



TurningLeaf

SUPPORT SERVICES

ANNUAL REPORT

2023 - 2024



Change is good. 

www.turningleafservices.ca
info@tlservices.ca

LAND ACKNOWLEDGEMENT

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.

*In a
spirit of
reconciliation.*

CEO MESSAGE

Welcome to Turning Leaf!

It is with **profound gratitude and excitement** that I write this CEO message. I continue to be amazed by our **innovative, energetic and dedicated team** of over **600 people**. I am excited because we have created a **roadmap for the future**. In consultation with the Board of Directors, senior leadership, community stakeholders, and many team members, we built a **60-month strategic plan**. The plan will create growth opportunities for many of our team members, greatly enhance their experience here, and remodel our organization to help **more people, in new places, and in better ways**.

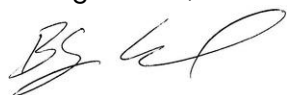
We are introducing the **Healthy Employee Initiative** - a framework for employees to pursue and experience **enhanced work-life balance**. This includes features such as **a health spending account, hybrid work models, and increased mental health services** (especially for long-term support for work-related trauma). The plan also features the **Fit To Grow Initiative** where we focus on **putting people in the right positions at the right time** (through aptitude and personality testing, etc.). The plan also includes a **Leadership Development Program** where all team members have the opportunity to **cultivate their leadership skills** for the future. **You will want to be a part of what is happening here.**

As a non-profit organization, we are guided by a governing body known as the **Board of Directors**. We have had **incredible champions of our work** serve on this Board. From 2015-2023, Raj Perumal served our organization, mostly recently as Board Chair. Raj had significant influence over how we see technology and information systems and helped us **build our Technology Department**. Todd Nadeau served from 2017-2023 and had a lasting impact on our **Human Resources approach**. He selflessly consulted on many difficult problems, **always leading us to a stronger organization**. Both Raj and Todd are missed, but know they always have a home at Turning Leaf.

New room at the Board table has been filled with **Cat Ross, Rebecca Chartrand, and Shashi Goel**. We welcome you! And many thanks to our existing Board Members: **Cassie Allen (Treasurer), Gail Sarkany, Todd Boldt, Kristen Gibson, and Femi Ogunrinde (Board President and Chair)**. Under this incredible leadership, Turning Leaf will continue to grow, refine and impact.

I invite you to read on. I believe what you see on the pages of this annual report will impact you. It may even make you curious about **being part of the life-changing work** we're doing. **There's room for you here. Join us.**

With gratitude,



Barkley J. Engel, M.A.
Founder and CEO



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 our values to life each day, helping us achieve new levels of **accessibility, justice, diversity, equity, 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 *Social Justice*
Innovation *Empowerment*



EXECUTIVE LEADERSHIP

Turning Leaf's Executive Leadership 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



JENNIFER BIGGS
*Chief Operating Officer of
Community-Based Treatment*



CHRISTINA BARTON
*Chief Operating Officer of
Intensive Home Supports*



SWANI LANDRY
*Chief Marketing and
Communications Officer*



KENT SMITH
Chief Information Officer



MAURA LEAHY
Chief Financial Officer



RENEE VOSS
Chief Administrative Officer



SARA TELL
*Director of Human Resources
and Administration*



BOARD OF DIRECTORS

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**. Our 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. We thank the Board for their ongoing **counsel and support** and for their **commitment** to Turning Leaf and the **marginalized people** we walk alongside.



FEMI OGUNRINDE
Board President and Chair



JOE MACEK
Board Director



CASSIE ALLEN
Board Treasurer



TODD BOLDT
Board Director



KRISTIN GIBSON
Board Director



GAIL SARKANY
Board Director



ABOUT US

We are a non-profit, charitable organization that provides treatment, crisis intervention, and support services to people living with **mental illness** and **intellectual challenge**. Our headquarters is located in Winnipeg, Manitoba and we have branches in Brandon, Portage la Prairie, Selkirk, Morden/Winkler, The Pas, Regina, and Moose Jaw.

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**. Generational 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?

Our support is **customized** to every individual's **needs and risk level**. We offer Community Support, Day Service, Intensive Home Supports (formerly Residential Services) which includes emergency housing, 24-hour shift-staffed homes, Cluster housing, and Home Share. We also offer After-Hours Crisis Response, Harm Reduction Support, Clinical Services, Indigenous Services and more.

WHY CHOOSE TURNING LEAF?

Our support is **customized to each person**. We walk with people and help them overcome generational trauma, addictions, homelessness, poverty, discrimination, isolation and more. We believe that **everyone has the right and responsibility to make choices**. We understand that 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 be **safe and supported** and to be treated with **dignity and respect**, regardless of bad choices they've made or the bad things that have been done to them. 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?

A person who is referred to Turning Leaf must be **both open to services** and **connected to a government funding agent** such as CLDS/CLSD or PASS. If you are not connected, our skilled Intake team is here to help you navigate these systems. From there we can move forward with the **application process** to determine your **eligibility** and how to **meet your needs**.

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 AND ENVIRONMENT
ROOTED IN DIVERSITY, EQUITY, INCLUSION, COMPASSION AND RESPECT.*



INTAKE DEPARTMENT

The Intake team is a **critical facet of Turning Leaf** and the team is made up of **highly-skilled, deeply empathetic members** with a passion for assisting vulnerable people find the help they need in order to live the safest, healthiest, and happiest lives they can.

