



MARYMOUND

Finding the good

The past,
present,
and into
the future.



*This report is dedicated
to the memory of
Vanessa Scrivens, Coordinator
of the Marymound
Matheson Group Home*



Board Chair Report



As I take a moment to pause and contemplate about the past year, I am most touched and grateful for the dedication of the wonderful people who continue to do this important work. Their commitment to serving the community is unwavering and they do it wholeheartedly, the Marymount Way.

We are firmly rooted in the Marymount Way which reflects the teachings the Sisters of the Good Shepherd used to shape their work for so long. With the closing of the Mission Integration Office, the responsibility of living and breathing this legacy sits with all of us and is now lead by a growing group of staff and volunteers. The Sisters lived their faith, demonstrating their spiritual strength to others by accepting and respecting them. They saw the good in those they cared for, listened to their stories and simply loved them.

The legacy of the Sisters of the Good Shepherd serves us well. Reflecting upon those beliefs and seeing the values that are held dear, guide us in all our relationships. There are always challenges that need to be faced and we continue to do so with courage. The obstacles and uncertainty that arise are met with a spirit of collaboration and innovation and a trust that we will find a way to overcome them. As always, we endeavour to meet the evolving needs of our community seeking opportunities to partner and be a support.

What a gift they have given us.

My heart is full of gratitude, for the Sisters of the Good Shepherd who have gone before us and continue to pray for us, for the people who sustain the work the Sisters began and for all of those who support Marymount in every way.

As we move forward, we do so with the full and open heart of a Good Shepherd.

Kindest regards,

Angeli Booz

CEO Report



Recently I conducted some interviews. For one of the interview questions we shared the Marymound Way values – collaboration, compassion, courage, respect and spirituality – and asked the candidates how they had used these values to guide their actions in the past. One candidate in reflecting on the value of spirituality stated that for them spirituality was the relationship they had with themselves, and the relationship that they had between themselves and others.

Shortly after this I was in Quebec interviewing two sisters who had in the past worked at Marymound. They gifted me with a key chain that had the following inscription: “Weavers of Compassion and Reconciliation in global solidarity. Good Shepherd Sisters.” I asked what reconciliation meant in this context. Sister Pauline stated that it was reconciling the relationship that one had with oneself and also between oneself and others.

As I reflect back on the past year it is this theme of relationship and reconciliation that stands out. In recent years Marymound has experienced significant change and challenge: the death of a youth, the leaving of the Sister’s to Toronto, several changes at the CEO position. What I saw this past year was staff rebuilding relationships, sharing vulnerability and being courageous to speak of their experiences and impacts to relationships.

Our work is grounded in relationships. The stronger we can be as a caring and compassionate staff towards each other, the better we can create and nurture the healing relationships that are essential for our youth and families. The opportunity to write an annual report allowed me to step back from the day to day and see the year unfold. I leave the writing of this report feeling inspired and hopeful for the wonderful years to come for Marymound.

In gratitude,

Nancy

Marymound – past, present and into the future

Marymound was founded in 1911 by the Sisters of the Good Shepherd, a religious community whose social justice focus, since the French Revolution, was marginalized woman and children. They arrived in Winnipeg at the request of Judge Daly who was concerned that women were being unjustly incarcerated and asked the Sister's to start a diversion program to support these women in the community. In their practical way, living on the Scotia Street property they grew gardens, developed a laundry service, and raised funds to meet the needs of the women in their care.

As time went on they addressed another unmet need of children who had been orphaned or needed care. An entry log was kept from 1911 – 2011 by hand and it shows that the woman and youth in Marymound's services were primarily of Eastern European descent. This changed as the Sister's took on more programs to support youth in care, and in the 70's the youth served shifted to youth with Indigenous heritage.

Marymound acknowledges its colonial roots and is mindful of broken covenants, and the systematic and planned attempt to destroy Indigenous culture. As a mainstream organization we are committed to learning and moving forward in our actions to support the treaty obligations of the first treaty with Europeans (1610): the Concordant Wampum Belt.

