

Staying the course.





"Think of all the beauty still left around you and be happy."

-Anne Frank

Dedication:

We believe it is important to acknowledge that we are on the ancestral lands of the Anishinabe, Ininew and Dakota Oyate Peoples. The land on which we now work and live is land which the First Nations of this area agreed to share through Treaty No. 1 in 1871. We acknowledge the seven First Nations for their generosity. We also acknowledge that this land is the birthplace and homeland of the Metis Nation.

The land has brought solace and peace to us all this past year. Marymound is grateful for the gifts the land brings to staff and youth at our main Scotia Street campus on the banks of the Red River, the parks and wilderness that feeds spirits, and the beauty of Treaty No. 5 land where our community family program is located.

Message from the Board Chair

The past year has continued to be one heavily influenced by COVID. To all Marymound staff, especially those on the front line, I thank you for your ongoing commitment to the safety of the youth in our care, their families, your colleagues, and our community.

Ongoing pandemic challenges aside, the last year has seen much to celebrate. Continuing roll out of the PRESENCE model, successful conferences, increased financial stability, a refreshed strategic plan, and more.

For over a century Marymound has been responding to the unmet needs of Manitoba youth. Looking forward, we will see steady evolution in programming and services to help our youth to overcome, advance, and belong.

On behalf of the Marymound board, I am excited and appreciative to be part of the Marymound team and be able to participate in this positive change in our community.

Thank you all,

Terry Shaw



Message from the Executive Director

Last year's Annual Report was dedicated to Marymount's frontline workers, and my gratitude continues as they demonstrate their continued commitment to our youth and families each and every day, despite the very challenging circumstances of the pandemic. A creative and dedicated management and administrative team support them, and weaving all these efforts together with the healing support of our Cultural and Clinical team Marymount continues to deliver its mission.

Each person, in their various roles, contributes to creating an organization that makes a positive difference in the lives of children, youth and families. The word cloud featured here is the product of seeking youth voice into our strategic planning, and it captures the "why" of all of our collective work.

My gratitude to the Board of Directors who have walked the journey of this difficult past year with us all, and to the Compassion Network for their constant support and guidance.

Respectfully submitted,
Nancy Parker



Marymound's Response to the Impact of the Pandemic

This past year has seen a tremendous disruption to our work due to the pandemic. The first 6 weeks starting March 13, 2020 Marymound focused on keeping up with the constant stream of directions from government, putting systems in place and keeping communications updated. This was a time of operating in unknown territory. As information evolved daily, so did the directives to Marymound. We quickly formed a pandemic response team and all programs sent daily reports in to the team. We have since refined our reporting procedures, however we continue seven days a week to monitor staff/youth being tested for Covid, staff/youth in isolation, and report all changes seven days a week to the Department of Families who licenses our programs.

We have twelve 24/7 programs that had to adjust to constantly changing directives about the wearing of PPE, no one was allowed into the programs other than front line staff so youth could not have family visits in person, and our Clinical and Cultural team could not be on-site. Adding to these challenges was the closure of schools. Early on, we were responsible for accessing PPE, but as time progressed, the province did an excellent job of centralizing supplies and providing adequate masks, eye visors, gowns and gloves for all our programs. As well, the United Way has offered extra PPE supplies that we accessed for our non-front line staff, including our Thompson family program.

In this first period of restrictions, as we closed Marymound School and the off campus Pathways school and moved to distance learning, we laid off non-teaching educational staff. At this same time other staff that are adjunctive supports to programs, and some administrative staff were laid off. This was a hardship for all affected.

In this same time period, we moved to working from home for all staff that could do their job effectively this way. This meant a significant increase in technology needs, and we are grateful for our amazing IT department. We are also grateful for the financial support from the Winnipeg Foundation related to these types of costs.

By May, we moved into a different phase that allowed us to still focus on the safety restrictions, but also focus on the psycho-social needs of staff and the youth and families we serve. It was clear that this was not a sprint but likely a marathon. Since May there have been newsletters that highlight the creativity of staff and programs as they cope with these changes, Friday thank you treat deliveries to our 24/7 programs, constant communication updates so staff feel informed about internal process and available resources.



Our PRESENCE team hosts drop in virtual meetings to create a space for front line staff to share and get support, and as well, we have had "Tea at Three" virtual meeting that focused on the unique experience of working from home. Based on information from KPMG we created a Return to Work plan tailored to all our indoor work environments and addressed: access to building/location controls, physical and social distancing, PPE and office cleaning and hygiene. We implemented this plan in September as restrictions were lifting and we could move to having fifty percent of staff present in various areas of the building.

Like everyone, we have moved with the ebb and flow of loosening and tightening of restrictions, and as this report year concludes we are working to manage overall fatigue.



Marymount's Elder in Residence, Elder Louise Lavallee recently shared these words with all staff:

"We are again in another wave with Covid and I'm sure many of us have felt or feel disheartened. It likely would feel like taking a big breath, releasing it and saying to oneself: "Not again, if I must do this, then I can do this." And we take that one step forward and keep going and doing what one needs to do. And then we hear that there might be more restrictions and it is like the breath stops, again. But we let that breath go, and along with letting go of that breath we try to let go of those negatives.

We will all keep walking forward and one day THIS will no longer be here. We will have wounds and scars but we will also be so much stronger and have a greater appreciation of life; those every day little and big 'things' we might have taken for granted will mean so much more. Marymount is in my prayers every day that I talk with my tobacco."

This has truly been a disruptive time and with the loss and grief, there has been great inspiration, dedication and "finding the good" out of what we are learning in this most unusual time.

Strategic Plan Implementation 2020–2023

This past year, with the assistance of Denise Belanger from Inquiry Minded Consulting (and the financial support from United Way), we saw the completion of our Strategic Plan.

