



ANNUAL REPORT

A year in review
2023-2024

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MESSAGE FROM EDEN'S CEO



At Eden, we feel a great privilege and calling to be the hands and feet of Christ as we provide mental health care in southern Manitoba. Eden exists as a response to a calling that came from the

Mennonite churches in the 1960s to do more for those living with mental health concerns and mental illness.

While we know the needs today are great, our strategic plan is challenging us to enhance what we do well and scale our programs for greater impact. Eden continues to trend towards higher numbers of psychiatry consultations, counselling sessions and

vocational assessments each year. Our occupancy rates at the inpatient unit and our clinically supported housing units remain at high levels and wait lists for clinically supported housing are long.

We need support to help accelerate growth in mental health services. Eden is actively working to expand our partnerships with the community, donors, businesses, non-profits, health regions, government and others to strengthen and help develop a fully integrated system of mental health and addiction services. Together we can take the next steps in providing hope, healing and community!

Brad Unger
Chief Executive Officer
Eden Health Care Services

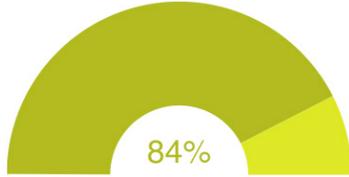
Eden Values:

- Hope We foster hope and a sense of well-being in those we serve
- Integrity We commit to being trustworthy in all relationships
- Compassion We strive to care for people in the spirit of Christ
- Acceptance Everyone is welcome at Eden
- Respect We acknowledge the dignity and worth of all persons
- Excellence We seek to provide service in keeping with best practices

Owned and governed by:

Mennonite Church Manitoba
Mennonite Brethren Churches of Manitoba
Evangelical Mennonite Conference
Evangelical Mennonite Mission Conference
Old Colony Mennonite Church
Reinland Mennonite Church
Sommerfeld Mennonite Church
Christian Mennonite Church

OUR YEAR IN REVIEW



From April 1, 2023 to February 29, 2024, there were 211 admissions to **Eden Mental Health Centre** with an occupancy rate of 84.45%.



Eden Foundation's annual Head for the Hills fundraiser surpassed \$2 million in total funds raised.

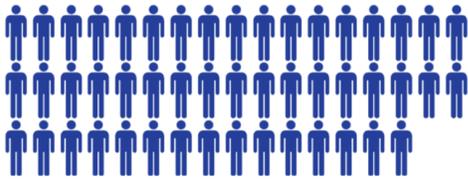


7 years

The average length of stay for **Eden Housing and Supports' CV4** tenants has reached 7 years.

49

Tractor drivers in **Eden Foundation's** annual Tractor Trek fundraiser.



464

 NEW CLIENTS

Recovery of Hope welcome 464 new clients and have conducted just over 4,900 sessions.

Eden Mental Health Centre completed 1,027 outpatient assessments and 3,111 follow-up and on call/professional consults.



Average length of a client's stay at **Eden Mental Health Centre** was 27.7 days.

210

 Participants
Eden Housing and Supports' Community Choices provided programming to 210 participants.

\$180,000

A total of \$180,000 in funding for **Recovery of Hope** came through Winnipeg Foundation, Eden Foundation, Access Credit Union, and Grant Advance.



60%

Segue Career Options had a 60% increase in online application form submissions from November to March.

Eden Foundation's annual Tractor Trek has raised \$1 million since it started 17 years ago.



▼25%

Segue Career Options assisted 114 participants and helped to find employment for 28 clients.



Eden Housing and Supports' Community Wellness Initiative provided housing support services to 68 clients.



FUNDRAISER

\$12,000

Recovery of Hope raised \$12,000 for their Sliding Fee Scale program at the Music for Mental Health fundraiser concerts.

95%

Eden Housing and Supports residences have an occupancy of over 95% in Winnipeg, Steinbach, and Winkler.