"We will not be like Father and Son, but like Brothers. [Our treaties] symbolize two paths or two vessels, travelling down the same river together. One, a birchbark canoe, will be for the Indian People, their laws, their customs, and their ways.

The other, a ship, will be for the white people and their laws, their customs, and their ways. We shall each travel the river together, side by side, but in our own boat. Neither of us will make compulsory laws nor interfere in the internal affairs of the other. Neither of us will try to steer the other's vessel." (Kanien'kehá:ka historian Ray Fadden).

Manitoba Child Welfare system is making important, and much needed, changes. Better prevention and support to families so children do not enter care, supports for children and families in their local communities. Marymound anticipates that the services we offer to meet unmet needs will look different in the future. The Board of Directors is committed to providing treatment for the acute and complex challenges faced by some Manitoba children and families, and in that endeavor will be embarking on significant consultation and input so we act in partnership to create services that are tailored to Manitoba's families and community needs. While we see the "acute" end of the spectrum of needs being more centrally located, we hope to also develop prevention initiatives more locally in Winnipeg and other locations such as Thompson, to hopefully bend the curve downward of the number of children and youth needing specialized treatment services. Crisis supports and stabilization is another area of expertise that would continue as a service we provide locally in the future as well.

Marymound's strength lies in its services being deeply rooted in the values we call the Marymound Way. These are living values that are active in our work and our reflections upon how we think and act.

Spiritual Purpose

Justice Murray Sinclair stated in a speech to educators that the most important task of education is for youth to understand where they have come from, where they are today, where they are going and who they are. This has been a theme this past year at Marymount as organizationally we have had a strong focus on understanding and preserving our heritage, adapting to changes in the mission integration support we had been receiving that has allowed Marymount to focus on who we are today. As we think towards the future we are actively finding ways to communicate our history. And “who are we?” One of the Board’s new strategic goals is to rebrand Marymount - its image, marketing strategy, the look of the buildings

As part of the gathering of our history with the Sisters of the Good Shepherd we interviewed Sisters who now reside in Quebec and Toronto. They all spoke about an inclusive spirituality, and a mission of social justice that has focused on marginalized children and families. The “how” of their work was most important; we heard stories of choosing love and compassion to foster their work.

Marymount has recognized that there are different paths to spirituality, and given that we serve many indigenous youth and families programming that supports cultural reclamation has been central to our work. Recently we gathered in ceremony honoring the work (and the passing) of the founder of the Sisters of the Good Shepherd, Saint Mary Euphrasia. We gathered at 7 a.m. which matched 3 p.m. in Anger France, and accordingly the other Canadian organizations celebrated at the matching time for their time zone. We began the morning with ceremonial song, smudging and readings (and of course great food and some of our own maple syrup). The ceremony was held at our labyrinth where we unveiled a new plaque that was installed that day. A reflection from Bob Interbartolo, formerly with the Mission Integration Office of the Canadian Sisters of the Good Shepherd was shared.



A Life Worth Remembering

For many years in my work with agencies like Marymound, I had the chance to hear about Sr. Mary Euphrasia and her life journey. What I always found very special was how human and simple she was. Yes, she created a large world-wide organization of sisters. Yes, she was so special, the Catholic Church declared her a Saint, a model of a good, religious life. But that is not what I remember.

I remember Sr. Mary Euphrasia as the young girl who experienced both deep love and deep, painful and traumatic sorrow. She experienced the death of her father at 10 yrs of age. She lost brothers to death in her childhood. She was sent far away to a residential program and school at age 14. She thought she did something wrong and did not understand why her mother sent her away. Then her mother died during her stay at this school and she could not attend the funeral. She had every reason to feel that her life was jinxed and that she was worthless. Instead, she found strength in her spirituality and she gathered her own resilience to redirect her life into a life that would deeply care for young people when they experienced loss and harm. She became a leader for compassion and respect for all young people. She stood up for them and stood up against other more powerful people to make sure that life gave young people a fighting chance to learn to love themselves.