We had an internal working group and prior to this year created plans that included community consultations. The pandemic changed all of this, and we moved forward with adaptations. In July, we held a virtual strategic planning session with Board members, with a follow up survey to get additional input from all Board members who could not attend the virtual meeting and to prioritize the initial ideas.

In the fall, we consulted with staff via a staff survey and had an excellent response. We also hosted a World Café for staff, which allowed

for more in-depth conversations and ideas. A youth friendly survey captured the voice of the youth in our programs.

The final report reflects all these voices, and we are now in the early stages of creating working groups to address the various objectives.

We are using a Lean Six Sigma project management framework of DMAIC (Define, Measure, Analyze, Implement and Control), however a key approach is that this work will be relational. Each lead from the Executive team is tasked with using this work as an opportunity to engage interested staff, and use the skills that are part of our PRESENCE work such as appreciative inquiry and world cafés.



Spiritual Purpose

Marymount continues to understand the importance and value of keeping the social justice mission and values of the Sisters of the Good Shepherd alive.

- The Canadian organizations of the Sisters of the Good Shepherd from Halifax, Windsor, Toronto and Winnipeg come together monthly with a commitment to sustain mission and values and stay connected to support each other in this work. This CORE group has created a visual timeline this past year highlighting key historic events alongside the events related to the four organisations and their history. As well, we created Terms of Reference to capture the intent of this group, and our work is being shared in the United States as Good Shepherd organisations are also experiencing Sisters aging and no longer being present at the various organizations.
- The North American group of organizations founded by the Sisters of the Good Shepherd were not able to host gatherings this year, and instead have hosted monthly virtual meeting that are structured around a theme and have time for break out room small discussions. It has been a wonderful way to connect and the conversations are thought provoking and inspirational. Marymount's Program Director, Nadia Dias, represents the Canadian organisations on the planning committee. We were very proud when Marymount's Indigenous Land-based Coordinator, Chance Paupanakis, present as a panelist on the topic of racism and represented the Manitoba context with passion, insight and kindness.
- At Marymount, a group called the Legacy Shepherds carries out the work of keeping the mission and values of the Sisters of the Good Shepherd "alive" and relevant. We had a hiatus with this group for most of the year, being mindful of staff's capacity at this time. We did complete an updated version of our Legacy training and have started offering this to staff (virtually) again. As well, the group has been planning for a fall celebration of Marymount's 110th anniversary. The following reflection has supported our focus for this event:

- In thinking about how we honor the event of Marymount providing services for 110 years, the four questions that Justice Sinclair originally presented to educators will inform our actions. Justice Sinclair stated that the most important thing youth need to learn is the answers to the following four questions: Where have I come from, Where am I today, Where am I going, and Who am I? These questions are relevant to Marymount as an organization as we keep the legacy and mission/values of the Sisters of the Good Shepherd alive, but also understand that we have moved to a different place of acknowledging and understanding the harms that colonialism wrought upon Indigenous peoples. The theme of Truth and Reconciliation resonates at this time.

One event that is being planned is a ceremony and feast to honor the renaming (and renovations) of our chapel space. Elder Louise raised her pipe for Marymount and gifted the following name from the Creator: "Noojimowinan Abiwin - Healing room. Healing of body, mind, spirit and emotions, so it covers all at a starting point of where the individual is at." An important element of the upcoming ceremony will be to offer apology for the harms of the past.

- Marymount has continued in the journey of developing a Reconciled Healing Model. This year Marymount joined the Winnipeg Accord and our work is focusing on the following two Calls to Action from the Truth and Reconciliation Commission.
 - Call to Action #22: we call upon those who can effect change within the Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.
 - Many existing intervention programs are not designed to meet the unique needs of Indigenous youth. In fact, it has been shown that when used without proper cultural contexts; many interventions can actually exacerbate the trauma and continue the inequities experienced by Indigenous youth in accessing mental health services.

Spiritual Purpose

To build upon our land-based programming Marymound aspires to integrate our treatment modalities with a focus on both cultural renewal and land-based, traditional healing combined with Western therapeutic interventions. We express gratitude to Dr. Ed Connors for the term "Reconciled Healing Model" and acknowledge the roots in the concept of two-eyed seeing by Elder Albert Marshall.

Marymound will utilize a collaborative process that honours culture and ceremony in a way that is meaningful to the clients that we serve. Following an experiential and transformative framework, the objective of the reconciled healing model is to build capacity and empower our youth to believe in themselves, take care of one another, and become mentors and leaders in the community. Through a Reconciled Healing Model we endeavor to:

- Utilize traditional teaching methodologies that are holistic in approach, nurture traditional values and self-mastery, use ceremonies and storytelling that are inclusive and experiential, incorporating peer support and learning, and providing opportunities to heal.
- Engage youth in memorable, meaningful, and transformative learning experiences that encompass Indigenous perspectives, values and practices.
- Use an experiential approach and incorporating ceremony and hands-on activities as a philosophy to understand the deep relational connection of human beings with one another.
- Reverse the effects of colonization, separation, and genocide by connecting the youth and young women to the original teachings of their ancestors and their spirit using an evidence-based teaching modality.



It is our hope that Marymound can lead the way in providing treatment that embraces cultural renewal and measures outcomes in a meaningful way through a Two-Eyed Seeing lens.

"To see from one eye with the strengths of Indigenous ways of knowing, and to see from the other eye with the strengths of Western ways of knowing, and to use both of these eyes together." Elder Albert Marshall, Eskasoni First Nation

- Call to Action #48. We call upon the church parties of the Settlement Agreement, and all other faith groups and interfaith social justice groups in Canada who have not already done so, to formally adopt and comply with the principles, norms, and standards of the United Nations Declaration on the Rights of Indigenous People's as a framework for reconciliation.

