



CRAIGWOOD YOUTH SERVICES ANNUAL REPORT

2016-2017

INSIDE THIS ISSUE:



From the Board & Executive Director
Accreditation Update
QIMPE & "Talk-in" Clinics
What Our Clients Are Saying & Craigwood's Foundations Model
Research & Quality Assurance
Duke of Edinburgh's Award Program, Student Placement Opportunities & Staff Milestones

Our Mission and Values

"We are a community mental health resource that creates opportunities for youth and their caregivers to achieve more promising futures."

We believe in...

- Collaboration
- Excellence
- Inclusion & Accessibility
- Innovation
- Responsiveness
- Stewardship
- Trustworthiness
- Valuing our staff

Craigwood Staff Awards

Every year we honour staff who emulate the qualities that are important to Craigwood with three different awards.

Client Engagement Award

Engaging with clients is both a process and an outcome. It requires the effective and balanced use of helping skills and protective authority to produce an ongoing worker/client relationship that results in the pursuit and accomplishment of agreed upon goals.

This year's recipient of the Client Engagement Award is Mickey Chalmers. He is a Classroom Support Worker in the Midway Program and has been a part of Craigwood since December 1994.

Heritage Award

Recognizing a staff member who exemplifies the values that are rooted in Craigwood; "learning to love, to live and to laugh".

This year's recipient is Scott Forsythe. He was a Child Care Counsellor In the Midway program and is now FSS in the Day Treatment Program. Scott has been a part of Craigwood since June 2000.



Rookie Award

This is awarded to a staff member in their first year of employment with Craigwood who has successfully completed their probationary period, exemplifies the principles and values of the organization and demonstrates the qualities and characteristics of an exemplary employee in the field.

This year's recipient is Kelsey Campbell. She started as a Relief staff member and is now full time in the Midway program. Kelsey has been with Craigwood since April 2015.

From the Board Co-Chairs & Executive Director

Though we continue to face massive challenges on almost every front, we also continue to experience substantial gains with our clients. Our client profile data speaks to the very complex clients we are dealing with and the multiple issues they bring with them. Two decades ago the predominant diagnosis was conduct disorder with a smattering of ADHD and other conditions. Gradually, we have seen a change not only in the severity of diagnoses but in the number of challenges our clients face, so that a very high percentage now have multiple diagnoses. The internalizing disorders of depression and anxiety have come to the forefront as well as FASD, developmental delays, and bipolar disorder leading to conditions in which both internalizing and externalizing disorders are found in the same client.

Though these complex clients pose significant treatment issues, we continue to experience good client outcomes. It is easy to just focus on the issues we face and forget that each day we involve ourselves in the lives of these youth and contribute to their increased well-being. Each day represents an investment in the struggling youth of our communities, youth that are struggling with mental illness and addictions leading too often to serious self-harm and suicidal behaviour. Our female youth are increasingly caught up in human trafficking and prostitution and suffer from debilitating self-loathing.

The daily struggles of these youth, who often express themselves in violent and unsavoury ways, are taking a toll on our direct care staff. The ongoing lack of adequate funding for this sector, the lack of developmental opportunities, the difficulty of the work, changing approaches particularly among the younger generation to work/personal life balance, the uncertainty of organization and system viability, and far better compensation in other sectors has led to increased manpower challenges. Though we successfully concluded a new Collective Agreement, it cannot be said that the process was easy or rewarding for anyone involved. Organizational and system pressures are rapidly approaching a crisis point. The just-released Ontario budget, which again did not offer any base funding increase after eleven years, not only aggravates these financial and manpower challenges, but is also experienced by already burdened staff as a lack of support by the government for the work they do.

Increasing compliance demands in our youth justice program portend more of the same coming to the entire organization. The extent of the effort required to meet the documentation and regulations is such that it is unclear to us how we will do this successfully. The increasing redirection of manpower to documenting the work instead of doing the work not only impacts efficiency but also effectiveness. It requires staff to spend less time with clients, providing less opportunity to be a positive influence on them. Full licences in all programs attest to the internal effort we apply to meet these demands.