STRATEGIC PLAN | 2023-2028

Five priorities identified:

1. **Integrated services and systems** | Eden programs are integrated and clients can navigate the pathways to access appropriate mental health and addiction services within Eden and within our region. A continuum of integrated service options for mental health and addiction services are available equitably for all Manitobans.
2. **Strengthen the hub and spoke model of operations** | Eden strengthens the hubs by offering robust mental health and addiction services in each hub along with local leadership and ensures appropriate services and pathways are available in outlying communities across the region. Ensure that Eden's services fit within the broader provincial system and critical gaps in the system are identified with an action plan to address the gaps.
3. **Housing with supports is a priority in each hub** | Each hub has a continuum of housing with supports, from general to intensive supports, allowing those with mental health needs to have a quality home and safe community.
4. **Funding and partnerships** | Eden has sustainable programs with engaged, qualified staff in quality facilities in each hub. Eden develops partnerships to strengthen mental health promotion, awareness and engagement in our communities.
5. **Ownership and governance** | Increase the number of church congregations that engage directly with Eden, such as CARE Program participants, board member representation, hosting mental health events, etc. Eden's ownership and governance model is reviewed and shifted as needed to ensure governance sustainability in the long term.



Chief Executive Officer | Brad Unger

Program Overview

The Eden group of mental health programs provides mental health services throughout southern Manitoba. With a focus on the Southern Health-Sante Sud (SH-SS) region, Eden centralizes services in Winkler, Steinbach and Winnipeg. Eden programs include:

- Eden Mental Health Centre (EMHC): in-patient acute care hospital and out-patient psychiatric services
- Eden Housing and Supports: supportive housing
- Pathways/Community Mental Health and Addictions: mental health services in partnership with SH-SS
- Segue Career Options: employment support
- Recovery of Hope (RoH): counselling therapy

Eden Health Care Services (EHCS) provides shared services for all the Eden Programs. These shared services include administration, finances, human resources, IT, quality and operations. The shared services team at EHCS consists of 10 staff located at the ALG Professional Centre in Winkler and has an annual budget of \$1,200,000. The EHCS team provides oversight to all the Eden programs that together consist of 170 staff with an annual budget of \$15.9 million.

Performance: Outcomes, Successes, Challenges

Eden Leadership has developed Operational Targets and Activities to complete each year that guide the work of Eden and bring us closer towards achieving our Strategic Priorities. Each of the Eden programs selects a focused number of these Activities and names them as Program Priorities for the upcoming fiscal year.

Strategic Plan achievements in the last year include:

- *Integration:*
 - Linden Place Executive Committee has been formed consisting of leaders of Eden Housing and EMHC, strengthening the partnership between programs.
 - EMHC and EHCS Leaders are members of several provincial planning committees such as the Interventional Psychiatry Steering Committee and the Provincial Clinical Team, ensuring that Eden and SH-SS are active partners in the provincial mental health system.
- *Hub and Spoke:*
 - Eden Winnipeg Mental Wellness Centre has expanded services and new fundraising events in Winnipeg are growing our donor base.
- *Funding and partnerships:*
 - Eden Housing has restructured our partnership with Riverwood House to provide further clinical support for their addiction programming in Winnipeg.



A challenge facing our Strategic Planning relates to the ongoing struggle to define core mental health and addiction services across the regions and province. Shared Health takes the lead on provincial planning and the difficult task of aligning and standardizing mental health services across all the health regions slowly moves ahead.

EMHC Leadership has worked together with SH-SS Construction team to create a proposal for a complete roof replacement for the Centre. As the cost of a full roof replacement has grown significantly, it has been determined that the next step of the process will be to conduct a Full Building Assessment of the Centre in the next year to assist with decision making in regards to capital improvement planning.

The Community Mental Health and Addiction program, which is a partnership between Eden and SH-SS, continues to evolve as Manitoba moves forward with System Transformation and the creation of a provincially planned mental health system. Eden and SH-SS partner to deliver services in the areas of: Adult, Child and Adolescent, Seniors, Intensive Case Management, Crisis, and Addiction/Rapid Access to Addiction Medicine (RAAM) Clinic. New service delivery models are being explored and developed in the province so this remains a dynamic and changing aspect of Eden's programming and collaborative partnership with SH-SS.