- Marymound was founded by a religious order; the Sisters of the Good Shepherd. Their social justice mission was to support marginalized woman and children. Marymound continues to recognize the importance of spirituality in healing and recovery, but is inclusive of all cultural approaches to spirituality.

We are working to have all programming equally informed and delivered by both Indigenous and Western perspectives in a collaborative manner, while respecting the United Nations Declaration on the Rights of Indigenous People (Article 31):

Indigenous peoples have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports and traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge, and traditional cultural expressions, and OCAP. OCAP is a set of The First Nations Information Governance principles that reflect First Nation commitments to use and share information in a way that brings benefit to the community while minimizing harm. It is also an expression of First Nation jurisdiction over information about the First Nation. OCAP stands for Ownership, Control, Access and Possession.

- Marymound has spent the past year in conversation with the Feather Carriers: Leadership for Life Promotion. Their work encompasses a community mobilization strategy and collaborative life promotion training approach. The initiative was founded in 2015, by Dr. Ed Connors, John Rice and Dr. Debby Wilson Danard. The vision for this initiative came out of a relationship to the land, and requests from FNMI communities, who were looking for additional supports and resources related to suicide prevention. Life Promotion is the strength based approach to the work of suicide prevention and is centered upon Hope, Purpose, Belonging and Meaning. These four elements also sit at the heart of the First People's Mental Wellness Framework, and Marymound is framing our healing work in this expanded view of Life Promotion. We have recently finalized a two day gathering and consultation with the Feather Carrier leaders to help guide our thinking and actions along this journey of realizing and supporting a Reconciled Healing Model at an organizational level.



Candace's Story

Candace was born in Opaskwayak Cree Nation in The Pas, Manitoba. She first lived with her birth parents, and later with her mother and three siblings. Her aunt also lived with them until Candace was four-years-old. A violent outside influence was allowed in the home causing the four children to be placed into care.

For the next nine years, the children lived in a foster home that was very strict, void of compassion, and also subjected the siblings to physical and verbal abuse. Although not the oldest child, Candace was the leader and the most defiant, talking back to her foster mom and eventually leaving the home at age 13, after fighting many sad and losing battles.

During her elementary school years, she was not prepared for kindergarten and had a tutor help her with spelling and simple mathematics. In grade 2, she was never provided a packed lunch so she resorted to stealing lunches at recess. "I was discovering life and how to survive," says Candace.

In middle school, she started to excel at sports and music. It helped her escape her troubles, as practices were held before and after school classes, limiting her time at home. Candace was a whiz on the Ultimate Frisbee team and played the clarinet proficiently enough to start believing in herself and build confidence.

She also was a great swimmer and became a certified lifeguard. "I like saving people, people similar to me, who are in a position where they can't save themselves," says Candace. This coincided with volunteering every day at the YMCA in the daycare, pool, as well as in evening classes and adult classes – anything to keep busy and be away from home.

She was also fortunate to have an eighth-grade teacher who was Indigenous. That teacher became her 'school mom'. "She signed me up for sports and other activities because my foster mom couldn't be bothered. My teacher also taught me how to calm myself and introduced me to the positive aspects of my culture, which was a first for me." During this time, Candace moved to another foster home for two years and then moved again to a very unhealthy home full of 'street people'. Her foster parents were completely negligent and on drugs and she stayed in that home for one year before moving in with her ex-boyfriend's parents to finish high school.

Even with all of this upheaval, Candace continued to excel on the clarinet and when the high school band traveled to their sister school in Japan, she was second chair. The position was unheard of for a grade 10 student. Candace graduated high



school with average grades, but above-average life experience that would serve her well.

At 18-years-old with an uncertain future, Candace entered Marymount's Independent Options Program (IOP) as a very motivated, independent, and goal-oriented young woman. Marymount staff helped her to search for an apartment as well as assisting with the packing, moving, and financial arrangements. While the tangible things were necessary, it was the positive connections and safe and supportive team that was most important to

Candace. "I had already developed a lot of skills on my own but it was comforting to know they were there to support me whenever I needed them," says Candace.

She also worked in the Marymount kitchen, learning to prepare lunches and dinners while enjoying many leftovers. "I had plenty of free food to take home with me after work which allowed me to eat and eat and eat." She gained a further sense of community connection by keeping busy in the Student Work Experience Education program (SWEEP) by doing yard work around nearby neighbourhoods, earning valuable spending money. "I was always asking for extra hours and showing up without being asked."

Despite the hardships she experienced beginning with her first foster mom, Candace is insightful enough to realize the positives from her experience. The strict 'yes or no' upbringing and being forced to read a lot of books, as well as constantly arguing back and forth, influenced her decision to enter pre-law at the University of Winnipeg. "I'm very appreciative of all the help Marymount provided me. Their bursary program paid most of my university tuition the last two years, in addition to making me feel that I mattered by giving me a sense of belonging which I never really had before."

It was a difficult time to learn at university during the pandemic and Candace struggled, but enjoyed her anthropology and sociology studies. Always optimistic and always prepared, she has a backup plan to become a paramedic if she needs to look at another career option.

Candace's resilience and positive attitude is remarkable. She is thriving but knows what it is like to feel helpless. That is reflected in her choice of professions, where she can help others that are vulnerable.

Now 19, Candace is a little apprehensive as she officially ages out of care later this year, but she is a survivor with the inner drive and moxy to take care of herself. Candace also knows she can call on Marymount at any time for support and guidance.

Meeting Unmet Needs

Our community based program in Thompson that supports pregnant mothers, and families with young children, had to close the community centre due to pandemic restrictions in the spring and summer. The team did an extraordinary job of creatively connecting with families through virtual cooking classes, creating hampers of food and activities for families to do, virtual conversation circles, and lots of phone support. They also extended themselves to support a community initiative with McDonald Youth Services. Our two agencies coordinated the delivery and distribution of two huge deliveries of food. Marymount served as a centralized receiving site for 11,000 pounds of food in November and 18,000 pounds of food that arrived in December. In below forty-degree weather the staff took a day to unload the semi-truck, and with all the pandemic restrictions in mind were able to distribute food to about 18 other non-profits and several hundred families.

