

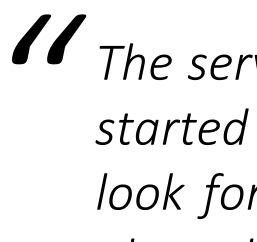


# ANNUAL REPORT 2017-2018

to the Catholic Health Corporation of Manitoba

re·cal·i·brate: (*verb*)

*to adjust precisely*



*“ The services I am receiving from Sara Riel has started to get me on track again. It helps me to look forward to most days. It gives me ideas about how to feel better. I really appreciate what my workers have done for me. ”*

*Debby (Sara Riel Inc. participant)*



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### **Compassion. Respect. Recovery.**

*These are more than just words – they are goals we set for our organization, commitments we make to ourselves, and the foundational values behind the services we provide. Our clients depend on Sara Riel Inc. to help them in any way we can, so they can live fulfilling lives. Their successes are our successes.*

In 1977, the Grey Nuns of Manitoba recognized a need to address what the Psychiatric Department at St. Boniface General Hospital called the “revolving door syndrome”, when people with mental illnesses leave the hospital with their condition stabilized but are repeatedly readmitted because they are unable to maintain wellness in the community. The Grey Nuns established Sara Riel Inc. to support people with mental health concerns to thrive in the community, and throughout their recovery, through the provision of supports in housing, counselling, rehabilitation and employment.

Today, Sara Riel Inc. (SRI) remains committed to improving the lives of adults living with mental illness and providing voluntary programs and services in a community-based setting. Sara Riel receives its core funding through the Winnipeg Regional Health Authority but relies on grants and the generosity of donors for other expenses.

1977

**Year Sara Riel was  
created by the  
Grey Nuns**

### **Our Mission**

Sara Riel Inc. provides quality services in community supports, housing and employment to persons with mental health challenges through best practices, client choices and partnerships.

### **Our Vision**

Sara Riel Inc. is recognized as a leader through a person-centered approach to people living with mental health issues. Commitment to exploring, developing and adapting well-researched best practices for persons living with mental health challenges is a key focus for Sara Riel Inc.

Sara Riel Inc. makes a real difference and succeeds at enhancing and ensuring rehabilitation. Persons with mental health challenges involved in our programs realize their goals and live interdependently.

# Our Values

Respect and compassion for the person as a whole  
***mind, body and spirit***

- *Takes into account each individual's strengths and challenges as experienced by the individual.*

Commitment to continuous learning and growth

- *Individuals are directly involved and participate in their own learning.*

Organizational excellence

- *To create an environment that fosters growth and learning.*





## *Message from the Board Chair*



*Paul Vandal, Chair*

*The past year presented opportunities and challenges at all levels of the Organization. At the Board level, we were challenged with operating without a full time Executive Director while exploring an opportunity to find efficiencies and mutual areas of service with Centre Youville.*

*The exercise did not produce the results that were anticipated, however the independent consultant's report provided interesting and important information about our respective Organizations. At Sara Riel, we support the notion of working in cooperation with Centre Youville and other small communities of service.*

*At the operational level, our Interim Executive Director has maintained service levels, identified efficiencies and produced favourable outcomes financially and at the human resources level. While our Managers participated in the discussion process with Centre Youville, morale at SR remains very positive.*

*In January, the Annual Staff Luncheon was a huge success. The interaction between the staff and Board Members provided everyone with a better understanding of the respective roles each person has and how our clients are impacted.*

*More recently, we celebrated Soeur Therese Vachon for her many years of service to Sara Riel and her commitment to education. The training room on the second floor at 66 Moore is now named "Soeur-Therese-Vachon Training Room". Soeur Vachon never fails to inspire.*

*During the 2016-2017 year a formal board evaluation was conducted. In December 2017 with the help of Praxis Conflict Consulting. - Priti Shah most members of our Board attended a three-hour session. The information was very helpful but not surprising given our situation.*

*The past year could have been much more difficult if it had not been for the support of strong and efficient committees.*

*The Executive Committee comprises of 3 members from the Sara Riel Inc. Board, Paul Vandal Chair, Daniel Beaudette Vice-Chair and Derrick Vandel Secretary. The Executive Committee would meet at least twice a month with Interim Executive Director Candice Kirton and sometimes with members of her management team. The focus was to review agenda items one week prior to the monthly Board meetings and to follow up the Monday after Board meetings. The Executive Committee would also meet on an as needed basis to review any major concerns or issues related to Sara Riel Inc. and prepare information for consultation with all Board Members. The Executive Committee along with other Board members also serve on the Sara Riel Foundation. - Daniel Beaudette*

