls from vulnerable people in pain who otherwise may have had nowhere to turn**. Last year the Crisis team dedicated **345 hours to liaising with first responders**, which meant they were able to attend to other calls in the community.

Last fiscal we were awarded a **\$15,000** grant to help purchase a Crisis Response van. The van has proven to be critical in delivering After-Hours Crisis Response supports. The van is used for **transporting participants in need, searching for disengaged participants, distributing emergency supplies (such as feminine hygiene products, food, water, etc.), and delivering harm reduction supplies**. The After-Hours Crisis Response team utilizes a harm reduction approach and the philosophy is woven throughout our supports agencywide. The Crisis team distributed **8,594 harm reduction units** last year, **including needles, water pipes, condoms, Narcan, and more**. Harm reduction saves lives, it's that simple.



*Mental health crises can't wait
for the next shift to begin.*



CLINICAL SERVICES

HEALING TOGETHER

Turning Leaf Services has continued to thrive with innovative and person-centered Clinical supports. Clinical Services provides **therapy** and **educational workshops** for participants, in addition to support and consultation with their staff teams. Clinical Services are available in **all regions**, and depending on the participant's needs and location, supports can be offered **in-person, virtually or by telephone**. This includes training from our Clinical team, which provided **240 hours of Clinical training** to our teams in 2022-2023.

We are excited to share that last September the Clinical team began offering a **Dialectical Behavioral Therapy (DBT) Skill-Building Workshop**. This workshop was designed for participants who were already engaging in private therapy, but ready to transition into a group setting. The **10-week program** was facilitated by two of our Master-Level Clinicians and a Clinical Case Manager, and took place in the fall and winter. This provided participants with **280 hours of DBT skill-building development**.

Our Clinicians foster non-judgmental, warm and safe experiences, ensuring participant personal goals during therapy sessions are a priority. In 2022-2023 our Clinical Services program continued to grow, climbing to its highest number of participants enrolled for programming to date. This year we had **181 participants engaged in therapy services** and roughly **2,522 hours of therapy**. Therapy and workshops are offered to participants supported by other programs within Turning Leaf, as well as other external community members. This year the number of external therapy services nearly doubled and increased to **48% of participants utilizing therapy services**.



Our Clinicians foster non-judgmental, warm and safe experiences.



SWIFTY'S SOCIAL ENTERPRISE

EQUITABLE EMPLOYMENT FOR VULNERABLE PEOPLE

Swiftly's Social Enterprise is a revenue-generating business within Turning Leaf that aims to combat the discrimination our participants face when seeking out employment. With supervision and guidance from Turning Leaf employees, participants develop work skills and self-esteem in a structured, supportive environment while receiving a competitive wage.

This year Swiftly's Social Enterprise retooled roles within the program, allowing for strategic program expansion. This growth and diversification included:

- **Lawn Care** and **Snow Removal contracts** increasing by **14%**.
- **Leftovers Food Rescue Partnership** supplying **\$74,081.64** worth of hamper items for participants to access weekly on an emergency basis.
- **Mattress Acquisition Program** supplying **\$4700** in mattresses for participants, bettering their quality of life and providing dignity.
- Successfully awarded **\$20,000** through the **USJE Community Investment Initiative Grant** for the purchase of a **moving truck** which will transform our services and potential for **more growth**.
- **Retrofitting** our Roseberry Headquarters with the **electrical requirements** to provide **mobile bed bug heat treatment**, allowing us to eradicate bed bugs from participants' items in **anywhere, anytime**.
- **370** hours of employment for participants.
- **35** new participants trained for casual employment.

2022-2023 was a year of substantial growth for Swiftly's Social Enterprise and we are positioned to continue on this path. In the year ahead we are incredibly excited to work toward the following goals:

- Increase **Lawn Care** and **Snow Removal** contracts by another **25%**.
- Launch a **Moving Service Social Enterprise**.
- Launch a **Mobile Heat Treatment Bed Bug Solution Service**.
- Generate **supplemental revenue** for Turning Leaf.

We look forward to continuing to support the vulnerable population we serve in obtaining equitable employment, acquiring transferable job skills, building their self-esteem, and taking **equal membership in the community**.



Participants develop work skills in a structured, supportive environment.