For the past year, we have been part of a national research collaborative, ATTACH™ through a CIHR-SPOR grant proposal. We have been part of the project rollout, participated in interviews as participants, learnt about implementation barriers and facilitators. We were to be in a second phase of taking part in ATTACH training leading to independent delivery and evaluation, however recently we were moved to the Phase 1 group. Our staff in Thompson will be taking this training once pandemic restrictions make travel possible. This work will continue to strengthen our ability to support young parents and their families.

Marymount collaborated on a proposal for a Youth Hub for youth and families in St. Boniface/St. Vital neighborhoods in Winnipeg, including francophone, newcomer and Indigenous youth, led by Youville Clinic. Primary partners include Centre de santé de St. Boniface, Aulneau Renewal Centre, Marymount, Sara Riel and Teen Stop Jeunesse. With the good news that our proposal was funded we are eager for the work ahead.

We continue to see an unmet need in the area of youth mental health and substance mis-use/addiction. We spent the summer developing two proposals for the Department of Health. One is for residential treatment for Manitoba youth at the Marymount campus. The campus setting allows for land-based programming and our on-site school supports this model of healing. Our second proposal is an Indigenous led land-based treatment program for youth with a primary challenge

of substance mis-use/addictions, proposed siting at a location where there are several acres of land to support land-based programming and ceremony.

With the onset of the pandemic, the two beds for youth used for detention under the Intoxicated Persons Detention Act at the youth justice centre were closed, due to concerns about brief stays of youth coming into a longer-term congregate setting. Marymount operates two beds at the Youth Addictions Stabilisation Program under the same act. We worked with Winnipeg Police Services and the Department of Justice to create a plan to accept additional youth if needed, and have kept in weekly contact with the working group throughout the past year. Recent conversation recognize that the beds at the youth justice centre will likely never re-open, and we are looking at how we can safely meet this unmet need (given that the youth we now currently serve are more violent) with a working group involving the Department of Justice, Families and Health.

We have continued to meet with Quest Health (Ken Blair) and Chief Easter from Chemawawin Cree Nation to explore how we can partner in a family healing centre that would be located in Winnipeg, as well as supporting community based child/youth and family healing work in 4 First Nations on Treaty 5 land. Recently Denise Belanger, Inquiry Minded Consulting, has been facilitating the development of a plan with the support of Paul Vermette from the Compassion Network.

There has not been a public announcement to date, but Marymount was the successful candidate to operate a youth justice program through the Social Innovation Office, Government of Manitoba. This project will be funded through a social impact bond and we are in the early stage of developing the outcome measures, working with the office to meet with investors and hiring an external evaluator. What is very exciting is our proposal is designed to be Indigenous led. One of the outcome metrics for the investors is a reduction of days of incarceration for the program participants. The second is a positive change in participant's connection to identity and culture: youth will feel closer to their culture and have an understanding of themselves as Indigenous people. As a mainstream organization, it is an honour to be chosen to deliver a program that focuses on Indigenous youth, and exciting to weave together our best practices from both an Indigenous and Western worldview.

Sustainability

Financial Health and Diversification

- After a very challenging fiscal 2020, Marymount was able to perform above expectations in Fiscal 2021 and will post a sizeable surplus. With the leadership of Finance Director, Chris McDonald, many tough decisions were made in the prior year and we saw the benefits of these decisions come through in Fiscal 2020. Our largest expenditure of salaries and wages came in under our projected budget. This is especially exceptional given the very tough circumstances that Marymount faced during the Pandemic.
- Marymount's aspiration to create a training institute continue to move forward. Our conferences provide a way to get our name known and connected with leading practices, provide training opportunities for our staff, and bring in significant revenue. This past year we postponed our April training until the fall, and the team led by Dawn Isaac and Kristin Lukie did a fantastic job of moving the conference to a virtual platform. They provided benefit for participants by delivering books and materials related to the conferences prior to the day of the events.