EHCS has invested in and strengthened several components of our Shared Services including quality, operations and IT services. These investments have proven to be beneficial and will continue indefinitely. Work continues in other areas such as communications, grant writing and performance measurement and these areas will need additional support going forward.

Program Priorities for 2024-2025

Integrated Systems and Services:

Vocational counselling and employment support are important services being offered through Segue Career Options. In the next fiscal year, Segue will work towards increasing the collaboration with other Eden programs by increasing the number of presentations, outreach activities and participants with other Eden programs.

Hub and Spoke:

In the next fiscal year, EHCS will prioritize the creation of a working group or committee focused on hub development. In the Winkler/Morden hub, the focus will be on capital planning for EMHC and Housing.

Funding and partnerships:

EHCS will support continued efforts to improve outcome and performance measurement for our programs. In the next fiscal year, programs will identify Key Performance Indicators (KPIs) that will be monitored and reported to stakeholders.





Program Director | Karma Sheppard

Program Overview

Eden Mental Health Centre is a 25-bed inpatient psychiatric hospital that provides short stay psychiatric treatment to adult individuals. Eden Mental Health Centre follows a recovery-oriented approach and is informed by leading practices in acute psychiatry. The treatment team consists of psychiatrists, general practitioner, psychologist, nurses, and social workers. Programming is enhanced by services provided by recreational therapy, occupational therapist, spiritual care, music therapy, pharmacy, among others. Patients who are 18 years and over are admitted through the Emergency Department. Admission may be on a voluntary or involuntary basis as outlined under the Mental Health and Consequential Amendments Act of Manitoba. EMHC provides both inpatient and outpatient services. Inpatient services are those where an individual is admitted to the hospital for at least an overnight stay. Outpatient services are provided to individuals who are living in the community but not admitted to the hospital.

Performance: Outcomes, Successes, Challenges

- From April 1, 2023 - February 29, 2024, there were 211 admissions, totalling an occupancy rate of 84.45%. Average length of stay was 27.7 days.
- Increased collaboration and partnership with SH-SS and Shared Health as transformation systems continue in the province. Eden Leadership sits on steering committees for Alternate Level of Care, Interventional Psychiatry, Patient Flow and Coordination.
- Education Committee was recreated to review staff education and to develop mandatory education and training lists for staff.
- Roofing project has been declined for safety and security funding until a full building assessment has been completed. This should happen in spring/summer (2024).
- Ethics committee has been formed to assist and guide ethical decisions in the workplace. Staff are currently getting familiar with the process.
- Dashboards for metrics are being developed and strengthened to meet Accreditation Standards.
- All Managers are conducting regular bi-monthly staff meetings to assist and increase communication strategies throughout EMHC. Majority of staff have received regional email access which also increases communication flow between management and staff.

Program Priorities for 2024-2025

- *Integrated systems and services*
 - To continue to work in collaboration with Linden Place and the expansion of Linden Place 2.0 to create flow from EMHC to Linden Place for patients/clients requiring Alternate Level of Care.
 - To support and assist SH-SS and Shared Health in evaluating current programs and exploring provincial options and funding available for Community Mental Health Programs, while continuing to build patient flow throughout the region.
- *Funding partnerships*
 - To build and strengthen dashboards that are relevant to statistical requests and to assist Board Governance with understanding of the program.





Program Director | Sheila Suderman / Lavonne Kroeker

Program Overview

Segue has four employment readiness projects to assist people in achieving meaningful employment and improved quality of life. Two are specific for persons with disabilities (one requires a formal diagnosis and referral for services; one is self disclosure of a disability), one specific for youth aged 15-30 and the other for persons 18-60+. A referral is needed for only one of the projects, the other three through an application/project eligibility requirement. The youth project provides programming in Steinbach and Winkler, as does one of the projects delivering services for persons with disabilities. Two projects are provincially funded that require annual funding grants to be submitted, two projects are federally funded that are multi-year projects. The one disability project has been renewed for 3 years, until March 2026. The youth project is currently funded until March 31, 2024, and waiting for funding renewal as well as the two provincial funded projects.