*The Finance and Audit Committee continue to oversee the financial position and the successful operations of both Sara Riel Inc. and Sara Riel Foundation Inc. In this past fiscal year, both organizations continue to operate within their budgets approved by the committee and board of directors. - Derrick Vandel*

*The Human Resources Committee met on four occasions in 2017, discussing a variety of topics surrounding human resource issues affecting Sara Riel Inc.*

*The committee acknowledged the difficult personnel challenges faced by staff over the last year and expressed appreciation for the dedication and commitment of staff during this period.*

*The committee receives regular updates on current staffing patterns which includes statistical updates on employee leaves sick, LTD and WCB trends; resignations and new hires.; restructuring of certain staff positions to better meet the needs of the clients within the budgetary framework, all to ensure we continue to provide the best possible service for clients we serve*



*The committee continues the review of existing SRI policies in addition to discussing/developing/recommending new policies. Two stand out, one dealing with clients who have service animals and the other ensuring SRI is in compliance with recent legislative amendments concerning accessibility.*

*Following up on the Board governance workshop, the committee reviewed and updated the terms of reference for the committee.*

*Many thanks to each and every committee member for serving on the committee and for their valued contributions on all issues that have come forward. - George Coupland*

*Over the past year the Sara Riel senior management team attended a Lean Transformation workshop at St. Boniface Hospital where they learned about Performance Dashboards and Key Performance Indicators (KPI's). The goal is for Sara Riel to measure the impact of services to our clients and that on a daily basis we can create a measurement and reporting system that demonstrates we are meeting our KPI's. The management team has been experimenting in this regard utilizing the Plan-Do-Study-Act cycle to accomplish this objective. The Service Delivery Committee's Terms of Reference were amended to include an Ethics component. Finally, the committee reviewed the Participant Evaluation Survey to seek insight into the efficacy of our programming from the perspective of our clients. - Lance Barber*

*As the process continues to streamline the operations at the Sara Riel Foundation, the Board continues to evaluate the long-term impact of maintenance costs for the facility at 66 Moore.*

*Overall, the past year has been very successful and rewarding. A huge thank you goes to our four-senior staff for taking charge to ensure quality and uninterrupted services to our clients.*

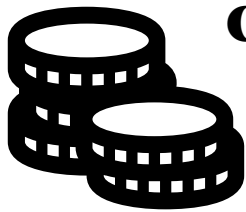
*Paul Vandal*

# What is Mental Illness?

**Mental illness** refers to a wide range of **mental health** conditions – **disorders** that affect your mood, thinking and behavior.

Examples of **mental illness** include depression, anxiety **disorders**, schizophrenia, eating **disorders** and addictive behaviors. Many people have **mental health** concerns from time to time.

Mayo Clinic



## Cost of mental health in Canada



**\$51** BILLION PER YEAR

CAMH



*By age 40, about 50% of the population will have or have had a mental illness*

*Canadian Mental Health Association*



**1 in 5 Canadians experience a mental health issue in their lifetime.**

*Canada Mental Health Association*

***There is no health without mental health***

*David Satcher*



**of mental health problems have their onset during childhood or adolescence**

*Canadian Mental Health Association*





## Message from the Interim Executive Director

*Recalibrate – to adjust precisely*

*In a word, 2017-2018 was all about Recalibration.*

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*Implementing sustainable operational improvements was one of our primary focuses of 2017-2018. To achieve and maintain financial strength and growth while positioning ourselves for the future, we analyzed the needs of our service recipients and the effectiveness and efficiency of the services we provide. The collected data signaled that tailoring our programs would be the best solution for maximum productivity. The decision to remove programs and restructure our workforce were essential steps we initiated to improve our operational performance. These choices were not easy but vital to the viable sustainability of Sara Riel Inc. Part of our recalibration included changes to our information technology (IT), hardware, software and communications and safety, which resulted in significant financial savings without losing quality.*

### *The right decision??*

*Yes! Recalibration has put us in an excellent position for long-term success. It has effectively reduced our wait time and increased our efficiency and productivity.*

### *Our staff*

*Throughout the restructure our employees have rallied around these efforts and the opportunity to work collectively to build a stronger team. They are the key to realizing our goals. They are our frontline. Our staff are dedicated employees who are instrumental in providing help and support to individuals struggling with mental health. They provide mental health counselling, community mentorship, assistance in skill development, employment services, and peer-led respite.*

*Without their efforts 363 individuals – your family, friends and neighbours – would be forced to find services elsewhere; or be one of those people who “falls through the cracks” not having access to services at all.*