INDIGENOUS SERVICES

HEALING WITH EACH OTHER + FOR EACH OTHER

The nurturing of kinship and relationships of reconciliation is central to Turning Leaf's Indigenous Services. Indigenous Services continues to develop, deliver and broaden all that it provides to the participants and employees of Turning Leaf. By offering varied cultural teachings, ceremonies, and activities, we make way for more knowledge, understanding, and the opportunity to deepen one's identity, self-worth, and sense of belonging. **Indigenous Services aims to assist in the reclamation of traditions by offering exposure to Indigenous ways of knowing.**

Turning leaf is committed to **Truth and Reconciliation**. The Elder, along with her skaabes (helpers), works towards rebuilding community and being as **inclusive** as possible, with people of **different nations** coming together. The **deepening of relationships** with oneself, the land, and each other, and the **rebuilding of kinship** and **culturally-safe spaces** within Turning Leaf in all regions is growing. This year our Elder spent roughly **1560 hours** with participants and employees in cultural support, including:

- Memorial Ceremony/Sacred Fire
- Ceremony/Teachings
- Participant Cultural Drop-in
- Staff Circles
- Community Culture Gatherings
- Solstice Celebrations
- Remembrance Day
- Indigenous Veterans Day
- Orange Shirt Day/Every Child Matters
- MMIWG2S+ Awareness/Red Dress Day
- Medicine Picking
- Sweats
- Tipi Painting
- Blanket Exercise
- Drum Making
- Rattle Making
- Ribbon Skirt Making
- Traditional Singing
- Round Dance
- Powwow

Throughout the year, Indigenous Services held a **Participant Cultural Drop-in** every Tuesday at our Roseberry Headquarters. Our Elder led **hundreds of participants in cultural-based teachings and activities** throughout the year for a **total of 208 hours**. Cultural Drop-in is also a time for employees and participants to connect over a Feast, share space, and build relationships. **Cultural Drop-in is open to all participants within the agency who wish to join.** One of the most important outcomes is that Cultural Drop-in **allows our Indigenous participants to reconnect with their way of life in a safe, supportive, judgement-free environment.**

It is important that all people within Turning Leaf know they are welcome to participate in the programs that Indigenous Services provides. **We look forward to continuing to offer more Indigenous programming in culturally-safe spaces so all can embrace who they are and be supported as they seek out their cultural identity.**

Cultural Drop-in allows our Indigenous participants to reconnect with their way of life.



RESIDENTIAL SERVICES

TURNING HOUSING INTO HOMES

Residential Services continues to **tailor supports to meet the needs of some of the most clinically complex individuals** requiring shift-staffed residences. Our Residential programs have continued to **increase our capacity** to provide more opportunities for support within the full spectrum of services under the Residential umbrella.

Our Residential leaders continue to **network with other agencies and external resources**, and we have established some great working relationships within the sector and all levels of government. The confidence our collaterals put in our abilities and approach is noteworthy.

This year's Residential growth highlights include:

- In 2022 we **opened a new home** for an elderly participant who came to us after exceeding the support offered with another agency.
- We opened **two new Home Shares**, with two more planned later in 2023.
- We opened **a new shift-staffed home in Winkler**, with capacity for more growth in the region.
- We welcomed our **youngest participant to-date, aged 12**, into our youth home.

Due to the level of growth and demand in the Residential Division, we have created a new position of **Residential Resource Development Manager**. This role supports and plans for new growth within Residential Services, as well as oversees new Home Share applications. **We recently promoted a Senior Clinical Case Manager to Assistant Director of Residential Services.**

Saskatchewan is exploring the potential of introducing **Cluster support in the region**. Manitoba has seen excellent success with Cluster and we hope to see these plans come to fruition for our Saskatchewan participants. Turning Leaf continues to look for opportunities to expand our full-spectrum of services in rural regions.

Residential Services looks ahead to the coming year with a focus on continuing to provide person-centered supports for vulnerable people in need of a Residential Support model. **We pride ourselves on turning the human right of shelter into more than housing, but places our participants call home.**

The confidence our collaterals put in our abilities and approach is noteworthy.

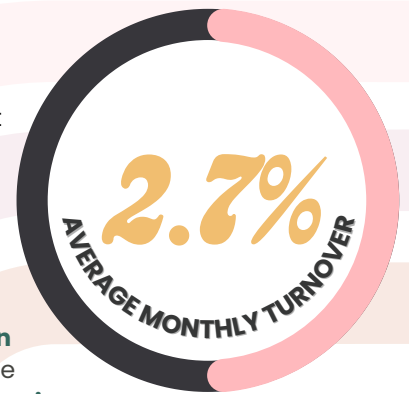


HUMAN RESOURCES + ADMINISTRATION

WITH PEOPLE + FOR PEOPLE

The Human Resources and Administration Department continues to provide the highest level of support to our ever-growing organization. We are a diverse department consisting of professionals in the fields of **human resources, administration, training and development, volunteer management, practicum placement, and maintenance**. Over the past year we celebrated the promotions of two team members to newly-created positions: **Recruitment Manager and Human Resources Manager**. We also welcomed our first **Recruitment Coordinator** and **Administrative Assistant**. Turning Leaf is proud to share we had **54 internal promotions (an impressive 9.7% of employees were promoted)** and many new management-level positions including:

- Residential and Community Support Team Leads, Supervisors, Case Managers, and Senior Case Managers
- Intake and Onboarding Manager
- Recruitment Coordinator
- Recruitment Manager
- Human Resources Manager
- Administrative Assistant
- IT Systems Support Analyst
- Assistant Director of Residential Services
- Chief Information Officer
- Chief Financial Officer



One of the department's greatest achievements this year was **Turning Leaf's selection as one of Manitoba's Top Employers**. This distinction highlights our passion to cultivate **a workplace that is rooted in our shared values of unconditional acceptance, compassion, and empathy**. We are dedicated to upholding a workplace that is safe, healthy, supportive, inclusive, diverse, and respectful.

We are incredibly proud to be **one of only 35 companies** in the province to be named and we will continue to give every effort to provide our employees with the best possible work experience. Key selection criteria include: generous **maternity and parental leave top-up**, employee development through a range of **in-house training, tuition subsidies** for professional accreditations, **RSP contribution matching**, up to **50% of health plan premiums covered**, our **culture and values**, and more.



As our Residential and Supported Independent Living programs continue to expand, the Human Resources team is proud to continue offering our **Incentive Programs** to drive **recruitment and retention efforts**. Any employee who makes a **referral that we hire, receives a \$200 bonus** and any **new full or part time employee receives a \$100 bonus after 6 months of employment**. We have seen great success from each program and send a special **thank you to all employees who have made a referral!**

The past year has been one of growth and new opportunities, which our team has fully embraced. The Human Resources and Administration Department continues to add **strategic value** and **prioritize the support we provide to our Service Departments**. We strive to ensure our employees are well-informed, well cared for, and they find value and fulfillment in their careers. These efforts contribute to the overall organizational goals of providing the best supports possible to those we serve.



HUMAN RESOURCES + ADMINISTRATION

TRAINING

Turning Leaf's Training Department is **second to none in our sector**, offering **459 training sessions** throughout the year. Trainings cover areas such as **leadership, communication, personal growth, and mental health care and support work related trainings**. Our Training Department has **grown exponentially** over the last year and we have some incredibly exciting plans to offer more trainings in the most efficient, streamlined way.

This year the Training Department hit milestones with an average of **268 staff trained** and **748 training hours completed monthly**. Our highest recorded month being February 2022 with 387 total staff trained and 1,007 total training hours. The Training Department continues to provide an **extensive catalogue of internal and external training opportunities**. We continually work on providing new engagement initiatives to target **career growth and learning development**. The ongoing employee engagement over the course of the fiscal year continues to inspire our department to source out new platforms to deliver internal trainings. The Training Department is eager to improve training accessibility by providing flexible training hours and **alternative modes of delivery in the interest of increasing the training possibilities for all employees within the agency**.



PRACTICUM PROGRAM

The Turning Leaf Practicum Program provides students with intriguing learning opportunities to **help them realize their potential, get marketable work experience, and grow in their careers**. The program continues to grow year after year and has been successful in attracting highly qualified, motivated students from diverse backgrounds across Manitoba and Saskatchewan. In 2022–2023, our Practicum Program continued to be a proud partner with the University of Manitoba (Arts and Clinical), University of Regina (Social Work and Justice), Canadian Mennonite University, Robertson College, Herzing College, and CDI, providing efficient work force and **saving Turning Leaf \$26,314 in wages. Students volunteered for over 1,600 hours** in Manitoba and Saskatchewan, including in SIL, Clinical, Day Program, and Residential. Our Practicum Program is built on a strong foundation of on-site interaction with our placement students, which fosters an inclusive and collaborative learning environment. During practicums, students not only increase the program's effectiveness, but they also promote Turning Leaf values in the community.



*Turning Leaf's Training Department
is second to none in our sector.*



TECHNOLOGY DEPARTMENT

TECHNOLOGY

Turning Leaf's rapid, continual growth coupled with the increased adoption of and demand for technology inspired an internal review of technology operations in 2022. The analysis revealed a need for the **formal creation of a Technology Department** (previously a single employee) and the appointment of **Turning Leaf's first Chief Information Officer**. This strategic development signals that technology is an important driver for the future of our work.