Employment projects provide participants with in-person meetings, virtual meetings, or group sessions when able to do so, covering a wide range of employment readiness topics, employment experiences or employment placements as well as job coaching and follow-up services and supports.

Performance: Outcomes, Successes, Challenges

- *Outcomes*

	Participants	Work placements	Employed	Other
EAPD	14	31	11	13 vocational assessments completed
Wellness U30	37	1	6	2 return to school
JUMP	23	4	5	1 return to school
OPPS	40	9 WE	6	N/A

- *Successes*

- Relationships built at 500 Stephen Street in Morden to provide Segue services off-site and meet with participants that have transportation issues. Renewed connection with Justice and Parole.
- Staff promoting Segue programs at Central Station and 500 Stephen Street during foodbank hours which has increased knowledge of services and applications.
- Participants gaining confidence as they learn and grow through programming and are able to move towards employment.

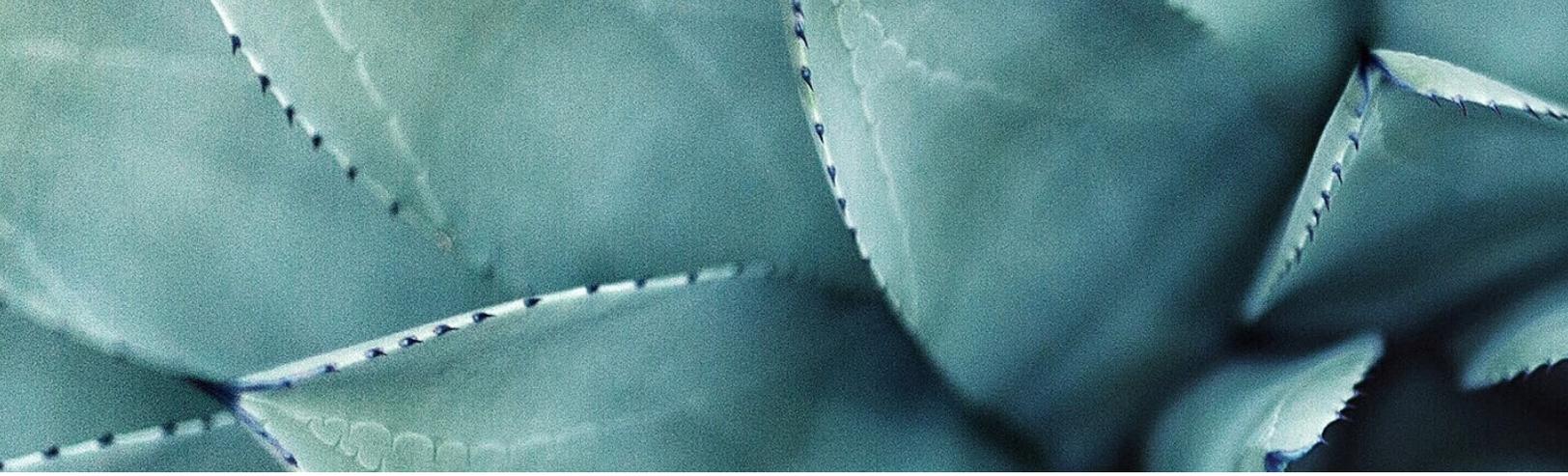


- November to March there was an increase in project applications, 60% increase in online application form submissions.
- Challenge this past year was staffing vacancies. 7 new staff hired May through November.

Program Priorities for 2024-2025

- *Integrated services*
 - Continue partnership with ROH for participant counselling sessions.
 - Staff present 2 workshops at Linden Place, 2 workshops at Enns Court, 1 virtual workshop for CV4.
- *Hub and Spoke*
 - Local Leadership - Expand awareness of Segue projects and services through interagency or business and organization contacts and meetings in Winkler and Steinbach.
 - Assess expansion - Continue to search for community space to meet with participants.
 - Assess programming - review partnership with The Bunker; develop vocational assessment tools, programs, and services to assist participants to employment success.