This year we have had **87 individuals** begin or transition services with our SIL, Intensive Home Supports (formerly Residential Services) and Day Services across Manitoba. The Intake team meets referrals **where they are at**, and engaging in our **person-centered process** with the participant, case management, and their support workers, is always an exciting process. We often say, **we never know what a day will look like**. Working with people means changing our approach to **fit the needs** of the individual we are serving.

The beginning stages of building a support plan with participants looks different for each individual because it is driven by their **unique situation** and **personal goals**. In amenability meetings, we often start by describing our voluntary, person-centered supports as a participant driving their own vehicle. We let them know that they are steering the car and **choosing their path**, and we are in the passenger seat beside them offering **encouragement, advocacy, and support**. This can be very **empowering** for our participants, especially those coming out of the youth system where decisions are made on their behalf. Engaging in the **goal-setting process** is something the Intake team takes a lot of pride in. We want to help everyone start out with success and ensure they are **actively participating in the planning and treatment process**.

This year we began services in **The Pas** which was an exciting new venture for our agency. Indigenous Services, Senior Leadership, Human Resources, and our Intake team travelled to the region **to get to know the needs of the community**. We wanted to learn what types of services are needed to help vulnerable folks in the community live **as independently as possible**. We are excited to share that we began services with six participants requiring Supported Independent Living supports and continue to meet with new intakes virtually or in-person whenever possible. We look forward to continuing to expand our services in The Pas community.

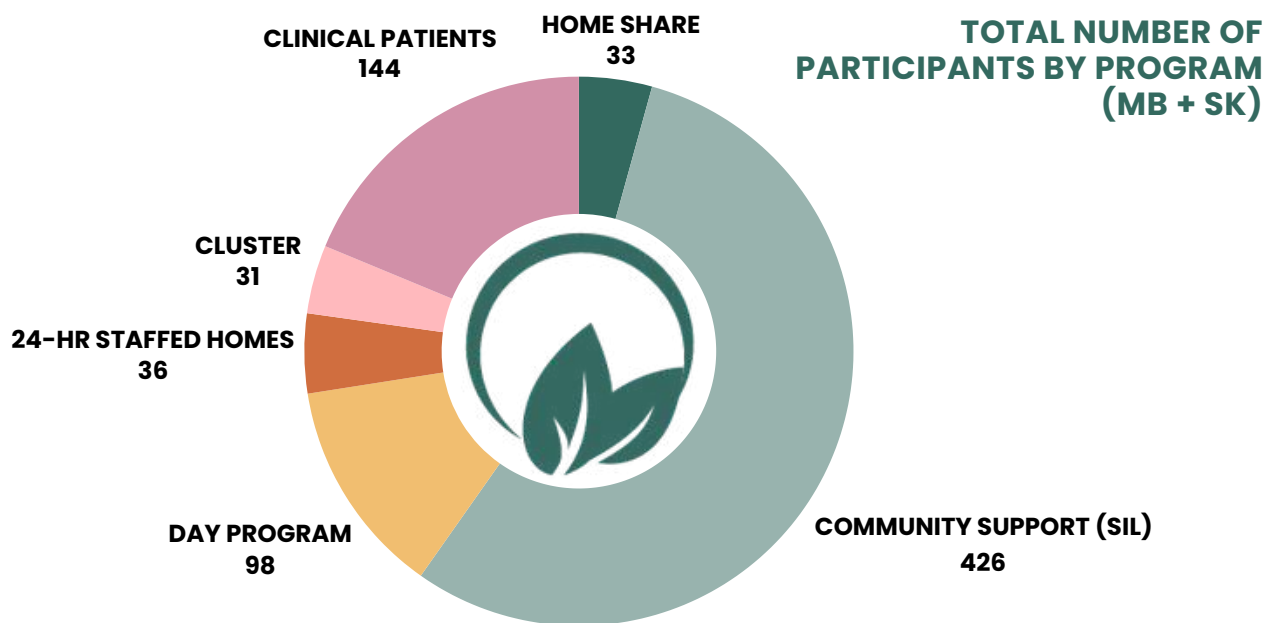
Our Intake department not only assists in the process of reviewing new referrals, but we also review cases for those that require a **change in services**. Perhaps something is not working – perhaps a change in circumstances means needing more **around-the-clock supports** or an increase in skill-building means a change from in-home supports to SIL. Sometimes we meet with participants that have moved on from Turning Leaf at one time, only to **return to services with us**.



Perhaps it was a move out of province for a time or a long-term incarceration or hospitalization that previously closed their file with us. Assessing **amenability to support** is an ongoing process as a person's life **circumstances change**. Working together with our Clinical team, we are dedicated to assessing what has worked, what has not worked, and what would need to change in moving forward with support planning.

A good portion of the year was spent **working directly with the community**, answering over **330** inquiries via email, over **220** inquiries via phone, as well as meeting with the occasional drop-in visitor to our office. Navigating system resources, exploring funding options in the province, and finding a service that **meets a person's need** can feel like a daunting task. Our Intake team is always happy to lend a hand in this area and **we never turn anyone away** without doing everything we can to leave them **more empowered** than when they came to us. Whether it's assistance with a funding application, putting together resource lists, or support through a system navigation issue, **we are here to help**.