**363**  
**NEW**  
**PARTICIPANTS**

### *The future*

*In 2018, we look forward to a new year of growth and accomplishments that are focused on promoting Sara Riel Inc’s programs and services and adjusting them to the needs of our service recipients. In order to achieve our vision of becoming the experts in community-based mental health, we will continue to build relationships and networks in our community.*

*Strategic planning, listening to our service recipients and optimization are always considered, prior to change. The Catholic Health Corporation of Manitoba (CHCM) has provided CEOs and Directors of their 13 communities of Service (CoS) opportunities to meet and discuss areas where any optimization can occur. Sara Riel Inc. will continue to take part in any initiatives that further our Mission, Vision and Values.*

*Thank you to our board of Directors for their support during our recalibration.*

*Candice Kirton*

# *EXECUTIVE MANAGEMENT TEAM*

Candice Kirton – *Interim Executive Director*

David Stewart – *Manager, Mental Health Services*

Cameron Tindall – *Manager, Mental Health Services*

Susan Sansome – *Manager, Finances and Administration*

## *OUR SERVICES*

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**COMMUNITY  
SUPPORTS**

**EMPLOYMENT  
SERVICES**

**SENECA  
RESPITE**

## *FIRST STEP TOWARDS RECOVERY*

### *Intake Services*

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Recovery begins with the decision to call or ask for a referral for Sara Riel support services. The demand for our services continues to increase and we strive to meet the needs of individuals who request our services. Every 2nd Thursdays the Intake Department holds a service orientation to prospective participants. Applications received are reviewed for suitability. We help direct people to services they need, whether through admission into our support services i.e. counselling, housing assistance, employment assistance, respite services and community mentorship or refer them to appropriate resources in the community.

**393**

Applications received



People  
attending  
orientation  
**89%**

**141**  
**Submitted  
Applications**

# Community Supports

## *Counselling*

The focus of a Mental Health Counsellors' work is to assist people toward a goal of recovery. Counsellors help people to explore and acknowledge feelings and emotions that are often related to their experiences. Greater awareness allows people to reflect on what is happening to them and consider alternative ways of managing their mental health in order to more successfully avoid crisis. Counsellors also help participants' problem solve challenges and set goals in their life, so people can live to their utmost potential within the community. A counsellor meets regularly with participants to address rehabilitation goals and provide ongoing support and feedback.

**177**

People received  
Mental Health  
counselling

**Wait time**



from 2016

## *Community Mentorship*

**Community  
Mentorship  
participants**

**118**



The focus of a Community Mentor is to assist people in understanding how successful achievement of their Activities of Daily Living can positively affect their goals of recovery. Community Mentors help people to recognize areas in their day-to-day lives that they would like to see different and assist in identifying and establishing the task-based goals that would support these changes. Community Mentors work with people to assist in developing and strengthening their independent living skills (ADLs) through collaborative, hands-on, task-based rehabilitation and recovery plans, and they follow up with the motivation that will empower people to make positive changes in their lives. Community Mentor's goal is for participants to have the skills they need to live to their utmost potential within the community and to more successfully avoid crisis.

## *Portable Housing Benefits Supports*

SRI can provide Portable Housing Benefits (PHB) allocations of up to \$200 in rent supports to 75 people each month. The PHB is available to individuals who are on Employment and Income Assistance disability due to mental health concerns and who are homeless or at risk of being homeless. In addition to the rent subsidy the PHB is directly tied to support services to help ensure sustainable tenancies.

## *Good Neighbor Program*

The development of the "Good Neighbour Program" was created to meet the needs of people looking for housing. Its delivery is a big part of our shift in how we address service recipients who come to us with housing issues. The information provides tenants with strategies and tips to recognize and address issues before they happen.

More and more, we have found that assisting in helping our service recipients to deal with their issues proactively, the desire to relocate – to avoid the issues – has reduced. People are happier to stay in the homes they have made for themselves, more confident they can manage issues that once had them wanting to move.



## Kenny Supportive Housing

### *A place for our clients*

The essential part of mental health recovery is the security of having a stable home with the ability to go from crisis to stability to independence without the fear of losing their homes – a common problem in low-rental housing. The presence of onsite mental health support workers ensures our clients have real-time access to supports when they are needed. We make it a priority to work with our clients to ensure they maintain safe and affordable housing from which to continue their recovery journey.

### *A place to call home*

**210 Kenny Street** is a safe place to call home! We take great pride in providing safe, secure, family-friendly housing in a great neighborhood while fostering close relationships with all our residents. Not to mention proximity to schools, shopping, health care services and public transportation. That's what makes Place Bernadette Poirier a sought-after residence for our clients and open market tenants alike.