Program Director | Kim Thiessen

Program Overview

Recovery of Hope provides counselling services to individuals, couples and families who are looking for support in their journey with mental wellness. Recovery of Hope has 23 counsellors, working in three locations: Winnipeg, Winkler, and Steinbach. Our very capable administrative staff in each location work to provide support to counsellors and clients. Recovery of Hope strives to meet client needs using a wholistic approach of mental health best practices: biological, social, spiritual, and mental.

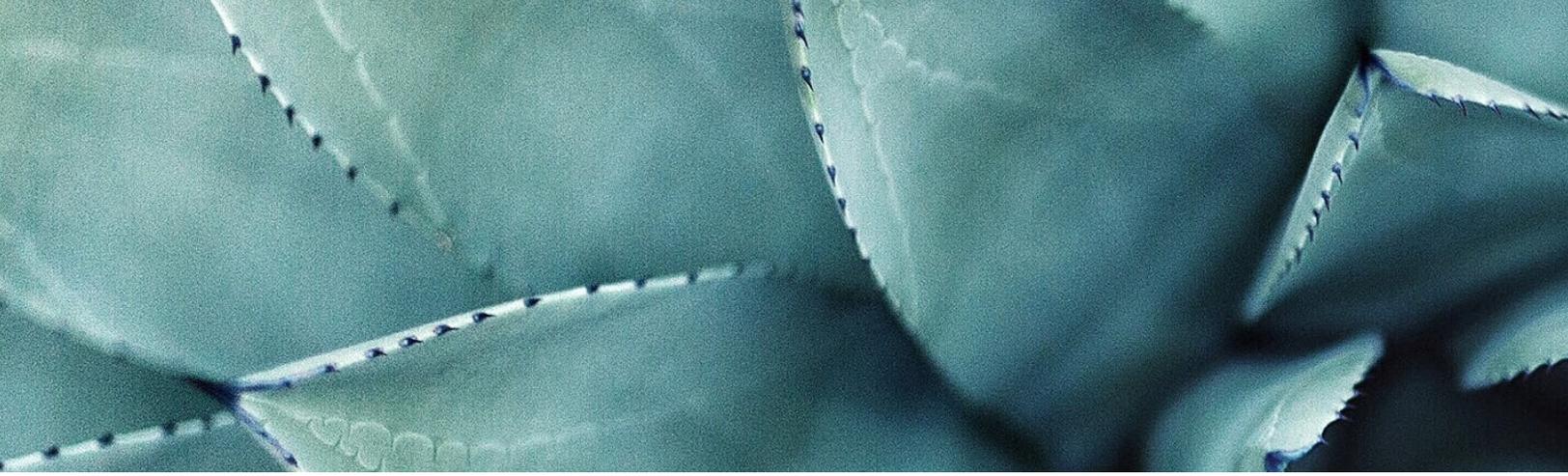
Performance: Outcomes, Successes, Challenges

- In November of 2023, ROH hosted a Music for Mental Health fundraiser in Winnipeg. Over 200 people attended, and more than \$12,000 was raised for the Sliding Fee Scale program.
- We welcomed one new counsellor to the counselling team in Winkler, and two new counsellors to our Winnipeg team.
- A new program at ROH called the Mental Health Nursing Assessment Team (NAT), provides a comprehensive biopsychosocial assessment for clients who are either self-referred, or referred by their doctor. The team has access to consulting psychiatrists should that be necessary.
- We are currently working with 2 counselling practicum students.
- We continue to focus on strengthening the connection between our three locations through regular emails, phone calls, and weekly administrative updates.
- Since April 1st, 2023, we have welcomed 464 new clients to Recovery of Hope and have had just over 4900 sessions.

Program Priorities for 2024-2025

- *Integrated services:*
 - Continue to promote partnerships with church communities through the CARE program; provide mental health assessments to clients through our NAT program and help to meet the need that our current medical system is unable to meet adequately; partner with other Eden program areas in meeting the mental health needs of clients and patients and refer when appropriate.
- *Funding and Partnerships:*
 - Our mission of providing counselling therapy to all who need it, regardless of their ability to pay, means that Recovery of Hope needs to generate over \$275,000 of non-counselling fee revenue each year. Continue to offer public workshops, courses, and fundraisers to help meet that target. Continue working with current funding sources and look for new funding partnerships.
- *Ownership and Governance:*
 - Continue promoting the professional counselling services of Recovery of Hope through the CARE program and look for new partnerships with churches and workplace Employee Assistance Plans.