The Intake team eagerly looks forward to the year ahead and continuing to **make connections with marginalized folks** in the community who have the **desire to make meaningful, positive change in their lives**. We are honoured to be their **first connection here**, and we pledge to make the experience a **safe and empathetic** one. Reaching out for help is often the hardest step in a journey toward healing, and change can be scary. The Intake team recognizes this and is here to make **navigating** those initial first steps **as smooth and supportive as possible**.



COMMUNITY-BASED TREATMENT

Our Community-Based Treatment department (newly named this year) is made up of a **wide spectrum of programs and support models** that **meet the needs** of the vulnerable, at-risk population we are fortunate to walk alongside. Like Turning Leaf's ethos, this department truly **meets folks where they are at**. The department makes up roughly **66%** of Turning Leaf's participants and has seen much growth over the last year. We are proud to share some of the highlights that came out of the Community-Based Treatment department this year.

SUPPORTED INDEPENDENT LIVING

Our Supported Independent Living program continues to experience **growth in services and programming** to meet the **ever-expanding needs** of the **vulnerable population** we support. We are very pleased to share the following developments over the last year:

- We expanded into the **Northern Manitoba** region with the opening of SIL supports in **The Pas**. We continue to grow roots in the community, working collaboratively with community members to ensure we are building services that **fill the gaps** and **remove the barriers** that folks there have expressed experiencing. We look forward to offering **Day Services** in the coming months.
- A **new Brandon office space** is in the works, and we are looking forward to opening **drop-in** and **Day Services** programming in the coming months.
- **Regina** and **Moose Jaw** continue to expand their Day Services and SIL supports.
- We developed **two 24-Hour Staffed** models last year and their success has been incredible. The teams shared the following about each participants' experience with the new model:

*"After transitioning from being **institutionalized**, the benefits of **living independently** while having access to **24-hour supports** allows this participant to regain their lost independence while having the **safety net of a friendly face and support always available**. This participant is now living in her own apartment, seeking on-going treatment, and is **more engaged with her support** now than throughout our **nine+** years together. She has gone from **337 hours of double-staffed support per week to just 40 hours per week** and is actively participating in her own treatment and recovery."*

We look forward to continuing to expand our **reach and presence within communities across Manitoba and Saskatchewan**, helping marginalized people live the safest, healthiest, happiest and most independent lives that they can.



DAY SERVICE

Our Day Services are **thoughtfully designed** so participants can connect during daytime hours and enjoy socializing, recreation, and employment-based programming. Day Services increase **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**. Some of our Day Services programming includes:

- Access to **Indigenous Services**, including Elder-hosted activities.
- Support with **SMART Goals** (Specific/Measurable/Attainable/Relevant/Timeframe).
- **Life skills** workshops.
- Opportunities for **employment** through BrettYoung and Turning Leaf Community Workforce.
- Support with **vocational goals** such as job hunting, resume building, and interview preparation.
- Opportunities for **volunteering**.

This year Day Service saw a **surge in referrals**, including more internal referrals. This demonstrates the **importance of this type of support service** in communities. We understand the **barriers that participants face** in securing supports that help them achieve their goals, and we are proud to fulfill those needs by providing the opportunity to explore **life skills, socialization, vocational opportunities**, and **equal membership** in a **supportive community of peers**.

This year we had **87 participants** in program and received **41 referrals**, which is more than double last year's referrals. Exciting opportunities are on the horizon as we look to **grow our program** and **connect with more communities** in need of our services. We continue to **connect with schools** in the community to **bring awareness of our services to families** who might be looking for this kind of support for a loved one.

Day Services continues to **expand our supports**, including utilizing Turning Leaf's **clinicians** to help participants address behaviors that may impact program. This has been instrumental in helping participants **develop their coping strategies** and **ability to share space with their peers** in the most **healthy and positive** way possible, helping to keep Day Service **safe for everyone**.

This year we focused on **connecting our many day programs** by attending outings together, creating the opportunity for **safe socialization**. This has **enriched the Day Service experience** and helped participants develop **meaningful, trusted, and positive** peer relationships.

In the year ahead, a goal Day Service has is to establish a **community garden** that participants will **build, plant, and maintain**, with the intention of using the **harvests for program cooking classes**. Stay tuned next year to see how growing our new community garden helps our participants grow too!



AFTER-HOURS CRISIS RESPONSE TEAM

Turning Leaf's After-hours Crisis Response Team (CRT) is a **clinically-driven program** equipped to support vulnerable individuals living with mental health and intellectual disabilities **outside of regular business hours**, providing compassionate, **wrap-around care**. The goal of the CRT is to provide all participants with **triaged crisis supports** that respond in a **person-centered manner**. The individuals we support are actively struggling with addictions, involvement with the justice system, engagement with sex work, transient lifestyles, and other **at-risk behaviours**. The CRT's support is delivered with a **harm reduction approach** and a commitment to **meeting people where they are at**.