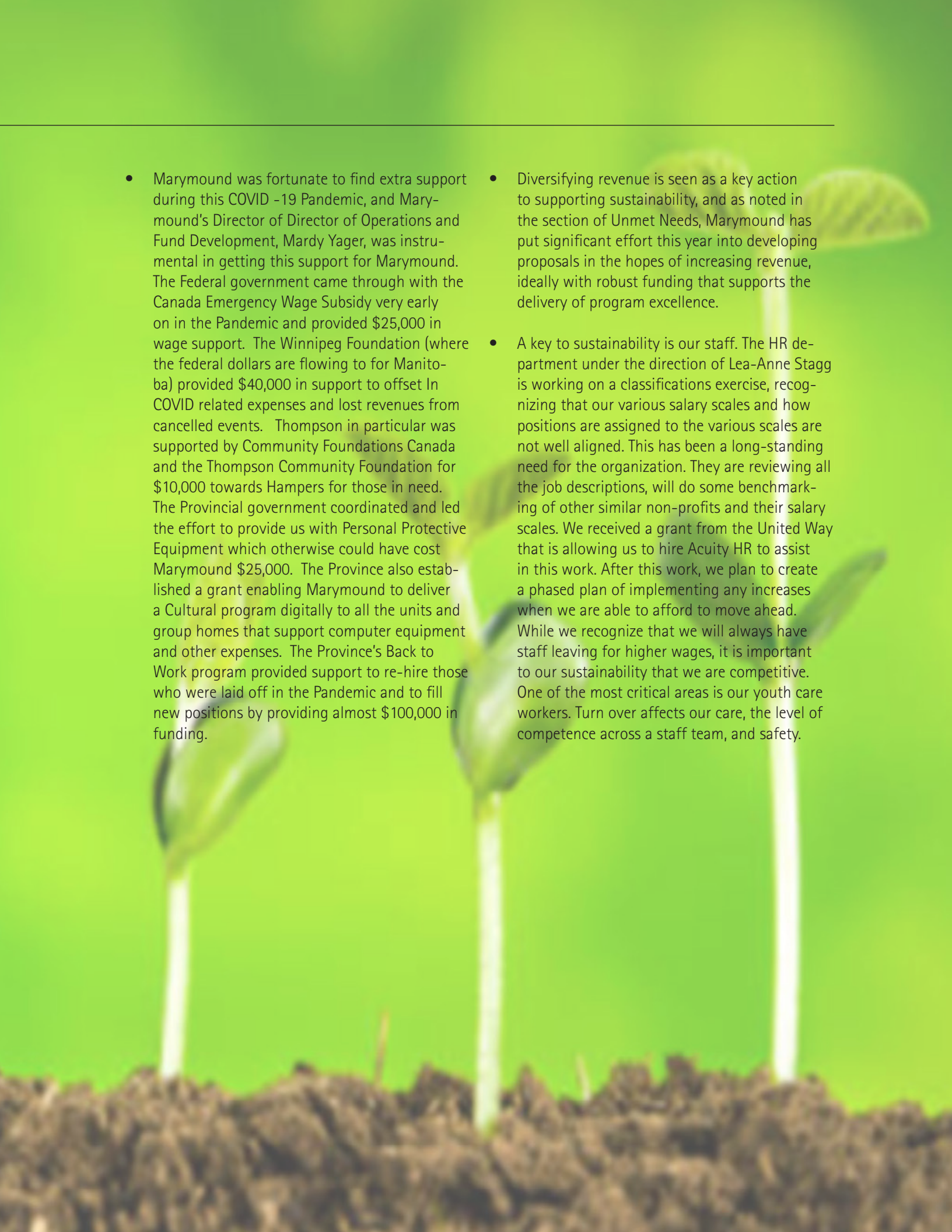
In addition to the fall conference a second conference was hosted this spring.

- Decolonizing Healing Practices: Embracing Indigenous Knowledge and Resilience. This two day conference was provided by two speakers. Dr. Michael Yellowbird presented on Neuro decolonization and the Medicine Wheel: An Indigenous Model of Wellness. Dr. Ed Connors focused on Life Promotion and Leadership for Life.
- Establishing Safe Connections: Day 1 was an overview of the PRESENCE model with the founders, Dr. Sandy Bloom and Sarah Yanosky.

They referenced the work with Marymount as a pilot of this model throughout the day. The second day focused on integrating PRESENCE model with Dr. Perry's work in an educational setting, to form a model that is call Neurologics. – two models we are training and implementing. This was of particular interest to Marymount School as we consider implementing this model in our educational settings.

- While we had to reschedule our golf tournament from its original date in June, the tournament was held in September and was a great success. Due to the pandemic restrictions, adaptations such as having food and drinks, and a silent auction at the various holes, in lieu of a dinner after the golfing concluded were implemented. The positive response may lead us to do future tournaments this way even after pandemic restrictions are a thing of the past. This springs golf tournament almost made it but again, we had to postpone until this coming September. It is a complete sellout, which is a true testament to our supporters staying with us to help our youth and families.
- Marymount has chosen to pause individual fundraising requests, as we understand how difficult a time this is for all of us. Many people have had to stop working, stay home with children for schooling support and other pandemic related challenges. We decided a break for our donors would be respectful of the challenges our community is facing. A donor survey was completed so we have information to inform fundraising events and approaches with the input of those who support Marymount. This work was supported by Ainsley Desautels from the Credit Union Central of Manitoba who was matched with Marymount by the Spark Program, part of the Canadian CED Network.



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- Marymound was fortunate to find extra support during this COVID -19 Pandemic, and Marymound's Director of Director of Operations and Fund Development, Mardy Yager, was instrumental in getting this support for Marymound. The Federal government came through with the Canada Emergency Wage Subsidy very early on in the Pandemic and provided \$25,000 in wage support. The Winnipeg Foundation (where the federal dollars are flowing to for Manitoba) provided \$40,000 in support to offset In COVID related expenses and lost revenues from cancelled events. Thompson in particular was supported by Community Foundations Canada and the Thompson Community Foundation for \$10,000 towards Hampers for those in need. The Provincial government coordinated and led the effort to provide us with Personal Protective Equipment which otherwise could have cost Marymound \$25,000. The Province also established a grant enabling Marymound to deliver a Cultural program digitally to all the units and group homes that support computer equipment and other expenses. The Province's Back to Work program provided support to re-hire those who were laid off in the Pandemic and to fill new positions by providing almost \$100,000 in funding.
 - Diversifying revenue is seen as a key action to supporting sustainability, and as noted in the section of Unmet Needs, Marymound has put significant effort this year into developing proposals in the hopes of increasing revenue, ideally with robust funding that supports the delivery of program excellence.
 - A key to sustainability is our staff. The HR department under the direction of Lea-Anne Stagg is working on a classifications exercise, recognizing that our various salary scales and how positions are assigned to the various scales are not well aligned. This has been a long-standing need for the organization. They are reviewing all the job descriptions, will do some benchmarking of other similar non-profits and their salary scales. We received a grant from the United Way that is allowing us to hire Acuity HR to assist in this work. After this work, we plan to create a phased plan of implementing any increases when we are able to afford to move ahead. While we recognize that we will always have staff leaving for higher wages, it is important to our sustainability that we are competitive. One of the most critical areas is our youth care workers. Turn over affects our care, the level of competence across a staff team, and safety.