The ground is moving under our feet and one has to continuously adjust. The ability to look down the road can only be done with any level of confidence at the most general level. A VUCA (volatility, uncertainty, complexity, ambiguity) environment requires compass-following leadership with a plan held very loosely. The planning processes of the past may provide comfort to many, but they illicit a false sense of control and shift focus from the forces that are impacting an organization on an increasing daily basis to longer term objectives that no longer have relevance to daily functioning. This does not suggest there is no value in a longer term plan but the emphasis that was there in the past on this approach needs to diminish and be much more responsive to continuous 'planning' vs 'the plan.'

We are not alone in experiencing these pressures. Craigwood has been active in CMHO, our provincial association, which reports the same challenges throughout our sector and has advocated vigorously on our behalf with government officials. We have also taken part, at the Board level, with regional efforts to identify shared concerns and create a collective voice for children's mental health in our community. While the results to date are disheartening, we are committed to continue doing our part to advocate for critically needed support for our children, youth and families.

What needs to be said over and over is that Craigwood is there for all those who need help, whether it is through a parent group, a day treatment program, redirection of family interactions in the home, or therapeutic involvement for the most complex conditions. We serve, and we do it well.

Board Members

President Co-Chairs

Lyn Ibson
Carolee Coulter

Past President Brent Crowther

Members

Jim Boniferro
Frank Buzanis
Joyce Dittrich
Carol-Anne Green
John Marinelli

CCA Accreditation

Accreditation is a process that provides assurance from a respected third-party that the accredited organization meets commonly accepted standards for good governance, management, and excellence in service provision. It is one way that we demonstrate to our clients and funders that we are operating responsibly and providing responsive and quality services.

“One of the key benefits of participating in CCA’s accreditation program is that it promotes an ongoing culture of learning and quality improvement throughout the organization,” says Barbara Wiktorowicz, Executive Director, Canadian Centre for Accreditation. “By choosing to go through the CCA accreditation process, Craigwood Youth Services is demonstrating its accountability to the community and its commitment to providing the highest quality programs and services.”

We were successful with our 2015 Accreditation Review and we are already gearing up for our next review which will take place in 2018. Management and a team of staff members are diligently working towards ensuring that all practices within our agency meet the requirements for the Accreditation process.

Centre canadien de l'agrément
L'excellence en matière de services communautaires



Canadian Centre for Accreditation
Excellence in community services

“Talk-in” Clinics

We now have **10 walk-in locations** in London and Middlesex County for free counselling.

- Carling Thames Family Centre
- White Oaks Family Centre
- Westmount Family Centre
- Argyle Family Centre
- Vanier Children’s Services
- Lucan Public Library
- Parkhill Public Library
- Glencoe Quest Centre
- Dorchester Community church
- Strathroy Y.O.U. Next Wave

In the past fiscal year, we provided
379 walk-in sessions
at these locations.



For youth 12-18
and their families
living in London and
Middlesex County

Private and confidential.
No appointment necessary.
No fees for service.
Help when and where you need it.

Visit our website for all locations,
days and times.

www.craigwood.on.ca

QIMPE - Youth Jobs at Craigwood



QIMPE, also known as **Quarter In My Pocket Enterprises**, is a youth employment initiative at Craigwood.

At any given time youth will have the opportunity to work in the following positions:

- Youth Leaders/Mentors
- Groundskeepers
- Trades Technicians

All of these positions were created on-site at our Ailsa Craig campus and continue year round. All youth involved prepare and present their resumes and are interviewed for suitability, providing a real life job experience.

These positions focus on youth engagement, leadership, community service and skill-building. It would not be possible to have created and maintained these job opportunities without the dedication and commitment from those involved. Special thanks to the staff and youth.

French Language Services

Craigwood is pleased to announce that we are now able to provide counseling services in French.