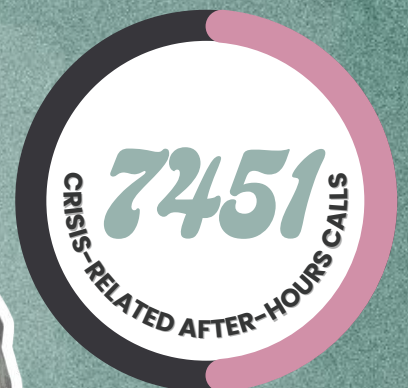
The CRT is trained in Suicide Prevention, De-escalating Potentially Violent Situations, Mental Health First Aid, and in-house trainings on Naloxone administration and overdose prevention, among others. We know that **consistency and routine** are integral when working with individuals who exhibit chronic behavioral issues, so the CRT collaborates with our **Clinical Health Program** to ensure our approaches are congruent with programs across the agency.

A fundamental aspect of the work of the CRT, is **liaising and collaborating with police, hospitals, crisis response centres, and shelters**. We are often the **first call** from these community resources when a participant engages them - **a testament to our participants' trust of and meaningful relationships with their support team**. Because our participants often struggle with discrimination and stigma from people in positions of authority who lack the training to effectively support someone in a mental health crisis, we continue to **build bridges** and engage in **ongoing advocacy** with **law enforcement** and **healthcare workers**.

This year the CRT was **recognized by justice officials**, including judges and lawyers, who voiced - in open court - how our services have impacted their clients and how **Turning Leaf has positively contributed to the reduction in reoffending rates**. Turning Leaf was invited to sit with members of the Alternative Response to Citizens in Crisis (ARCC) program - a service provided by Winnipeg Police Services - to inquire about **how we've been so successful**. Their hope was to gain an understanding of our approach to support after they observed a **drastic decline in calls, directly following our launch** of the After-Hours Crisis Response Team.

A critical development this year was the addition of a **dispatch service**. This new process has been instrumental in **effectively triaging crises based on need and risk level**, while being able to manage the high volume of calls in an **orderly, prioritized manner**.

The After-Hours Crisis Response Team is excited for the year ahead and new **opportunities to continue enhancing and expanding** our supports for **vulnerable individuals in crisis**.



INDIGENOUS SERVICES

Indigenous Services is a **growing and essential part** of Turning Leaf Support Services. It continues to work to **align** these services to the **Calls of Reconciliation** with the very timely needs, rights, healing and identity of First Nations, Inuit and Metis peoples along with any other persons involved. The growing numbers of attendees by participants and employees of all ages, genders, race, cultural and spiritual beliefs is evidence of its value and importance in areas of **Story-Telling, Truth-Sharing and Reclamation**.

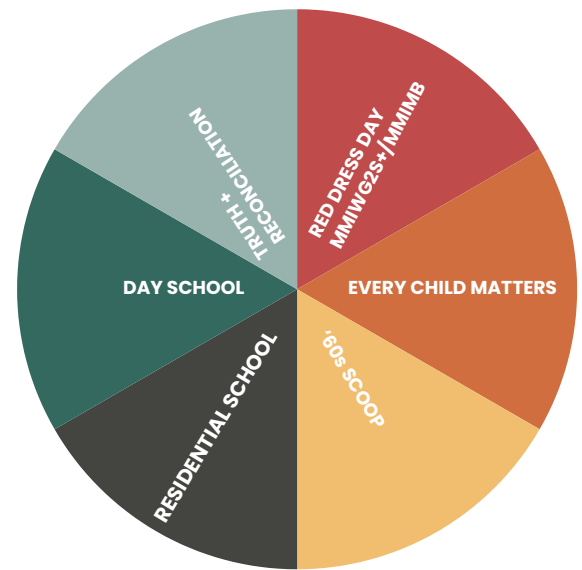
This year, Elder Delvina Kejick (Motherheart), has spent over **2200 hours** within the larger community with one-on-one meetings, smudging of streets, group visits, house visits and other Turning Leaf site visits, including remote communications when needed (i.e., chat, Teams, phone calls, etc.). Many employees have supported the Elder as skabes/helpers, as the demand for services and teaching has increased.

Within each of these programs, events and ceremonies, there is a **larger purpose** as they are all part of **repairing intergenerational damage**. This work gives physical evidence to our commitment of **restructuring, decolonizing**, breaking the mindset of **colonial thinking**, and the crucial work of **truth-telling**. All of this happens amid a growing relationship, walking side-by-side towards true reconciliation.

PROGRAMMING, EVENTS, TEACHINGS, AND CEREMONIES FROM THIS YEAR INCLUDE:

- Weekly Cultural/Community Group
- Traditional Drumming and Singing
- Dancers/storytellers from varied communities and cultures
- Traditional Feasts for our events and ceremonies
- Traditional Memorials honoring those who've journeyed on
- Sharing and Teaching Circles
- Blanket Exercise
- Teachings of Culture, Protocol, Identity, and Ceremony
- Red Dress Day Event
- Indigenous Veterans Day Ceremony
- Solstice Ceremonies
- Sweats
- Land-Based Teachings
- Powwow
- Grief and Ceremony
- Drum and Rattle Making
- Earth Day Celebrations

AREAS OF AWARENESS, LEARNING, AND ACKNOWLEDGING



CLINICAL HEALTH PROGRAM

Turning Leaf's Clinical Health Program (formerly Clinical Services) had an exciting year of **evolution**. Building on our vision of **healing together**, the program has responded to the unique needs of the people we serve by addressing the **physical dimensions of wellbeing**, expanding our **clinical therapy** offerings, and following the guidance of **expert consultants**.