Ethics

- This past year with the leadership of Marymound's Quality Assurance Manager an Ethics Team was formed. The team is working on the development of an ethical decision-making flow-chart to use in team meetings to identify ethical dilemmas and guide the necessary decision-making associated with these issues. The pandemic has diverted much of the time of the working group and we look forward to being able to move forward in the future.
- Currently at every team meeting, a standing agenda item is Ethical Issues. Our Quality Assurance Manager uses these minutes to capture themes. Linked to the notion of Ethical concerns is another standing item at our team meetings: Safety concerns. Using the PRESENCE framework safety concerns fall into the following areas: Physical, Psychological, Social, Moral, and Cultural Safety.



Nicole's Story

Marymound's diverse youth care services offer urgent short-term and long-term care that help shape positive outcomes for children and youth in need.

Nicole was one of those children who accessed our youth care services at a pivotal time in her life.

Nicole's story is about bravery, survival, connections, and a road to recovery that Marymound is proud to have played a part in. One of the most remarkable things is that Nicole wants to share her challenging story so she can help others. That in itself, is inspiring.

Nicole is a 28-year-old Cree woman who was placed in foster care at birth when tragedy took her mother's life. Her first foster family would make her part of an extended family as 'Aunt Tracey' raised her until she was eight-years-old. She never knew her biological parents and only received some medical history about her birth mother, who suffered from schizophrenia. This mental illness would also have a profound effect on Nicole's life.

At the age of eight, she was first admitted to the psych ward due to behavioural challenges she experienced. After a misdiagnosis, she was sent to an Indigenous family foster home to better understand herself and learn about her culture. Taken away from the only family she ever knew, Nicole struggled as she always thought of her first foster family as her 'real family' even though they weren't Indigenous. From ages eight to 13, she suffered with depression because she missed her first family and as her depression grew, she was diagnosed with schizoaffective disorder and was again admitted to a psychiatric ward.

After this harrowing journey, Debbie (Aunt Tracey's sister), took Nicole home at age 13 to be surrounded by familiar family connections and five siblings. "It was a life-saving experience to be back home with family who loved and supported me, says Nicole. "Even through my struggles, I have many positive memories playing games and travelling with my family."

When her foster grandmother passed away, that triggered a significant spiral. "I lost it," says Nicole. To deal with the trauma, she was returned to the psychiatric ward, eventually being sent to a group home at age 16. Lacking a sense of belonging and suffering from depression, her education suffered and she began putting herself in dangerous situations that required Nicole be sent to Marymound's Crisis Stabilization Unit (CSU).



"They were really kind to me, kept me calm, and set up goal-setting plans for me," says Nicole. "They taught me how to live life better." For the next two years, she came and went from the CSU, stayed on weekends, or spent the night. Marymound's CSU became a second home and safe place for Nicole – a constant in her life, with familiar faces offering regular support and direction.

To this day, Daryl at Marymound continues to be a very important person in Nicole's life. He used to read to her and tell her funny jokes when she was younger, and when she got a little older, she recalls ordering Chinese food and playing Monopoly with him. "I always won!" says Nicole. She still has regular visits with Daryl – on Christmas, her birthday, or whenever she would like to see him.

At the same time she was being helped by Marymound as a teenager, Nicole also found an external therapist. "Even to this day, I seek out my therapist on a regular basis to help keep me on the road to recovery," says Nicole.

By age 23, Nicole was properly diagnosed, and with the appropriate treatment, her outlook became more positive. Joining a support group in addition to all her positive connections, gave her comfort knowing she didn't have to face her mental health challenges alone.

She currently lives independently in an apartment with her cat named Pepper and values the company of a couple of close friends. Nicole gives back to the community by volunteering at a nearby church for the last six years. She enjoys helping out in the kitchen and is known to be a very dedicated worker. She plans to finish high school and hopes to get a job in a community centre or working with pets one day. When she feels ready, Nicole hopes to enroll in post-secondary education to become a Blood Technician.


Nicole still has her day-to-day struggles, but she remains motivated to work towards positive and meaningful goals. She is an insightful, compassionate and courageous young woman who can reflect on her thoughts and feelings and is able to express a positive attitude toward her life and those closest to her.

Nicole hopes by sharing her story she will inspire others to share their experiences, encouraging them to reach out for the help and support they need. "Everyone has a story to tell, and you'll never know if someone is struggling unless you ask them."

Excellence

Following are some of the highlights of the past year:

- Culture at Home: a virtual delivery of cultural program. From January 11th to March 31st Marymount Cultural Services moved all of our cultural services to an online format. Using Zoom, Microsoft Teams, recorded videos, phone calls and other online resources, the cultural team delivered teachings, workshops, activities, arts & crafts, outdoor teachings & games to the youth and staff of Marymount twice a week. Culture at Home was accessible to all Marymount youth, staff and community members. The project was showcased on Marymount Cultural's Facebook page and Instagram page. All activities were offered free of charge to all participants. Because the COVID-19 restrictions disallowed Manitobans from attending cultural events, this project brought cultural teachings to people in their very own homes and spaces.
- We continued training of Dr. Bruce Perry's Neuro-sequential Model of Therapeutics (NMT) with the clinical team. Five clinicians have completed the Phase 1 training for the NMT and two more are currently undertaking the pre-requisite work in preparation for beginning the Phase 1 training in July. In addition, one clinician and the Clinical Director will begin the Phase 2 training "Train the trainer", hopefully in October 2021. As well, a training is being developed that will provide direct service staff and others with a basic understanding of the model; this will allow the individuals who are working directly with the youth to understand the metric that is generated by the model and to assist in the implementation of the treatment plan and interventions. Early feedback from the trained clinicians and from others in the organization who have had the opportunity to participate in the completion of an NMT assessment is very positive: the NMT report indicates very specifically where to focus therapy and what will be effective considering the developmental trauma experienced by the client.
- Implementing the PRESENCE model: Marymount is on a two-year journey for the entire organisation to move beyond trauma informed care, to becoming trauma responsive and trauma resilient. We have completed the initial introductory training across the entire staff complement, completed the differentiated training stream for the following staff teams:
 - Executive and Management/Coordinators
 - Clinical Team
 - On track to completing Differentiated training with Direct Service and Indirect Service staff by the end of June 2021
 - The next year will focus on the development of portfolio's to achieve Full Certification by July 2022.
- The Cultural team with our Quality Manger have started a new project to build and plan an evaluation of the Cultural Programing: This information will support funding requests, and help us make program improvements. Notes from the team:
 - The research team would like to start by saying Thank you and Miigwech to Elder Louise for raising her pipe for guidance and the naming of our new project.
 - The following name was shared Oshiki – New Beginnings
 - Oshiki means renewal as this is the first time this collection of information will be gathered by the Cultural Team, Youth, Staff and community through Ceremony, Guided Sharing Circles, 7 Teachings and Survey's.
 - We will be using a Native Wellness Assessment Framework through the Lens of Life Promotion (Meaning, Purpose, Hope and Belonging).
 - We will be guided through using the Anishinaabe Medicine Wheel and the following 4 Directions: East – Where life comes from newness, South – Where truth come from, West – Where wisdom comes from, North – Where healing comes from.
 - Thanks to Dawn Isaac, Elder Louise, Chantal St. Germaine, Chance Papaukanis, Nadia DeMarin-Dias, and Daphne Pogue for making this project possible.

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- We have experienced a rejuvenated Board Program Committee this past year. The group sought feedback from staff and the Board and based on this feedback the Program Director, Clinical Director and the Director of Organizational Development and Special Projects/ Quality Assurance Manager are creating new ways of reporting a providing information to the Board. As part of the strategic plan we will be creating structures and processes that allow us to capture program quality and outcomes, as well as an auditing procedure so we can use data to inform quality improvement.
 - The Youth Addictions Stabilization Unit has engaged in a collaborative working group with system collaterals and stakeholders. The Steering Committee is comprised of Marymound, Department of Families and Manitoba Adolescent Treatment Centre. The objectives of the group are ultimately to continue to support and improve serves offered through a client centered lens and best practices in managing addictions stabilization.
 - This past year we added a new role of Clinical Director to the Executive Team. Marymound had ended this role due to financial constraints, but it became clear that we could not support clinical and program needs with only one Director (Program Director). Sonya Warga, a therapist working in Marymound Sexual Abuse Treatment Program and with our younger boy's home was the successful candidate, and we are blessed to have her talents supporting this foundational work at Marymound.
 - Marymound School has experienced a stronger commitment to improved communication as the clinical program and clinical team members at the school have embarked on intentional collaboration and relationship building this year. Much more effective and frequent communication between managed/specialized care clinicians and the school team has allowed for more consistent messaging to the youth and the sharing of different clinical approaches between staff. The school created a Clinician Assistant position to work with the School Psychologist as they strengthen the clinical support for all Marymound Students. Another exciting development is exploring the use of the NMT metrics for youth attending the day-treatment side of the school. The hope is that this will lead to new ideas and approaches to planning for some of the most challenging youth while they are in the school setting and possibly provide new ideas to their caregivers, thus building a therapeutic web of support for child and family. This process will also help the school team to become increasingly familiar with the NMT model.
 - Marymound's off campus educational program for older youth, Pathways, is seeing tremendous success measured by attendance, credit attainment and employment. First Graduate expected in 2022!
 - Both school settings had to meet the challenge of providing an education during times that the students could not attend school in person. The leadership of Principal Rhett Turner, and all the creativity and adaptations made by the educational team was inspirational. When students were able to attend they kept a safe school environment and we recognize that is not an easy accomplishment.

Fund Development and Events

The pandemic has continued to cause disruption throughout our fundraising efforts. Despite the turmoil, our donors and corporate sponsors continue to inspire us with their generosity and commitment to Marymount and our youth.

The Marymount 5th annual golf tournament was postponed similar to last year's event from its usual late spring start to September due this time to the third wave of COVID-19. We look forward to our new venue at Glendale Golf and Country Club and another sell out event this fall.

Conferences

Out of necessity, Marymount conferences have moved into a virtual format. After a successful March conference, an additional conference was hosted in early May and given the short turnaround time, it was another resounding success. The conferences are a great source of needed revenue that also allows Marymount staff opportunities for training that ultimately benefit the treatment of our children and youth we serve.

Marymount has chosen to pause individual requests for donations as we understand how difficult a time this is for all of us. Many people in the community have lost their jobs or have had to stop working and stay home with kids for schooling supports and other

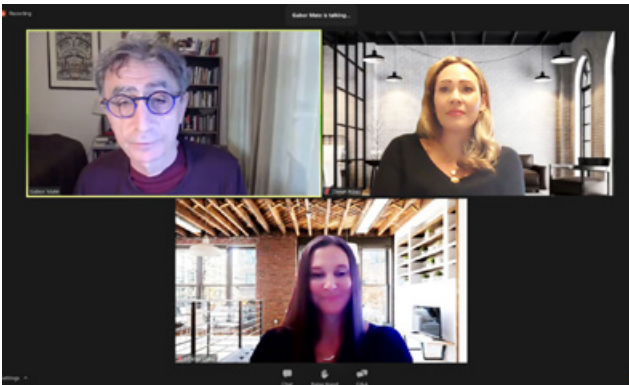
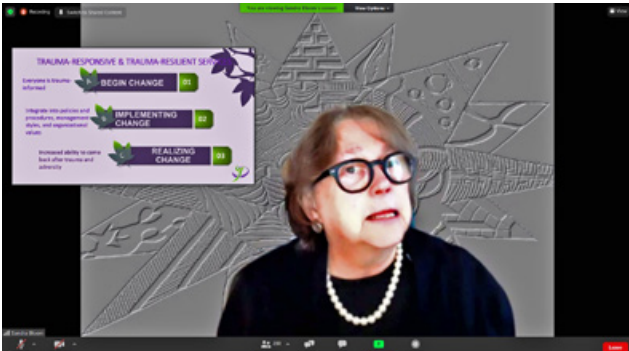
pandemic related issues. Donor asks will resume once a sense of normalcy returns.