Her life was deeply affected by one person, a teacher, who lifted her up and believed in her when she was most depressed. Has there been one person or story of caring in your memory that remains very important to you? We all have one story even though it might be buried in the many sad stories we hold onto. If you search your own life, you will find one or many times when things worth remembering happened.

For Sister Mary Euphrasia, she always remembered her teacher and how much she lifted her up to find her own goodness in her own eyes. As a result, Sr. Mary Euphrasia always taught her young Sisters and care givers that if they did nothing else with young people, they must,

“Always lift them up in their own eyes!”

Spiritual Purpose

Key gatherings in Detroit and Anger France will continue. These gatherings allow staff to experience an immersion in values reflection with Good Shepherd organizations from all over North America. A staff member from Marymount has joined the North American planning and facilitation committee for these events.

This past year two staff members attended the North American meeting of CEO's and Sisters of the Good Shepherd Provincial representatives. The meeting was facilitated by Amanda Fenton from Vancouver BC and the goal was to re-imagine how mission and values can be sustained and deepened throughout North America. The three day process had an intense amount of reflecting and bringing forward the areas of most potential to finally creating a portfolio of experiments to move ideas forward. Marymount is taking the lead on two ideas: a prototype to share resources across organization in the area of Legacy training and infusing Justice and Peace into work at the community level through the development of a "tool kit" to be informed by, and used by, community providers.

Internally there has been significant work to sustain mission and values. The Marymount Way: compassion, collaboration, courage, respect and spirituality are used to reflect on our work, set intentions regarding upcoming work, and often as a way to determine a course of action. Historically there had been a group of staff who had attended Gatherings in Detroit and Anger that would meet when Bob Interbartolo was in town. This group has continued but has opened membership to other staff who have an interest in supporting the mission and values to stay alive and relevant in our daily work. This group has organized various events, now adds articles to our staff newsletter, and is working to create a Marymount video of the Sister's legacy to be used as part of welcoming and orienting new staff to Marymount. The chapel at Marymount has a working group to refresh the interior, creating spaces that are respectful to its heritage but also speak to our current needs. The cultural team will be in that space, there will be indoor gardens as



part of the land-based program, multipurpose use of the space for dance, yoga, indoor pow wow, trainings, movie nights, art projects and more. The small sanctuary space is being kept as a place for reflection and a montage of the Sisters through the decades is being developed for that space. There will be a mural of a tree showing all the mission work of the Good Shepherd organizations around the world.

Marymount's cultural team had a complete change of staff this past year, and our new staff are continuing a model of engagement with all youth, opportunities for teachings, ceremonies, land based activities, arts and dance and drumming. They faithfully put out the "Word of the Week" in four languages so we can all be learning and valuing the importance of language to culture.

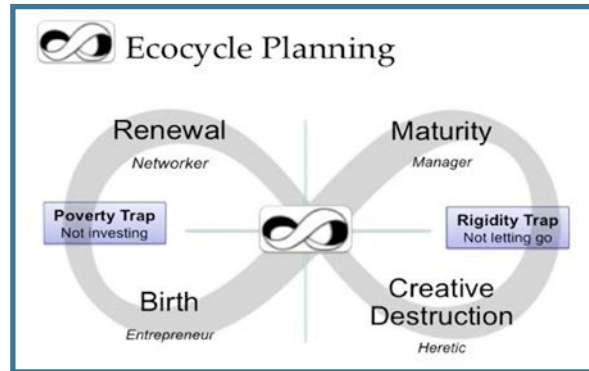
The team presented at the Canadian Association of Suicide Prevention (CASP) in October in St. John's Newfoundland. Their presentation focused on Life Promotion (Belonging, Meaning, Purpose and Hope) in the context of youth suicide prevention programs, and they shared how Marymount's cultural team used this lens in their work.

This spring at the Youth Care Workers annual conference in Winnipeg the team shared about cultural programming in the context of systems work.