The health of the community that we serve just can't wait. In response to the challenges our participants experience in the healthcare system, Turning Leaf launched the **Nursing Program** in May of 2023. Through **drop-in** and **community-based** medical services, our licensed nurses have provided over **80 instances of medical care** to our participants. This service has been **life-changing** to participants, who may not have otherwise received regular injections, health-based education, and wound care.

Our **Clinical Therapy** services are **a guiding force** for our agency. While navigating a changing landscape of clinical resourcing behind the scenes, our team continued to offer therapy services in-person, virtually, or by phone in **all regions**. This resulted in over **1000 hours of 1:1 clinical therapy services**. Our clinical therapy team is proud to have provided **3570 hours of training to employees** and **educational workshops** to participants. Following the successful completion of our DBT Skill-Building Workshop last year, the clinical therapy team turned its sights toward an essential topic within the health field: **addictions**. In the fall of 2023, we **launched our drop-in Addiction Therapy Group**, which expanded treatment options so our community has the support needed to overcome addiction. The value has been astounding.

What makes Turning Leaf's **person-centered approach** so effective is that we work to truly **attune** to the needs and experiences of the individuals we serve. A key element in doing this successfully is seeking understanding of the challenges we're faced with by **looking to the experts**. This year, our work was informed by **304 hours of training** and **223 hours of consultations** with renowned Certified Psychologist, Dr. Dell Ducharme, and a specialized **follow-up process** facilitated by our in-house expert on integrated behavioural analysis. It doesn't stop there, though. We expanded our pool of expertise further by contracting a **sensory processing specialist** for assessment and reporting in our Day Programs. And with the help of our excellent Training Department, our employees and professional allies in community received **high-level training by FASD expert**, Dr. Rod Densmore.

This year, Turning Leaf is making a statement: **Everyone has a right to healthcare**. Challenges may arise, but **we remain steadfast in serving our community** and responding with **unconditional acceptance** and **empowering change**. In the year ahead, we will continue **linking arms with our community** and **bridging gaps** to improve health outcomes for all.



BUNGEE / 
TURNING LEAF THERAPY DOG



TURNING LEAF COMMUNITY WORKFORCE

Turning Leaf Community Work Force (formerly Swifty's Social Enterprise) is a **revenue-generating social enterprise program**. Turning Leaf Community Workforce (TLCW) plays a crucial role in **combating the discrimination** our participants face in their **search for employment**. Under the guidance of Turning Leaf support workers, participants not only **develop essential work skills** and **build their resumes**, but they also **build self-esteem**. TLCW provides a **structured and supportive** environment with **competitive wages** in an **inclusive, empowering workplace culture**. With our foundational bricks laid, we were able to focus on growing the business, including **expanding our portfolio of services and client base**. These efforts led to substantial revenue growth and the team **doubling in size**.

Our **lawncare** and **snow removal** contracts increased by **52%** over last year, food resources increased by **38%** (supplying **\$102,134.14** worth of hamper items for participants to access weekly on an emergency basis), and our mattress program increased by **97%** (supplying \$9260 in mattresses for participants, bettering their quality of life and dignity). This year the team worked **591 hours** which is a **60%** increase over last year.

With the generous support of a grant from the **Union of Safety and Justice Employees**, we **acquired a moving truck**. The truck has significantly impacted our ability to provide a variety of services, including offering **mobile heat treatment bed bug solution services**. This year we saw **26 new participants trained** which brings our workforce to over **55 participants** who are ready and eager to work.

As a vulnerable person living with mental illness and cognitive impairment, applying for jobs can be a very difficult experience that is often mired by stigma and unjust treatment. **TLCW is there to be the employer they deserve**. To walk alongside participants who want to be employed, and ensure they know they belong here and their employer will always uphold the values of **unconditional acceptance and compassion**.

We are delighted to see how our TLCW program has grown this year and grateful for the opportunity to support our participants in **gaining confidence, skills, and experience in a supportive, inclusive, and empowering workplace**.

We look forward to our **anticipated growth** over the coming year and **working with more folks we support** who are ready to **join this incredible team!**



REGIONAL EXPANSION

Northern Manitoba Region

We are happy to share that **we are now proudly offering support services in our Northern Manitoba Region!** Last spring, we excitedly made our way to The Pas, Manitoba, **to meet with and be welcomed by this amazing community** which sits approximately 520 kilometres North of Winnipeg. While there, we had an opportunity to connect with many people, and took time to **hear the stories of their personal experience**, or of someone they knew, facing challenges or barriers to receiving support. In this time of sharing, our team was both impressed by the **spirit of this community**, and their **openness** to welcome our services. We left The Pas **excited to plant roots**, which led to us hiring our **first two employees** last fall, expanding to **a dedicated team of seven and counting!**

The perseverance of the team has helped us continue **building relationships** with individuals and their families. The **positive impact** we have felt has been mirrored by the individuals we support. Two of our participants recently shared: **“It feels good to have people to do things with”** and **“No one else looks out for me the way Turning Leaf does”**. It’s sentiments like this that keep us wanting to do more. We look forward to the continued growth in this region.