Pour le service en français, composez 519-432-2623 poste 277

Other language and communication services can be arranged as required.



Who We Are

Craigwood Youth Services is an Accredited children's mental health agency. Our organization ranks comparably or exceeds success outcomes of other provincial, regional and local agencies working with similar age and client groups (according to Provincial CAFAS data).

We have been pleased to serve London and area for 60 years! Each year over 750 youth and their families pass through our doors in need of support. We provide a variety of community and residential services for youth between the ages of 12-21 and their families. We provide support to all community members regardless of race, religion, lifestyle or language.

Our clients come from a variety of backgrounds and may include youth who are:



- struggling with significant emotional or behavioural difficulties
- involved in the legal system or at high risk of involvement
- requiring assistance with re-integration back into their homes and communities
- preparing for independent living where re-integration into the home is not possible

Client Feedback

“Loved the fact that you can walk in off the street or call and get immediate help when a situation is out of control.”

“Staff were very attentive with the kids. They offered us, as parents, a lot of support and they have a great open door policy.”

“Every single person I have had to speak to are very informative and provide great advice.”

“I liked the body image and self-worth quotes. I really appreciate everything you guys have done for me.”

“Thank you so much. I wouldn't be where I am without you guys.”

“The group my son attended gave him the vocabulary he needed to express himself.”

“Staff M. and K. saved my family. They were so professional and supportive.”

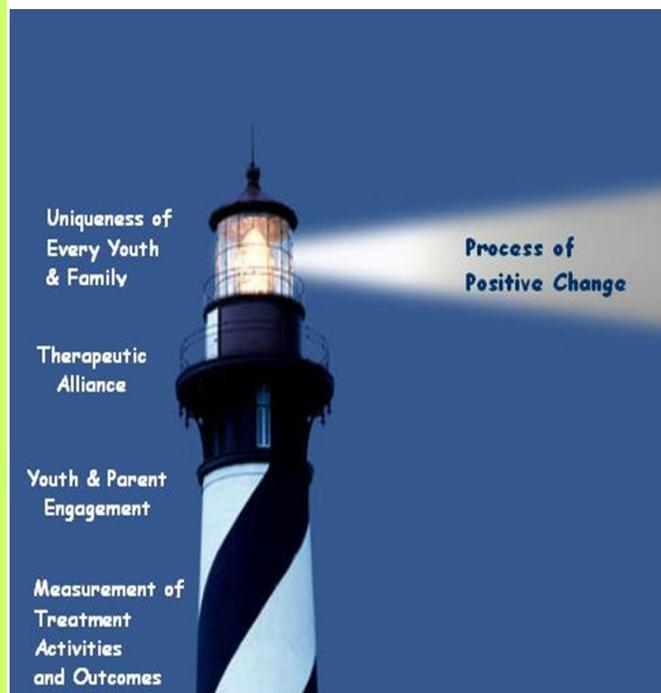
“I appreciate the efforts put forth by staff to help my youth and their repeated attempts despite her refusal.”

Craigwood's Foundations Model

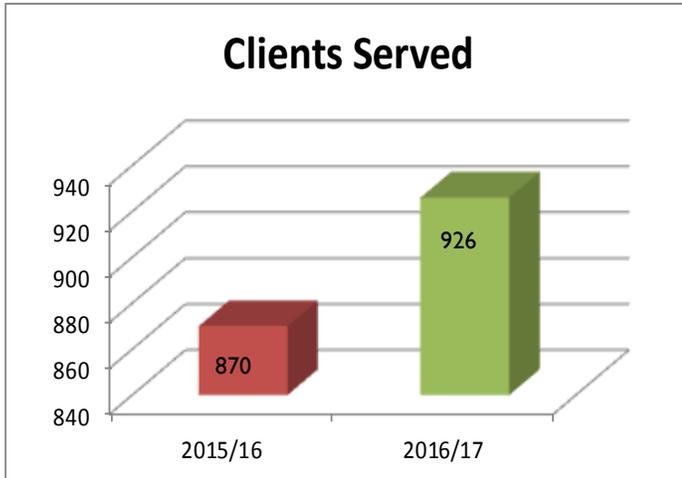
“An articulated integration of our understanding of human development, the forces and situations that promote or interfere with healthy and positive development, and those sets of interventions and supports identified by us as the best of practices.”