Meeting Unmet Needs

As previously noted, the changing landscape in Manitoba in Child Welfare is prompting Marymount to look at its programming. This is also informed by the Virgo Report for Manitoba's Strategic Mental Health and Addictions Strategy, the re-shaping of the Department of Health and the Shared Health/Health System Transformation Plan. We have started looking at our programs using an ecocycle lens to help us understand what we need to sustain and focus on quality improvement (maturing), which programs we need to start letting go of overtime and plan accordingly (creative destruction) what are the unmet needs and where we see the opportunity for new ideas (gestation) and the development of new programs (birth).

As part of the recent Board Strategic Planning Day one of the goals identified was creating a map for the future that addresses unmet needs in Manitoba related to children, youth and families and is supported by the competencies we have and are developing. High level centralized treatment needs for youth and families is one area we are exploring for further development based upon our experience. Marymount's campus based assets located on the banks of the Red River allows for land based programming, outdoor recreation using the school yard, school gym, swimming pool, and gardens to grow and create food, support honey bees. As well we have an on-site school and clinical and cultural supports.



We have continued to fundraise for the renovations of the Sister's Residence (1880's Leacock Mansion) to support a step down program for youth who have made gains on the more secure treatment units, allowing them to still be on campus and connected to the relationships and supports they would have developed.

We see ourselves continuing to provide local crisis stabilization services, and possibly expand into infant/toddler/family work as part of the prevention end of care. We are excited to spend a month in North Forge's innovation labs to maximize our creativity and innovation in this redesigning project.

For many years Marymount School only went to Grade 11. We knew many students and families wanted to stay at Marymount to graduate Grade 12, and we recognized that with our current infrastructure and youth employment/vocational work that we had an opportunity to meet this need. Department of Education is supportive of our plan to start an off-campus older youth program starting in the fall of 2019.



Sustainability

This section will focus on the following areas of sustainability, financial health and diversification; staff; and operations.

FINANCIAL HEALTH/ DIVERSIFICATION

Marymount has for the past years managed the budget knowing that some programs would create a surplus and others a deficit. The past year the challenges of this cross funding model are becoming evident. Some programs that created a surplus are seeing less revenue as referrals are declining, and possibly the need, for these programs are changing. Other programs, especially all the group homes and Department of Families funded crisis stabilization programs, were poorly funded from the start, and with no increases since 2011 and rising costs to run the programs the financial challenges are evident. Analysis of various options including ending some of these programs is underway, as are continued conversations with government funders. Throughout the year we met with the Minister and Deputy Minister of Families, - on two occasions with the CEO's and Board Chairs of the following organizations: Knowles Centre, McDonald Youth Services and New Directions. We have also been working with all the residential care operators to advocate for action on these funding issues.

One significant concern is the extremely low wages of our youth care workers. Training costs are high and essential, however we see high turnover so this is a significant challenge to resources. Most importantly healing and managing trauma responses (often violent behavior, going on the run) is all predicated on the relationship our youth have with staff, so there is a direct link to workforce injury and turnover. Of significant concern is the rising number of injuries year on year, with our sector being the highest in this area over health and social services sectors.

Another additional challenge this year that impacted us financially was being asked to move two programs from a location on Adele Street. Subsequent locations for these programs were

challenging to the youth and staff, we had to shut down each of these programs at different times (one is still currently not operating), and the loss of income and expenses incurred are still outstanding issues we are addressing with the Department of Families.

One area of diversification that has seen strong development and growth this area is our social enterprise program (SWEEP).



The social aspect of these small business units is providing pre-employment skills to our youth. Youth get an opportunity to work in these Marymount business's with caring staff that help the youth gain skills such as attendance, respect, positive communication, managing their emotions, and working with the public. This program is also expanding to support youth in getting employment opportunities, and supporting both the youth and employer if needed.

To support the catering/events hosting Marymount upgraded our Gathering Room with an AV system to support presentations and trainings, a refresh of photos that share our current work of Marymount today, and a plaque of the Marymount Way values.

Sustainability

Our Training and Events department hosted several significant training events this year. Revenue from these events is one benefit, but these events have allowed the community to see Marymount as an organization that is connected to top professionals in the industry, and as well these same professionals are getting exposed to Marymount and expressing interest in partnering in future research. As well these events have attracted new staff, and most importantly typically provide free training to about 50 staff at each event.