Western Manitoba Region

Our Brandon, Manitoba region has been doing such great work and are **stronger than ever** despite a devastating setback when a fire took our office and drop-in program last October. The Brandon Region **rallied together** - from our employees to the participants to community members. Within a week after the fire, we were able to acquire the use of an office space that came with donated furniture, helping us to **pivot quickly** and **keep supports uninterrupted**. The way the team navigated this difficult situation is **a testament to just how resilient our Brandon team is**. Over the last year, we have seen continued growth within our Brandon team, and are currently supporting **30 participants** in the region, all while continuing to **build sustainable relationships within the community**. We have observed many successes over the last year that should be celebrated, such as:

- Seeing a **reduction in homelessness** by finding sustainable and safe housing.
- Overcoming addictions and **bridging the gap** for accessing mental health resources.
- **Obtaining employment** both within Turning Leaf’s Social Enterprise program and community.
- Supporting participants with their **integration from hospital to community**.
- Supporting “New to Brandon” participants with **gaining access to resources**.
- Providing support around **food insecurity and/or hoarding**.

Watch for **more expansions** this year as we continue to **plant roots in more communities** where **our services are needed**. We look forward to **helping as many vulnerable people as we can**.



INTENSIVE HOME SUPPORTS

Formerly *Residential Services*

This year we continued to build on the work that we have started - to live and walk a meaningful and thoughtful path toward reconciliation. **We recognize the harm and trauma that residential schools have caused** generations of Indigenous, First Nations, Métis and Inuit families, and to those who will come in the future. We commit to the **elimination of the term "residential"** from our department and fully embrace the new **Intensive Home Supports** (IHS) department and program name.

Many of those we support have experienced much **transformation** this year, reaching their goals of **employment, independent living**, and celebratory milestones such as **completing probation**.

This year we saw a significant **increase in the number of participants** who have been able to **acquire and maintain employment** through Turning Leaf Community Workforce social enterprise and in collaboration with other community-based organizations. IHS also continues to work collaboratively with the **Clinical department**, including an **addictions and recovery group** for our participants.

We have seen a significant **decrease in police involvement** and this reflects both the **growth in our participants**, and the ability of our team to **effectively navigate complex, potentially high-risk situations**.

The department continues to prioritize the development of our employees, with **internal promotions at an all-time high**. We have opened new homes and **expanded the IHS community**, meaning we can now **accept more referrals**. Our **IHS Saskatchewan** region has seen changes to their leadership team, resulting in **growth and opportunity** for our valued and dedicated team members.

Over the last fiscal year, we have opened an additional **9 Home Shares**, for a **total of 22**. Our Selkirk home moved to beautiful, newly-developed, modern side-by-sides. This has **increased the number of participants we can support**, and provided the participants with homes they can **take pride in**.

In 2023 the province approached us to purchase a home for **three ladies impacted by the closure of MDC**. This home opened in March 2024 and has been a **very successful transition** for the residents.

We have been focused on creating a more **robust programming schedule** for the upcoming year, bringing us the potential to **offer drop-in programming** within our regions, such as Selkirk and Portage la Prairie. We are thrilled for another year of teamwork, growth, and **walking alongside the vulnerable people we are fortunate to help**.



HUMAN RESOURCES + ADMINISTRATION

In our ever-expanding organization, the Human Resources and Administration Department continues to provide the **highest level of support**. Comprised of a **diverse team of dedicated professionals**, our department specializes in human resources, administration, training and development, general maintenance, and practicum placements. Together, we work tirelessly to ensure the **seamless operation and growth** of our organization, **embodying a commitment to excellence in every aspect of our work**.

Over the past year we celebrated the promotion of one team member to **Training Manager**. We also welcomed our second **Recruitment Coordinator**, a **practicum student**, and a second **Maintenance Coordinator** to our team.

Turning Leaf is proud to share we had **45 internal promotions** this year. An impressive **8.09%** of employees received promotions and many new positions were created. These include:

- Intensive Home Supports and Community-Based Treatment Team Leads
- Intensive Home Supports Supervisors
- Community-Based Treatment and Intensive Home Supports Clinical Case Managers
- Community-Based Treatment Administrative Assistant
- Indigenous Services Administrative Support Assistant
- Senior Advisor of Inuit Relations and Reconciliation
- Chief Operating Officer of Community-Based Treatment
- Chief Operating Officer of Intensive Home Supports
- Chief Marketing and Communications Officer
- Chief Administrative Officer
- Director of Intensive Home Supports
- Senior Clinical Case Managers of Intensive Home Supports and Community-Based Treatment
- Executive Assistant to the CEO and Board of Directors Coordinator
- Marketing and Communications Coordinator

We are **immensely proud** to once again be **recognized** as one of **Manitoba's Top Employers** for the second consecutive year. Among the select group of 35 esteemed companies chosen for this honor, this achievement underscores our **unwavering commitment** to fostering a **person-centered culture** characterized by **unconditional acceptance for both participants and employees alike**.



Our dedication to **continuously enhancing** our practices, policies, and procedures reflects our ongoing efforts to cultivate a work environment that is not only **safe and comfortable** but also fosters **growth and progress** for **all members** of the Agency.