Program Director | Leighton Knapp

Program Overview

Eden Housing and Supports currently operates five housing complexes with approximately 145 total units throughout Southern Manitoba and Winnipeg. Eden uses a recovery-oriented model to support community integration for people with mental illness and/or addiction. Programs vary from an 8-bed transitional group home offering 24 hour supports, 7 days a week (Linden Place) to a 16-unit Supportive Housing Program offering onsite supports 40 hours per week (Concordia Village IV) to community-based programs for individuals living independently (Portable Housing Benefit Support, Community Wellness Initiative, Community Choices, and Positive Living Programs). In 2022-2023, Eden Housing and Supports expanded to offer housing supports within a 40-unit addictions supportive recovery program in Winnipeg called Riverwood House.

Performance: Outcomes, Successes, Challenges

- Leighton Knapp commenced as Program Director in July 2023 and has prioritized enhancing clinical supports, developing greater efficiencies in property management and integrating services at the program, organizational and regional/system levels.
- Eden Housing is making good progress in defining the tiers (1-5) of housing support and developing a consistent, integrated model that connects tenants in each tier with their needs. While there is a need for greater funding in Steinbach and Winkler for the model to be fully realized, we are experiencing immediate improvements through restructuring, improvements in personnel and the implementation of a basic tiered model with qualified staffing.
- YARDI property management software has been purchased and adapted to improve property management processes.

- Concordia Village IV experienced a flood in December 2023 with renovations anticipated to be completed in summer/fall 2024. This has led to challenges related to tenant relocations, forced vacancies, disruptions to programming and environmental challenges for both staff and tenants. However, this event has also led to opportunities prompting our leadership team to consider alternative approaches to programming and tenant support, alterations to our staffing model and new insights into risk management and emergency preparedness.
- The Housing Management team is strong and this has resulted in much greater stability in the operational level. Leighton is committed to providing ongoing leadership development for managers so that the management team prospers leading to new growth opportunities and consistent strength throughout the Housing program.
- There is an ongoing need for discussion and promotion of Eden Housing proposals at the Regional, Shared Health and Department levels in addition to engaging stakeholders in the local communities. It will be essential for Eden Housing to strategically plan alongside Eden Mental Health Centre, Segue, Recovery of Hope, Eden Foundation and Southern Health as we strive to enhance services requiring capital and operational commitments. There is a need for Eden to organize a strategic planning committee – particularly with respect to the development of a new Mental Health campus in Winkler.

Program Priorities for 2024-2025

- Secure funding for program enhancements in Linden Place, CV4 and Steinbach and Enns Courts.
- Develop integrated program processes for managing intake and tenancy concerns.
- Explore ways to strengthen property management within the housing program through partnerships, property management software and/or restructuring
- Establish the role of Social Work to strengthen programming and services in Steinbach, Enns Courts, CV4 and Linden Place.
- Solidify the Linden Place & EMHC Executive Committee partnership with a clear and sustainable Terms of Reference to ensure that Linden Place is fulfilling mandate and potential in pre-2.0 state and strategically planning for 2.0 launch.





Director of Development | Jayme Giesbrecht / Dave Sawatsky

Program Overview:

Eden Foundation Inc. acts as the fundraising arm for all programs under the Eden Health Care Services umbrella. Contributions to Eden Foundation are used to fund the mental health recovery programs of Eden Health Care Services and go principally to:

- Fund existing programs.
- Fund new program/project development.
- Provide resources for and assist in capital projects.
- Build reserve capital for the future.

How We Obtain Funding:

Through our regular fundraising events, fostering ongoing relationships with donors in the Steinbach, Winkler, and Winnipeg regions, encouraging legacy gifts and bequests, endowments, and life insurance.

We adhere to the integrity, trustworthiness, and honesty of our mission statement. We do this by providing bi-annual mail outs to our donors, public outreach through fundraising and awareness events, social media, and local advertising platforms.