We hosted the following trainings: Restoring Wholeness-The Connection between Neuroscience and Treatment of Trauma with Dr. Gabor Maté and Dr. Lanier; Seeing the Invisible Wounds of Developmental Trauma with Dr. Bruce Perry; and a third training with Dr. Jon Baylin and Dr. Daniel Hughes who linked updated research regarding the neuro-biology of trauma with clinical approaches to support helping people heal beyond their traumatic experiences.

Fund Development continues to exceed expectations with increased revenue from public events such as our annual golf tournament as well as

other more awareness focused events throughout the year. Individual donations continually increase annually. Gifts in Kind are another huge component that enabled us to remodel the school kitchen to benefit the youth in their learning to prepare healthy and natural foods.

The Marymount capital campaign is nearing completion to start repurposing and preserving the onsite Leacock heritage building to create an environment for future service needs.

The support from the community in all aspects of fundraising is increasing every year and is greatly appreciated.



Sustainability

STAFF

Marymount has been focusing on the management team this year, recognizing how central they are to consistent and strong operations based in our Marymount values. We have been holding management trainings through the year, including some of the following topics: leadership and management, administrative and reflective supervision, finance, change management, learning organisations and knowledge management, clear communication, workplace of choice, respectful workplace, HR processes- fair employment practices and legal obligations, and risk management. Next fall we will be holding six half-day trainings about creating a safe employment culture with Brent Timmerman, the Department of Families Innovation Officer.

We have hosted two all-staff meetings this year, a practice that had not occurred for several years. We received very positive feedback and plan to continue this practice.

Generally the agenda focuses on updates about the organization, program and youth success stories, years of service recognition, and some sort of entertainment or speaker.

There have also been several circle conversations that were requested by a group of long time staff who recognized that all the changes, challenges and trauma of the past few years had taken a toll on them individually and their relationships with each other.

Intentional work regarding succession planning has occurred, and we are seeing the results of internal candidates being successful as they apply for positions in management or promotions. This has allowed for more robust coverage as coordinators and managers get more familiar with each other's programs, and hopefully will also help staff feel that they are part of Marymount as opposed to a discrete program within Marymount.

OPERATIONS

We had an external consultant review our current mobile device needs and solicit bids from all three of the local cellular companies. We received a substantively better arrangement with Rogers, and as well this consultant is providing the direct support for any issues, monthly review of billings etc. which saves significant staff time.



We are currently in the process of bringing online an electronic solution through Goldcare to our HR and payroll departments which includes electronic scheduling. We are indebted to CHCM for their support in creating the partnerships to make this feasible for Marymount.

Marymount's Benefits Committee put out an RFP for a vendor that would broker and provide support for our medical, wellness, and retirement benefits packages. The successful candidate was AQ, now named Ellement.

In the spring of 2019 Marymount was subject to a ransom-ware attack to the IT system. We did not have any impact to privacy information, however following this event we have been taking additional steps regarding network security. This was disruptive to business and had costs associated with the extra time our IT vendor spent getting affected laptops back on line.

Youth Success

If Caitlin were to be described in one word, it would be resilient. Caitlin is one of the fortunate youth to overcome numerous challenges she endured early in life to become a compassionate, optimistic and independent spirit. Now almost 21, she is a young woman with a bright future awaiting her. She has been in the Marymount Independent Options Program (IOP) since she was 18 and considers Marymount to be her family.



suicidal when she was 15. As a result, she had a two-week stay in Marymount's Crisis Stabilization Unit (CSU) and managed to recover quickly. She then had brief stints in various group homes, a hotel, and finally a mentored living home for a year and half. "This is where you go before entering the Independent Living Options Program," Caitlin explains.

A dark cloud loomed over Caitlin at birth. At 10-months-old she became an official ward and was placed into foster care. Too young to realize, she assumed her foster parents were her birth parents, so when Caitlin was removed from their care at age six due to family addiction problems, it had a profound effect. "When they [Child and Family Services] took me away from my [foster] parents, it traumatized me for a very long time," says Caitlin.