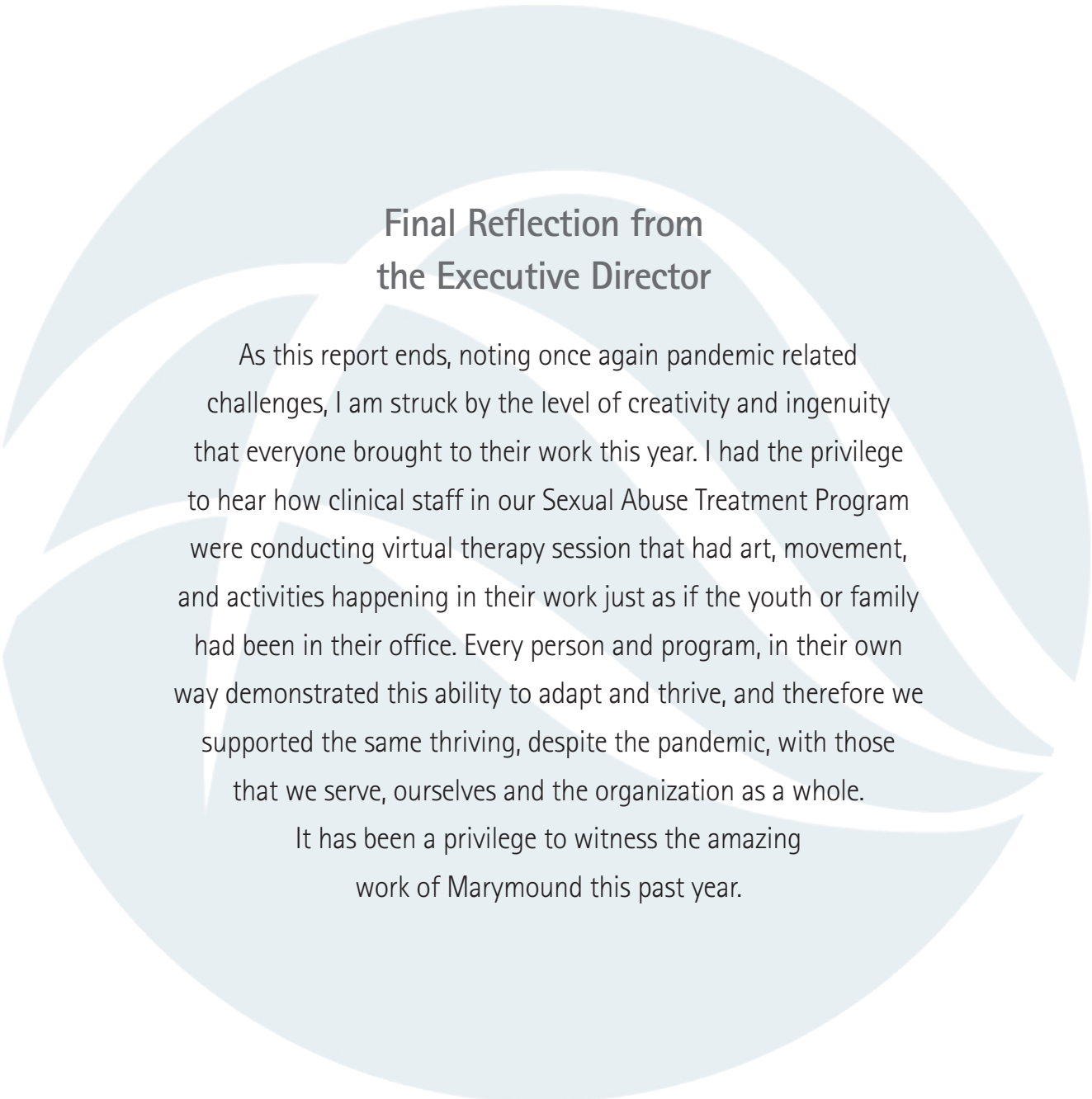
A donor survey was completed from Marymount supporters and others with the resulting information giving us better insights into the preferred kinds of fundraising events and best approaches for success.

One very helpful opportunity arose through foundation support. Foundations have quickly pivoted to help charities that have experienced unexpected expenses due to the pandemic. Marymount was able to recoup losses attributed to the pandemic through these new and timely grants.

Government has also stepped up to help with Personal Protective Equipment (PPE) supplies and other supports to help maintain a continuity of service.

It has been a very challenging year but together we have adjusted the way we work to overcome many challenges and keep our children and youth safe and secure throughout. We are thankful for the community support received that was a major factor in helping us stay the course.





Final Reflection from the Executive Director

As this report ends, noting once again pandemic related challenges, I am struck by the level of creativity and ingenuity that everyone brought to their work this year. I had the privilege to hear how clinical staff in our Sexual Abuse Treatment Program were conducting virtual therapy session that had art, movement, and activities happening in their work just as if the youth or family had been in their office. Every person and program, in their own way demonstrated this ability to adapt and thrive, and therefore we supported the same thriving, despite the pandemic, with those that we serve, ourselves and the organization as a whole.

It has been a privilege to witness the amazing work of Marymount this past year.

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Originally established by the Sisters of the Good Shepherd, Marymound is a member of the Réseau Compassion Network