Priorities for 2023-2024:

Define fundraising partnerships and parameters, in a way that will maximize program effectiveness, in collaboration with various Eden programs.

External:

Flagship fundraising events are continued (Tractor Trek, Head for the Hills, Donor Letter). New fundraisers are developed with Eden's hub & spoke model in mind. (galas, concerts, mental health hockey night, etc.) Volunteer subcommittees are developed to assist in execution of events.

Internal:

Hub-staff encouraged to take part/volunteer/co-host events at their specific hub. Ongoing communication with Program Directors will allow Eden Foundation to tell Eden's "story" to the public. Branding and communications become consistent, in partnership with marketing team.

Build a stronger equity base to provide a more sustainable source of funds for future work of the Eden programs.

Eden Foundation aims to invest \$150,000 per fiscal year. Funds are invested for growth for a period of time and then income from the principal is to be granted by the Foundation. To be able to put aside more money, we will increase donor acquisition and retention through relationship building, in the hopes of garnering major gifts. We will work to increase participation in our fundraising events. A donor-friendly website will be in its development stage this year, which will allow for an easy and secure way for the public to donate throughout the year. Funds received through planned giving/bequests would help grow this account as well.

Develop fundraising within the “hubs and spokes” model of operations and define the uniqueness of fundraising opportunities in each hub.

Eden Foundation aims to hire a Major Gifts Officer in 2025. The person in this position will foster relationships with our high net donors, and seek out new investors, sharing the Eden story, and garnering long-term support. This will also set us up for success when we get the opportunity to launch a capital campaign. Until we are in the position to hire the MGO, Eden Foundation’s Director of Development will collaborate with Eden Foundation board members to make connections and begin those relationships.

Expand the reach of ownership and develop greater awareness of Eden.

A video version of the annual report has been created, for the purpose of sharing it with our church ownership group, as well as by request from other supporting churches and organizations. This will be an annual project. Our joint marketing strategy with Eden Foundation and Eden Health Care Services will help us to share Eden’s story and mission, as well as increase accessibility and public awareness, through our website and various other communications. (donor letter, awareness events).

Define and develop capital campaign capabilities, to manage program needs above and beyond the granting cycle.

We will create a capital campaign criterion outlining the parameters of what could be considered a campaign that our major donors and all constituents will support. Brad and new program director, Dave Sawatsky are working together to develop hub committees that will be willing to act when a campaign is launched. These committees will consist of a campaign chair, board members, committee members and volunteers. The committee will be selected intentionally, to include those who are enthusiastic about sharing the campaign details and requesting donations. Our major gifts officer will also play a significant role in getting buy-in from high net donors and conducting a feasibility study.





2024 Fundraiser/Event Calendar

**17+24
MARCH**

Gospel Music Concerts

**06-10
MAY**

Mental Health Week

**13
JULY**

Winkler Tractor Trek

Emmanuel Mennonite Church

**14
SEPT**

Head for the Hills

Cripple Creek Music Festival Site

**18
SEPT**

Ride for Recovery of Hope

Fort Garry Mennonite Brethren Church

**28
NOV**

Light up the Night:

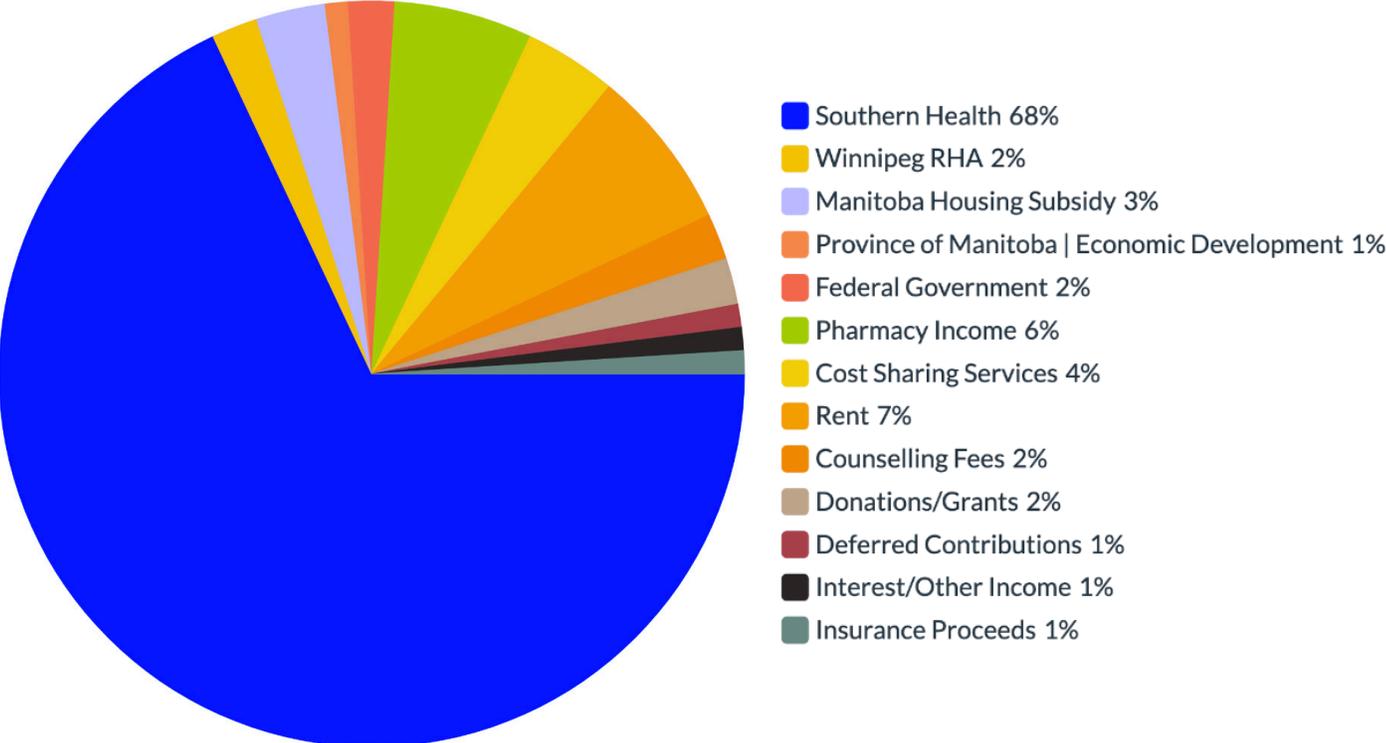
A tribute to love and hope | Winkler

FINANCIAL REPORT

Chief Financial Officer | Crystal Cruickshank

Eden F2024 Revenue by Funding Source

	Total	Eden Health Care Services	Eden Residential Care Services	Eden Mental Health Centre	Segue Career Options	Recovery of Hope
Southern Health	\$11,769,186	\$290,638	\$686,645	\$10,791,903		
Winnipeg RHA	\$403,992		\$403,992			
MHRC Subsidy	\$473,653		\$473,653			
Province of Manitoba Economic Development	\$203,723				\$203,723	
Federal Government	\$351,689				\$351,689	
Pharmacy Income	\$1,128,629			\$1,128,629		
Cost sharing services	\$647,257	\$562,806	\$54,451			\$30,000
Rent	\$1,204,875	\$242,741	\$899,086			\$63,048
Counselling fees	\$431,433					\$431,433
Donations / Grants	\$357,001	\$23,000	\$22,706	\$50,882	\$33,899	\$226,514
Deferred contributions	\$186,266	\$56,716	\$40,638	\$68,727	\$3,185	\$17,000
Interest & other income	\$104,237	\$9,092	\$36,933	\$50,384	\$6,333	\$1,495
Insurance proceeds	\$95,148			\$95,148		
	\$17,357,089	\$1,184,993	\$2,618,104	\$12,185,673	\$598,829	\$769,490



Eden Foundation F2024 Revenue by Source

	Total
Fundraising events	\$354,611
Investment income	\$154,532
Designated donations	\$53,020
General donations	\$99,862
Church / Charity donations	\$99,862
	<hr/>
	\$761,887