A ray of hope shined on Caitlin as she was soon placed into another foster home in the north end of Winnipeg. "I was taken away, but put into the best possible situation with Lisa and Chris who I consider my parents today," says Caitlin.

An added bonus of being parented by Lisa and Chris was that Caitlin was reunited with her older biological sister who suffers from severe autism and intellectual delays. "Lisa and Chris were great, as I was a confused six-year-old and they quickly understood my fears and made me feel right at home." Caitlin was thrilled to be with her sister who she never got to live with previously, and gave of herself endlessly. "My sister had it far worse than me in the system. She is my world. Anything she needs, I will do for her." Caitlin did this while addressing her own mental health issues.

"For the next six years, it was the best time as not too much happened," says Caitlin. She went to elementary school every day with her sister and parents (who were teachers). As a child with ADHD, Caitlin encountered challenges at school so her foster Dad exposed Caitlin to a variety of sports at which she excelled, as well as many other music and dance classes to help exhaust her excess energy. It wasn't until after many trying times that her parents realized she also suffered from extreme anxiety at age 11.

When Caitlin turned 13, the darkness returned as her foster parents divorced and she had to leave the family, including her sister. This incredible trauma caused Caitlin to become

After a year and a half of hard work and dedication, Caitlin built up the requirements to enter Marymount's Independent Options Program and got her very own first apartment where she has thrived ever since. Caitlin is independent, manages her home, personal life and financial budget without the need for support.

She also entered the Marymount Student Work Experience Education Program (SWEEP) and excelled working the hotdog cart. "Just because you are born in a bad situation, doesn't mean you have to be that way. I know I am able to succeed and do it on my own. I know I have supports. Marymount made me realize my potential and the times when I wanted to give up, if it wasn't for everyone, I would have so I am very thankful. They made me realize it's OK to feel weak and reach out for help."

Marymount is like family to Caitlin. She has gone to hockey games with staff, met two of her best friends in the IOP program, and works tirelessly in the Marymount kitchen. "I had a recent anxiety attack at a Marymount function and six different staff came to my aid to comfort me. My IOP support worker Michele was my rock and the best thing that could have ever happened to me. The staff at Marymount understand me. That's family."

The clouds have parted and the sun is shining on Caitlin's future. She wants to be a baker. Having recently graduated high school as a mature student, she is going back to school to complete her grade 10 science, as it is compulsory to get into baking school. She is still in touch with her foster parents and is thinking of her future for the first time. "Now I see myself having a job, growing up with my friends, having a house and being successful. I can see myself. I have a future, and it's great."

Addendum- Caitlin has since found full-time employment cooking in the kitchen at St. Boniface Hospital cafeteria.

Ethics

The Board spent a day reflecting upon and discussing the calls to action from the Truth and Reconciliation Commission of Canada. This was an important start to another of the key strategic directions that was selected at the recent Board Strategic Planning Day.

Organizationally we continue to work to deepen our understanding of Marymount as a mainstream serving organization and our part in reconciliation.

Recently we have been shifting our thinking related to suicide prevention to include life promotion. A recent discussion highlights how our thinking keeps evolving. We were considering how we might represent important suicide prevention activities such as crisis intervention, assessment, gatekeeper training, etc., using a VENN Diagram alongside a different, Indigenous-based approach to suicide prevention called Life Promotion.

Youth life promotion is an approach based on the belief that all young people are capable of finding their own path to a holistic and meaningful life. Life promotion doesn't focus on reducing suicidality as much as it focuses on cultivating the strongest possible safeguards against it – namely young people's sense of belonging, meaning, purpose and hope. Life promotion also considers the influence of factors such as cultural heritage and values, community resources and support networks in shaping one's mental health. While the approach tends to resonate particularly well with First Nations, Inuit and Metis youth and their communities, it's one that's pivotal to any well-rounded suicide prevention initiative.