100%  
occupancy  
rate



Low turnover rate

28  
suites



## *Riel Recovery*

The “Riel Recovery: Counselling Preparation Workshop” was originally created to address the wait list for those individuals requesting counselling services – which it did very effectively. But what we also found, was how enthusiastic, ready and prepared our service recipients were – to begin goal setting and working once they sat down with their counsellors.

The workshop helps individuals to increase their mental health resiliency through practical exercises which promote positive social interaction, build self-esteem and foster their self-compassion. Each session addresses a best - or promising-practices theory which focuses on change, recovery and hope.

In its essence, we offer our service recipients the opportunity to learn all of what supportive counselling is and can be... and how they can best take full advantage of it.

At the end of 2017, the counsellors re-evaluated the content and duration of the workshop and condensed it from six (6) sessions (two times a week for 3 weeks) to four (4) sessions (once a week for 4 weeks) – removing duplicated elements that counsellors felt that would better be addressed directly in sessions with their service recipients.

Service participants continue to express their gratitude for the skills and knowledge they were provided, as well as the caring and compassionate manner in which it was presented.

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## *Empowering U*

During the summer last year, management and the Counselling Team reviewed the way we delivered groups to our service recipients. We looked at all of the individual 6-week programs we were offering, many which duplicated content, and resolved to offer a program which delivered more meaningful and significant outcomes.

We discovered a program “shell”, which included 24 topics, commissioned by the Substance Abuse and Mental Health Services Administration (SAMHSA), a branch of the U.S. Department of Health and Human Services which was developed by Mary Ellen Copeland, PhD, who created the Wellness and Recovery Action Plan (WRAP).



Into this shell, we introduced relevant content and created activities which supported the goals of our mental health service recipients – and EMPOWERING U was born. Our pilot started in February 2018, and as of May 2018, all 10 participants who started, have graduated the program with much success and positive feedback. Our second offering will begin August 2018, and be delivered by a Person with Lived Experience, as our further commitment to recognize the benefits of Peer involvement in services.



## Employment Services

Our Employment Supports department provides supports to those living with mental health issues or mental illness to prepare, choose, get and keep meaningful employment. We assist our participants with services such as: job search, career navigation, interview prep, mental health counseling, resume and cover letter development, and accessing additional training or education. We also provide month long, half day pre-employment workshops for our participants to get a head start on their employment goals. The purchase of laptops for our pre-employment classroom has helped to provide crucial computer training for those who access the classroom.


### Working Relationships

#### Manitoba Customer Contact Association (MCCA)

As in years past, we continue to work effectively with the MCCA to deliver their Customer Service Professional training free of charge to our participants 4 times per year. This relationship has allowed our participants to access training that they may not have otherwise been able to – or afford – and helps increase their confidence and employability.

#### Winnipeg Harvest

Our relationship with harvest allows our participants to access their trainings with minimal wait times and for their participants to be fast tracked into our supports. We have also been able to provide presentations to their staff and volunteers on mental health in the workplace and stress management.

**95%**  (113 out of 120)

## KEY STATISTICS



15

### Education

participants accessed additional training or education, including College and University

participants who have acquired employment

29

Part-Time



23

Full-Time

### Employment

9 people found volunteering opportunities

Average days on waitlist



### Wait time

76%



11 Days

from 2016



2300+ hours

of direct face to face support provided to participants

Of participants who applied for services were admitted and assigned

# Seneca

## Respite Services

*Seneca Respite Services provides a safe, supportive and home-like environment where people living with mental health challenges are empowered to address their self-identified needs through thoughtful respite and peer support.*



I felt relaxed and comfortable and dealt with my own issues at my own pace. I felt really good about my stay. Thanks to staff and guest.

### *Peer Support Model*

Seneca Respite Services are provided with respect to the guiding values and principles of practice of a national peer support model.

### *Recovery Focussed*

Respite is not an escape from your recovery journey, but rather a “breather” on the road, that can help you to re-focus on your goals.

### *Home-like Environment*

Friendly, open faces and warm, cozy spaces ensure that Seneca Respite Services is a safe, comfortable atmosphere to enhance respite.

### *Warm line service*

Seneca Operates a peer-facilitated “Warm Line” open to receive calls from 7 to 11 pm, 365 days a year. These person-to-person interactions provide callers with the opportunity to share their concerns with someone who has travelled their own journey of recovery – a peer support worker.