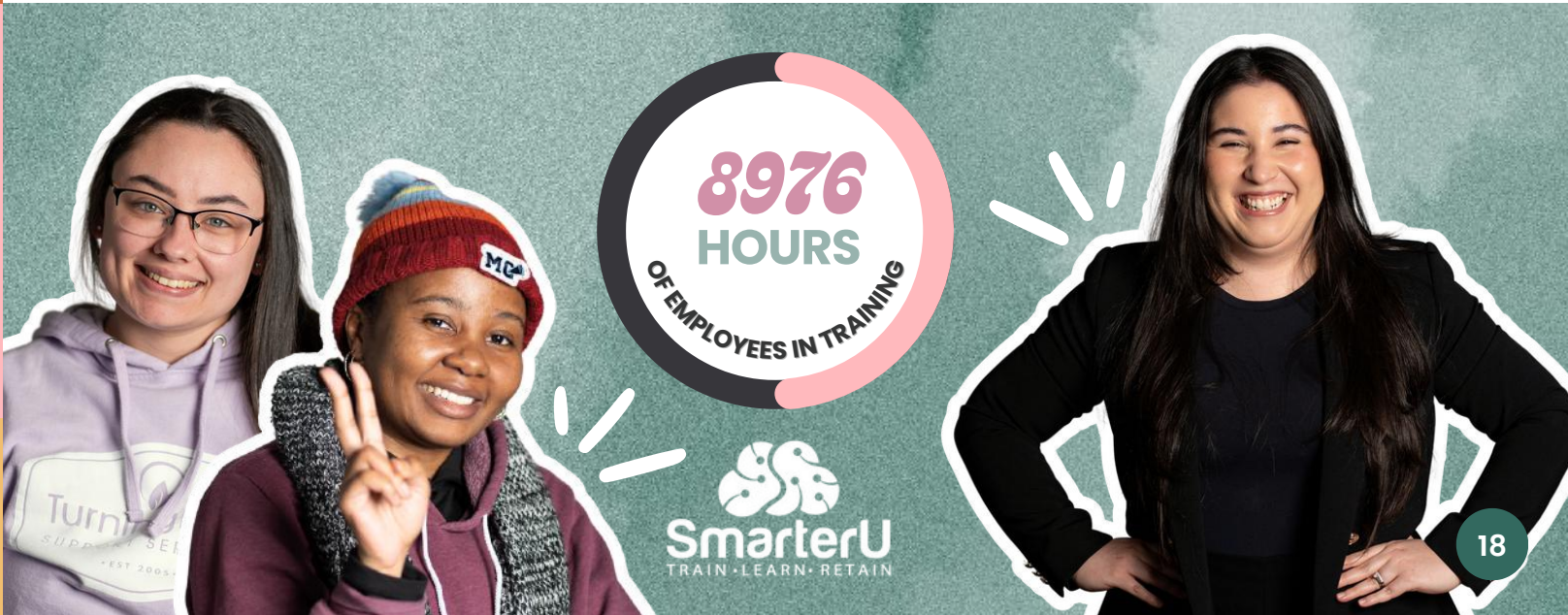
In December 2023 the Agency hosted our **first recruitment fair** in Winnipeg for our Community-Based Treatment program, with **74 applicants in attendance**. Following the success of the first recruitment fair, we hosted another in January 2024 for our Intensive Home Supports Program and had over **250 applicants** in attendance! As a result of these fairs, we have hired over **50 employees** on permanent contracts and have a **waitlist of applicants** to fill upcoming vacancies.

As our Intensive Home Supports and Community-Based Treatment departments continue to grow, the Human Resources team takes pride in sustaining our **Incentive Programs** to bolster recruitment and retention endeavors. Employees who refer individuals successfully hired on a full-time or part-time basis are rewarded with a **\$100 bonus**, while new full-time or part-time employees receive a **\$200 bonus** after completing six months of employment. The success witnessed from each program is remarkable, and we extend a heartfelt thank you to all employees who have contributed through referrals!

TRAINING

The Training Department has achieved exceptional success this year, with a focus on **enhancing employee skills** and fostering a **culture of continuous learning**. Participation rates in trainings have increased with the successful implementation of our learning management system, **SmarterU**, leading to a more **skilled and adaptable workforce**. By implementing the SmarterU platform we have **bridged the gap** for a learning management system that is **easily accessible** throughout not just Winnipeg but our surrounding regions and peers in Saskatchewan. Feedback from employees indicates **high satisfaction** with the quality and relevance of learning plans. Additionally, completed learning plans reflect the **positive impact** of our training initiatives. Looking ahead, the department aims to **further personalize learning experiences** and **expand our offerings** to meet evolving organizational needs.

This year we held our first **workshop** for **employees and external service providers**. The workshop was about **Fetal Alcohol Spectrum Disorder (FASD)** and was a **resounding success!** Attendees engaged in **dynamic sessions** with our expert speaker, **Dr. Rod Densmore, M.D.**, who provided valuable insights while fostering collaboration and practical application of concepts. Widespread topics were covered, including the latest research, diagnostic assessments, and ideas to **empower individuals and families affected by FASD**. This workshop provided a great opportunity for **service providers to learn, network, and gain perspective** into understanding **how to best support** community members living with FASD. Workshops like these highlight the **impact and value of continued learning and development** in areas that **help us better serve** the population we support, and we hope to deliver more workshops this year.