In suggesting we blend these two models, the following thoughts informed the decision not to do this:

"Life Promotion is imbedded within an Indigenous worldview and the western models of suicide prevention emerge from a non Indigenous worldview. Therefore the attempt to identify an overlapping definition of life promotion and suicide prevention doesn't make sense.

For example suicide prevention comes from a mental health model that does not incorporate wholistic health while life promotion comes from a wholistic health model that focuses on health and wellness. This is why life promotion is about promoting life to its fullest and not on preventing death. A preferred metaphor is a two sided coin which have opposite sides but are of one coin. Separate worldviews from one world. A venn diagram can promote thoughts of assimilation or melting into one; instead of distinct but one."

Ethical Reflection

We have continued to ask all teams to discuss safety and ethical concerns/issues at the start of every meeting. These meeting minutes are electronically stored and our Manager of Quality Assurance will be harvesting the themes once a year to present both to staff and to report to the Board.



Excellence

Many of the activities described in this report contribute to building a culture of excellence. A key contributor to this aspiration this year was the realignment of the management team to create a Quality Assurance (QA) management position. This past year this staff person has been learning and gaining the skills to support this position. She began her work by meeting with all the various programs to learn what was going well in their programs, challenges, and areas they felt were important to track data as well as scoping out what data currently existed.

She has developed a system to capture key risk indicators and significant behaviors so we are able to see trends and be proactive in supporting programs. She has developed an annual schedule for reporting a variety of data points to the Board. This year an analysis was done of our night shift float positions and this project was useful not only in allowing the program team to see how their time could be used more effectively but serving as a pilot to demonstrate how a brief dip into taking a snapshot of a program could reap important benefits.

Another key improvement that this role, in collaboration with the Clinical Director, has achieved is in the area of privacy. An online training system for PHIA was rolled out to all staff. Along with this many trips to our attic were conducted as all the boxes of files and information spanning several decades has been organized, reviewed, some set aside for a “destruction project” and space made for other program records. We are blessed that the person in this role has a keen interest in preserving the history of Marymount and the Sisters and has found many treasures in her attic explorations. Privacy officer

duties were formalized and actions such as record requests and documentation are centralized with policies to match developed.

Through a CHCM project Marymount has been able to benefit from the evaluation of our young boy’s group home with Proactive Information Services Inc. Denise Belanger from Proactive has been the lead evaluator and has also been providing mentoring to our QA Manager. This project is supporting the implementation/improvement of systems to evaluate programs, with a Value for Money lens as well as a focus on bringing the “least heard” voices to the table, the voice of our youth.

This year also saw the completion of the Pelletier Hope Centre evaluation through the Resilience Research Centre at Dalhousie University with Dr. Michael Ungar as the lead investigator. Overall the findings were very positive and there was constructive feedback for us to use in our quality improvement plans. The evaluation strongly endorsed the development of the Pelletier Hope Centre transition house program as a step down program to the semi secure treatment program.

Another key focus on the program side this year has been the review and development of our service policies. The focus has been to create consistency between our various programs, and this is also reflected by the work on program operational manuals.



Kaizen Team #1

Excellence

As we work to have consistency between programs we are also moving forward in supporting staff to realize that all our programs are “treatment” programs, even those that may not have a designated clinical staff. Our 24/7 milieu staff are providing treatment through their daily work with youth and families. We are in the process of restructuring the Program Director and Clinical Director roles which will allow the Clinical Director to have organizational oversight of all the programs and thus the ability to move this understanding forward.

We were very excited to receive funding through the Compassion Den Project for the 18 month implementation of a trauma informed care model. We will be working with Dr. Sandra Bloom, an early pioneer in this work and the author of the Sanctuary model. From her continued learning over the past decades she has redesigned the Sanctuary model and renamed the new model the PRESENCE model. Marymount will be her first implementation site in North America. This model is focused on providing care in a trauma informed manner, but also creating a trauma resilient workforce. It encompasses all the staff at Marymount and creates structural processes and procedures to support these goals.