**Warm Line Calls**

**1833**



**First Time Callers**

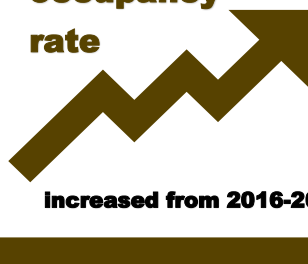
**761**



*314 guests checked in to Seneca*

*(including 42 new guests)*

**Seneca Services occupancy rate**



**Increased from 2016-2017**

# Community Development

A part of our strategic direction is to enhance our presence in the community. Building community relationships, increasing public relations, and promoting mental health awareness at our, and others' events, all help to improve the visibility of Sara Riel Inc.

*Excerpt from the Winnipeg Free Press*

Sara Riel Inc. interim executive director Candice Kirton invites everyone to attend the annual Mental Wellness Resource and Networking Expo at Centre Culturel Franco-Manitobain on Sept. 29 from 9 a.m. to 3 p.m



Manitoba Customer  
Contact Association Award

"In recognition of our  
successful partnership"



*5<sup>th</sup> Annual*

*Mental Illness Awareness Day*

**"CHANGE & RESILIENCE"**



*60 organizations*

*+*

*300+ guests*

*+*

*4 speakers*

# SUCCESS

# Employee Recognition

JANUARY 5, 2018

Thank  
you



*At this year's luncheon Senior Management recognized employees who have 5 and 10 years of services with Sara Riel Inc. The following dedicated employees were acknowledged:*

**5 YEARS** - Afsana Nodrat, Susan Abdon, Cameron Tindall, David Stewart

**10 YEARS** - Angela Meyer

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## STAFF EVENTS

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38

*Dedicated full-time, part-time and casual staff serve Sara Riel*

*\*Staff pancake breakfast\**

*\*Holiday Staff Party\**

*\*Staff BBQ and scavenger hunt\**

*\*Wellness Committee\**



## Client Spotlight

Improving our participants quality of life and reaching them on all levels has always been at the heart of all we do. Sara Riel takes measures so that we can reach and keep our participants engaged in their recovery process with motivation, contributions and information such as these:

### Client Christmas Party

The holiday season can be a very difficult time for those struggling with mental health issues. Every year we host a "Participant Christmas Party" where participants and their families can come enjoy an evening of festive fun, food and gifts.

Thank you to Grade A Excavation for their generous donations.

*The members of the  
**Fellowship Group from  
Holy Redeemer Parish**  
provided the participants  
at 210 Kenny with a  
Christmas Dinner and  
Easter Lunch.*

Thank You

### Art Group

CREATIVITY & HEALING

Art can play an important role in our participants' mental health recovery. The relaxation and social benefits are only 2 of the reasons that the art group has always maintained a high participation.



*individuals  
visited the art  
group this year*

## "Sara Riel Ink"

Our new and enhanced Newsletter is created by Sara Riel's staff with the help of our dedicated participant Robbin. A naming campaign was initiated for the launch of our quarterly newsletter, "Sara Riel Ink's" was the clear victor. Within this new layout you'll discover all the upcoming programs and services that Sara Riel Inc. offers plus motivating articles and pieces geared to inspire better health for our clients and the community.



*Being a part of the Newsletter and the Committee has built my self esteem in very tangible and practical ways, and it has given me an opportunity to explore some of my creative talents that I had not been making use of. I am so grateful for the opportunity to be a part of the Newsletter, and to all the staff at Sara Riel, for appreciating and valuing my contributions.*

*Robbin D. Roussin (participant)*



## Board Members

*SR is led by a deeply caring, enthusiastic and active Board Members who share their insight and expertise to help advocate our Mission and Vision.*

*Each of them brings different perspective and understanding to the table, with their combined years of experience in the mental health field and leadership. They have been instrumental in our recalibration.*

## Committees Members

### Human Resources

George Coupland – *Chair*  
Sherri Theroux  
Lorraine Roch  
Christophe Rodrigue  
Daniel Tremblay

### Finance and Audit

Derrick Vandel – *Chair*  
Christophe Rodrigue  
Marcy Kustra  
Eddie Coutu  
Daniel Tremblay

### Service Delivery

Lance Barber – *Chair*  
Monique Roy  
Gisele Morier  
Ginette Fournier-Richer  
Laurel Mitchell  
Cynthia Puttaert

*Thank  
you!*

## Executive Members



Paul Vandal  
*Chair*



Daniel Beaudette  
*Vice-Chair*



Derrick Vandel  
*Secretary*



George Coupland



Laurel Mitchell



Christophe Rodrigue



Daniel Tremblay



Eddie Coutu



Lorraine Roch



Marcy Kustra



Lance Barber



Ginette Fournier-Richer



Monique Roy



Gisèle Morier

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