PRACTICUM

Turning Leaf's Practicum Program serves as a **bridge between academic learning and real-world experience** that provides students with **opportunities to apply theoretical knowledge in a practical setting**. Through partnership with academic institutions, the practicum program offers the students **meaningful placements** that **align with their field of study and career aspirations**.

We are delighted with the developments within our Practicum Program this year. The program has experienced a **notable increase in student volunteering** totaling **2,301 hours**, saving Turning Leaf **\$38,305.72** in wages which is a **45% increase** from the previous year.

The Practicum team will continue to foster **valuable connections with industry professionals**, and **post-secondary institutions** by attending career fairs and maintaining relationships with practicum coordinators.

The **strategic roadmap** the program has developed acts as a **guiding path** for attracting a **diverse range of students**. The roadmap helps make the program effective and involves several key approaches, such as:

- Maintaining connections with **long term partners**, University of Manitoba (Arts and Clinical), Canadian Mennonite University, University of Regina (Social Work and Human Justice).
- **New partnership** with Urban Circle, University of Manitoba (Agriculture Dept and Human Resources), Saskatchewan Indian Institute of Technology.
- **Expanding practicum capacity** in existing programs in Manitoba and Saskatchewan.
- Modification of our practicum program and offering **mini practicum placements**.
- Constantly **upgrading** program resources, including the website and the student's intake process.

Turning Leaf's Practicum Program is **poised for continued growth** and aims to **unlock potential** and **nurture talents** through **practical learning**.

"A very big thank you to everyone at Turning Leaf for their support and kind words of encouragement during my whole stay. I'm going to cherish working with you for a long time."

-Taofeek Kareem, Practicum Student



TECHNOLOGY DEPARTMENT

The Technology team maintains a **close working relationship with leadership, 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**. We had a **productive and innovative** year, achieving several milestones and overcoming many challenges. Highlights include:

EXPANDING OUR EVIDENCE-BASED SUPPORT

Transitioning from paper-based records to a digital case management system in 2017 was transformative for Turning Leaf. It allows service and clinical to **update and access participant files in real time**, meaning we can adapt care plans, communicate needs, incidents, and outcomes **on demand**. We began to dream of a custom Turning Leaf case management system – one that is tailored to support our unique evidence-based approach – and we are proud to share that the technology team has been working tirelessly to build it. Our **custom-built, in-house case management system** will launch in the **summer of 2024**.

ENHANCED DOCUMENT MANAGEMENT

Observing challenges that impacted how employees interact with files, we have implemented new systems that enable us to find, access, share and collaborate on files more easily and effectively. This has **empowered our departments and teams to work smarter and faster**, while ensuring the **security and quality** of our files.

ENABLING NEW SITES WITH TECHNOLOGY

Turning Leaf is constantly **innovating and expanding** its programs and reach, and technology is a key enabler of this progress. The technology team has been instrumental in ensuring that every new site is equipped with the most suitable technology solutions **to support the delivery of high-quality services**. This year, we added several new sites to our network, each with its own unique needs and challenges.

BUILDING CYBER RESILIENCE

Cybersecurity is more than just a technical matter. It **affects every aspect of our organization** and requires **everyone's attention and commitment**. We are well aware of the increasing risks posed by cyber attacks, and understand they can have devastating consequences. That's why we work hard to **strengthen our cyber resilience and readiness** and implement best practices to better protect our data and systems from malicious actors. We are **proud of the progress** we have made and the **cybersecurity culture we have fostered**, but there is no room for complacency. We continue to **invest in our cyber capabilities** and **educate our team** on how to **prevent, detect and respond** to cyber incidents.



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, 2024, 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, 2024.

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 19, 2024.

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 19, 2024

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, 2024 (In thousands of dollars)	2024	2023
Revenue		
Province of Manitoba	27,002	22,189
Province of Saskatchewan	3,193	3,174
Winnipeg Regional Health Authority	353	324
Other revenues	184	168
	30,732	25,856
Expenditures		
Administration	1,602	1,246
Amortization	364	362
Client expenditures	2,290	1,734
Home share payments	1,811	1,491
Interest on long-term debt	254	217
Rental and property taxes	1,770	1,587
Salaries and related benefits	22,640	18,845
	30,731	25,481
Excess of revenues over expenditures	\$ 1	\$ 375

Summary Statement of Financial Position

March 31, 2024 (In thousands of dollars)	2024	2023
Assets		
Cash and cash equivalents	1,373	1,082
Accounts receivable	2,756	2,106
Prepaid expenses	108	40
Tangible capital assets	6,683	6,852
	\$10,920	\$10,080
Liabilities		
Accounts payable and accrued liabilities	2,555	1,739
Deferred contributions	378	392
Demand loan payable	254	2,023
Current portion of long-term debt	200	1,424
Long-term debt	4,248	1,218
	7,635	6,796
Net assets		
Operating	394	186
Investment in tangible capital assets	2,010	2,217
Internally restricted	881	881
	3,285	3,284
	\$10,920	\$10,080



In Memory In Memory In Memory In Memory In Memory

We honour and remember those who journeyed on this year. We are so fortunate to have had the opportunity to walk alongside these individuals, and to have been there with them through their pain, their happiness, and their accomplishments. They each leave a legacy behind with their Turning Leaf family and will always be remembered. We have planted trees in their names that will grow for generations to come.



Change is
good. 

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