The model consists of five key elements:

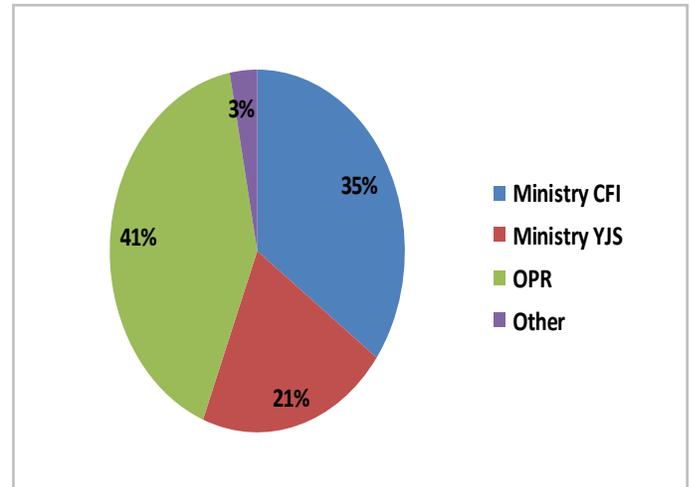
1. **Process of Positive Change**
How people experience and go about making positive change
2. **Uniqueness of Every Youth & Family**
Supports and approaches reflect individual needs of each youth and family
3. **Therapeutic Alliance**
Quality of the connections with staff in the view of the youth and family
4. **Youth & Parent Engagement**
The degree to which youth and families experience genuine involvement
5. **Measurement of Treatment Activity**
What we do makes a difference



Clients Served



Revenue Streams



Craigwood & the Kinsmen

Craigwood and the Kinsmen Club of London have been community partners for many years.

Craigwood youth and staff work collaboratively with the Kinsmen in the following ways:

- Tours of the Kinsmen Sugar Bush
- Maple syrup production, maintenance of the sugar bush and working in the kitchen
- Parking for tours and special events

Each year, the Thursday and Friday of March Break is designated as 'Craigwood Days' at the Kinsmen Sugar Bush. Craigwood staff and youth receive free admission on this day and the agency's staff and managers routinely work in the kitchen to cook pancakes and sausages for the many school tours that visit during the March Break.

We are so grateful for our relationship with the Kinsmen.



Staff enjoying time in the kitchen



Serving up pancakes and fresh maple syrup

Research and Quality Assurance

At Craigwood we continue to value our research partnerships. We use research to inform our services and believe our partnerships also inform the research community.

RESEARCH AT CRAIGWOOD



Craigwood participates in Research and Links with the research community to support:

- Evidence Informed Practice
- Quality Assurance
- Program Evaluation and Enhancement
- Knowledge Building & Exchange
- Partnerships & Community of Practice

Building from a sound base, some of the current research at Craigwood Youth Services includes:

- *Investigating the Neurocognitive Correlates of Impaired Emotional Processing and Decision Making in Children with Disruptive Behaviour Disorders.* Our Intake staff are a referral source for this study. The researchers are looking at how the brain works when teenagers make decisions, solve problems or view social and emotional information. Primary investigator is Derek Mitchell, PhD, Associate Professor, The Brain and Mind Institute, Departments of Psychiatry, Anatomy & Cell Biology and Psychology. UWO. The study began in March 2016.
- *A Framework for Understanding and Improving Community Adaptation Processes for youth leaving residential care.* Funded by the Social Sciences and Humanities Research Council. The Primary Investigator is M. Preyde, PhD College of Social and Applied Human Sciences, University of Guelph. The study began in the fall of 2014.
- *A Multiperspective Study on Transition to Adult Care for Youth with Mental Health Issues.* To our knowledge, the project will be the first study in Canada on Mental Health transition to consider preparation for transition during early adolescence. The lead Investigator is Dr, Graham Reid, Western University (2015).
- *Connecting Youth in Custody with Mental Health Services.* The project will pilot a new assessment tool, the interRAI Youth Justice Custodial Facilities, within ten secure youth justice facilities, with Craigwood being one, while having ten other facilities as a comparator group. Funded by Canadian Institutes of Health Research (CIHR) with ministry in-kind supports. Researchers come from the University of Toronto, University of Western Ontario and the Centre for Addiction and Mental Health. Primary Investigator - Dr. P. Erickson, University of Toronto. (2014).
- Member of an advisory committee on the *Poverty Reduction Strategy Research* project with the LFCC/UWO.
- *Investigating the Neurocognitive Correlates of Impaired Emotional Processing and Decision Making in Children with Disruptive Behaviour Disorders.* Our Intake staff are a referral source for this study. The researchers are looking at how the brain works when teenagers make decisions, solve problems or view social and emotional information. Interview, questionnaires and an MRI scan while playing a computer game are all part of the study. Primary investigator is Derek Mitchell, PhD, Associate Professor, The Brain and Mind Institute, Departments of Psychiatry, Anatomy & Cell Biology and Psychology. University of Western Ontario. The study began in March 2016.
- As a spin off of some of our research partnerships one of our Senior Managers has co-authored articles published in professional journals and awaits word on others being submitted. Some of these include:
 - ◇ Emerging Adults Post Discharge From Residential Treatment: Subgroup Profiles of Substance Use has been accepted in the journal Residential Treatment for Children & Youth.
 - ◇ Parents of Youth in Intensive Mental Health Treatment: Associations between Emotional and Behavioural Disorders and Parental Sense of Competence was published in the Child and Adolescent Social Work Journal.
 - ◇ Self-reported Personal Well-being of Youth Accessing Intensive Mental Health Treatment was published in the Child and Adolescent Social Work Journal.

The Duke of Edinburgh

Craigwood Youth Services and the Duke of Edinburgh Award share a long history of positive youth development. In 2016/2017 enrollment and achievement of the Duke of Edinburgh Award was up from previous years. A youth from Woodview was able to complete her entire Bronze Award while at Craigwood. Several youth from Riverview and from Midway are expected to finish their bronze in late 2017. Youth are being positively supported by staff and by weekly farm visited by DEA staff.



Student Placement Opportunities

Craigwood prides itself on being a strength-based learning organization. Each year, our agency provides placements for students from a variety of academic disciplines, including:

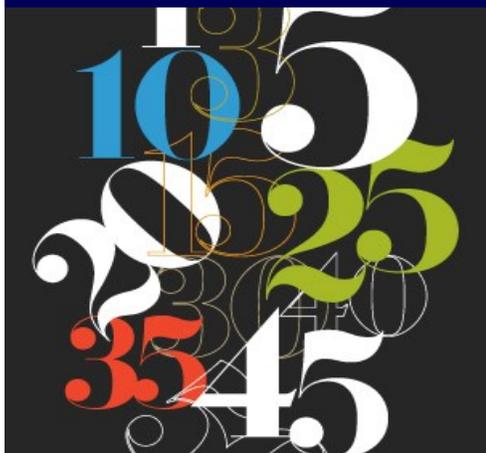
- CYC
- SSW
- DSW
- BSW
- MSW
- Information Technology

INTERESTED IN A STUDENT PLACEMENT?

Interested students should contact Kathryn Hogan,
Manager of Human Resources.

khogan@craigwood.on.ca

Staff Milestones



In 2016 & 2017, some of our employees will reach the following milestones in their service to Craigwood:

30 years	Greg Smith
25 years	Gary Latham
Retirement:	Don Steeper, Deb Deller

Thank you for your dedication and years of service!

Contact us

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