With the Technology Department in place, we were able to transition away from third party IT services. We are proud of the successful migration to **exclusively in-house technology support**. In-house technology services are not only more efficient and customized, but better suited to the growing needs of the organization. We are proud to provide improved oversight of key applications and stronger management of technology risk.

The Technology team maintains a close working relationship with the leadership team, departments, and employees in pursuit of continuous improvement with our applications and systems, work processes, initiatives, user support, and management of technology risk. **This means as an agency, we are collectively better able to support our participants and communities.**

The Technology Department is made up of **highly-skilled IT professionals with a passion for being a part of change and positively impacting the lives of the vulnerable people we support**. Though indirectly, we are incredibly proud to be part of something so special and **it makes our jobs exponentially more meaningful and fulfilling**. We are pleased with how well the department has come together and the progress this small team is making. We look forward to taking on new challenges in the year ahead and continuing to support the agency in its technology needs.



We are incredibly proud to be part of something so special.

FINANCIAL SUMMARY

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Board of Directors of
Turning Leaf Community Support Services Incorporated

Opinion

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2023, and the summary statements of operations, changes in fund balances and cash flows for the year then ended, and related notes, are derived from the audited financial statements of Turning Leaf Community Support Services Incorporated ("Organization") for the year ended March 31, 2023.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements in accordance with the criteria disclosed in Note 1* to the summary audited financial statements.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the Organization's audited financial statements and the auditor's report thereon.

The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

We expressed an unmodified audit opinion on those financial statements in our report dated June 21, 2023.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in Note 1* to the summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, Engagements to Report on Summary Financial Statements.

Winnipeg, Manitoba

June 21, 2023

Grant Thornton LLP

Chartered Professional Accountants

*See footnote for Note 1

Note 1: The summary financial statements are derived from the audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations. Management prepared criteria includes: the summary financial statements include a statement for each statement included in the audited financial statements, except for the Statement of Cash Flows; information in the summary financial statements agrees with the related information in the audited financial statements; major subtotals, totals and comparative information from the audited financial statements are included; and the summary financial statements contain the information from the audited financial statements dealing with matters having a pervasive or otherwise significant effect on the summarized financial statements. The audited financial statements of Turning Leaf Community Support Services Incorporated are available upon request by contacting the Organization.

Summary Statement of Operations and Changes in Fund Balances

| Year ended March 31, 2023 (In thousands of dollars) | 2023 | 2022 |
|--|---------------|---------------|
| Revenue | | |
| Province of Manitoba | 22,189 | 19,074 |
| Province of Saskatchewan | 3,174 | 2,648 |
| Winnipeg Regional Health Authority | 324 | 263 |
| Other revenues | 168 | 253 |
| | 25,856 | 22,239 |
| Expenditures | | |
| Administration | 1,246 | 983 |
| Amortization | 362 | 297 |
| Client expenditures | 1,734 | 1,412 |
| Foster care payments | 1,491 | 1,392 |
| Interest on long-term debt | 217 | 140 |
| Rental and property taxes | 1,587 | 1,605 |
| Salaries and related benefits | 18,845 | 16,085 |
| | 25,481 | 21,915 |
| Excess of revenues over expenditures before other income | 375 | 324 |
| Other income | - | 7 |
| Excess of revenues over expenditures | \$ 375 | \$ 330 |

Summary Statement of Financial Position

| March 31, 2023 (In thousands of dollars) | 2023 | 2022 |
|--|-----------------|----------------|
| Assets | | |
| Cash and cash equivalents | 1,082 | 1,175 |
| Accounts receivable | 2,106 | 1,247 |
| Prepaid expenses | 40 | 67 |
| Tangible capital assets | 6,852 | 7,172 |
| | \$10,080 | \$9,661 |
| Liabilities | | |
| Accounts payable and accrued liabilities | 1,739 | 1,504 |
| Deferred contributions | 353 | 301 |
| Demand loan payable | 2,023 | 2,129 |
| Current portion of long-term debt | 1,424 | 1,213 |
| Long-term debt | 1,218 | 1,567 |
| | 6,757 | 6,714 |
| Net assets | | |
| Operating | 225 | 273 |
| Investment in tangible capital assets | 2,517 | 2,294 |
| Internally restricted | 581 | 381 |
| | 3,323 | 2,947 |
| | \$10,080 | \$9,661 |



In Memorium

We honour and remember those who journeyed on this year, leaving us far too soon. We are so fortunate to have had the opportunity to walk alongside them and to have been there for them through their pain and their joy. They each leave a legacy behind with their Turning Leaf family and will always be remembered. We have planted a tree in memory of every friend lost.