The Compassion Den has also opened the door to a significant clinical opportunity that again will be a foundational approach to our work across most of our programs. This is Dr. Perry’s neurosequential model (NMT), an assessment where a trained clinician assesses a child or youth and creates a brain map that shows brain development. If you were to picture a triangle shape made up of building blocks, typical development brings “on line” elements of the brain from the bottom and moving upward. Children who have experienced trauma and other developmental injury have a map that shows gaps in the typical development. Knowing where these gaps are allows clinical staff to target interventions exactly where the child is developmentally which allows for a higher likelihood of successful interventions and definitely

reduces frustration for all parties when you might have (without this knowledge) been attempting interventions that outstrip the child’s capacity at that time. A program in Alberta has generously offered to share the training they developed for milieu staff that help them understand the model and how they can support the interventions throughout the day with the child. Phase 2 for another year!

In addition to the trainings mentioned in the Sustainability section, we also had a consultant, Joe Marrone, from the Institute for Community Inclusion, Boston University come to Marymount. He spent the first day with teams from IOP, TFC, the school and SWEEP learning about our youth employment work, and the second day he provided a training on best practices, research etc. in youth supported employment. He graciously did this for free. We invited several partners to join us for the training: CHCM, New Directions, MacDonald Youth Services, RAY, Knowles and several staff from government (Industry, Training and Employment Services, Skills and Employment Partnerships; Dept. of Education and Training Strategic Projects & Agency Relations, Department of Families).

Marymount School has engaged this year in conversations to support a positive team culture with Dr. John R. Wiens. John served as Dean of the Faculty of Education from August 2001-June 2011 and has strong links to the education community not only in Manitoba, but across Canada. He has worked as a teacher, counsellor, work education coordinator, principal, school superintendent and university lecturer.

OPERATIONAL EXCELLENCE

Marymount is working with SafeWork Manitoba to conduct a Gap Analysis. The goal is to identify areas for improvement that could reduce our employee injury rates.

We are implementing Razor’s Edge for the fundraising, events and donor tracking.

Excellence

Our website has a new look, 'responsive design', that replaced the previous web design with streamlined menus but the same content. The new site is far more user friendly for mobile devices and will incorporate ecommerce when we are ready.

Thanks to the Property Managers Association of Manitoba we were able to remodel our school kitchen allowing for better culinary education and very happy staff.

All three of the units at the Scotia Street site had significant renovations this past year. The spaces are much more welcoming for the youth and are suicide safer environments that have other safety features for staff as well. This project involved closing programs and youth moved to a different locations during the remodel (as well as the purchase of a house in St. Boniface to allow for these moves) and staff and youth alike were very gracious though all the upheaval.

The house in St. Boniface is now being used for one of the crisis stabilisation programs. In the past we had a boys and girls unit (both semi secure). Having a home in the mix allowed us to rethink these programs, and now both units are gender inclusive and youth are assigned to the two programs based on the level of security they require.

This year we started using Lean/Six Sigma as our approach to continuous quality improvement. We had two initial short workgroups focused on paperwork improvement. We spend time learning some of the tools and processes of Lean/Six Sigma, and most importantly emphasizing ideas that support safety. Mistakes are opportunities, all ideas are welcome. We hold fast to seeing a project through to its control phase so staff see that word is made deed and can trust that management is accountable to these efforts.

We have heard from staff in all these events a strong appreciation regarding how they were being included in solving the concerns (this was especially noted by the line staff that were at the table). The mantra of "those who perform the process inform the process" is central to this approach and it is exciting to see this in action.

We held the first week long Kaizen event at the end of January. The team focused on developing a process to orient and welcome new staff in their first week of work. Before the event we were able to get baseline satisfaction data from recently hired staff as well as improvement ideas from staff across the entire organization. The team spent some time learning theory and application of Lean/Six Sigma, and then moved to analysis of the inputs to finally developing training packages, schedules etc. Following this the facilitators travelled to Thompson and shared what the Winnipeg team arrived at, and then the Thompson team modified and created a Thompson version.

It is always heartwarming to be publicly acknowledged for excellence and this year Marymount on a Spirit of Winnipeg award in the non-profit and social enterprise category.



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