



2018-2019 Annual Report



Craigwood's Organizational Pillars

Our Mission:

Our purpose is to deliver evidence-informed and result-driven community mental health services that meet the needs of children, youth and families in a timely, impactful and person centred way.

Our Vision:

Positive changes creating promising futures for children, youth and families.

Our Values:

CRAIGWOOD CARES:

Collaborative
Accessible
Responsive
Excellence
Stewardship

Providing what is needed for the well-being, nurture and safety of the children, youth and families we serve and our staff providing services.

Licensed By:



Accredited By:

Accredited by
Canadian Centre
for Accreditation



Agréé par
Centre canadien
de l'agrément

Members of:



Board Chair and Executive Message

Craigwood has the responsibility and privilege to provide child and youth mental health services, secure youth justice and out-of-home intensive services to the community's most vulnerable youth and families. Our Board of Directors and staff fulfill this mandate with a collective aim to deliver effective and efficient, evidence informed and result driven services that meet the needs of children, youth and families in a timely, impactful and person centred way.

Many youth and their families face multiple challenges which require our quality support and intervention. We engage with youth and their families in the least intrusive manner that fits their needs and builds upon their resiliency as they work towards improved wellbeing. When youth are unable to remain in their home, we make every effort to resolve the barriers to returning home or to a living arrangement suitable to their needs.

Craigwood is pleased to highlight this past year of accomplishments. We updated Craigwood's vision, mission and value statements and created a new strategic plan directing us forward. Our accreditation review by the Canadian Centre for Accreditation was successful. We hosted the Minister of Infrastructure, MPP Monte McNaughton, as he announced special minor capital funding for Craigwood. We are a key agency providing walk-in counseling services in the community as part of our continuum of services. We continued the innovative Quick Response service providing Intensive Family Support to those at risk of becoming more involved with child welfare.



Graham Ashbourne
Executive Director

2018-2019 Board Members

Co-Chairs

Carolee Coulter
Joyce Dittrich

Members

Jim Boniferro
Frank Buzanis
Christine Walker
Julia Rusznyak
Lori Turner-Otte
Jennifer Tavera
Shaun Cowell

We are pleased to become an agency under the Ministry of Health and Long-Term Care, in addition to the Ministry of Children, Community and Social Services. We negotiated a new collective agreement with a timely resolution. We continued the implementation of the interRAI suite of assessment and treatment tools and maintained partnerships with university researchers to further our evidence informed practices for individuals, groups and families. We continue to adapt our programs, staffing and procedures to balance the needs of our youth, financial and human resource capacity.

We anticipate meeting the challenges and opportunities in the coming year by working together, and adapting at an agency and system level. The coming year holds promise for continuing to improve client experience and outcomes, while offering our organizational strengths for greater impact. A focus on our strategic priorities, while building upon our legacy, enables us to carry out our vision – positive changes creating promising futures for children, youth and families. As we implement strategies towards our strategic goals and build on strong community partnerships, we will continue to respond to the needs of youth and families in a timely, impactful and person centred way.

We are honoured to work with so many courageous youth and families and are inspired by their success. We thank our staff, funders, volunteers, donors and partners as we shape a strong, safe community together and promote the well-being of every child, youth and family served.

In Appreciation,

Carolee Coulter and Joyce Dittrich
Co-Chairs of the Craigwood Board

Graham Ashbourne, MSW, RSW
Executive Director



To whom it may concern,

When I was fourteen years old, my family experienced what can only be described as a breakdown. I had to leave the family home and became a ward of the Crown. Shortly thereafter, I found myself living in a residential home operated by Craigwood. This point in my life was, and remains, the most difficult struggle I have faced, and I consider myself lucky that I did not have to face it alone. Not only did I have a warm bed – a luxury which not all displaced teens have – but I also had support from a team of staff that were focused both on meeting my day-to-day needs and on teaching me the skills necessary to fulfill my own needs going forward. Put simply, the compassion and support I received at Craigwood enabled me to weather the storm.

After graduating from Fanshawe College in London, I returned to Craigwood, this time as a member of the staff team. It was at this point that I realized the diversity and complexity of the youth which Craigwood cares for. The youth I worked with came from many backgrounds and faced a wide range of challenges. What they all shared in common, though, was that they needed both support and a structured treatment program. They needed a supportive living environment, and they needed to be taught and to practice the life and social skills they would need going forward. I was proud to be part of the team which endeavoured to fulfill those needs, and it lifted me to see the youth progress as their needs were met.

I worked at Craigwood throughout my undergraduate degree at Western University and resigned only when I made the decision to attend law school in Toronto. I recently graduated from the University of Toronto Faculty of Law, and I will soon be articling at a Bay St. law firm. At my current age of 26, my life looks very different than it did when I was a teenager. I couldn't have imagined having the opportunities that I do now. When youth are facing hard times, as most who live at Craigwood are, the future to them feels very far away. The challenges they face in the present are more salient to them and perhaps also to those who interact with them. But the people these youth will become in the future depends to a significant extent on the support they receive while navigating the turmoils of their younger years, and this is the vital role that Craigwood serves. It offers a home, it offers support, it offers evidence-informed treatment, and it offers compassion to those youth who need it most.

Sincerely,



Brandon

French Language Services Update

Craigwood est fière d'offrir des interventions aux familles bilingues et francophones dans la langue de leur choix. Actuellement, Craigwood offre une intervention brève en français. Ce service s'étend de l'évaluation jusqu'à l'intervention thérapeutique pour individuels et familles. Nous cherchons toujours des moyens à soutenir la communauté francophone et promouvoir nos services en français. Si vous avez des questions ou commentaires sur nos services en français, veuillez nous contacter au 519-433-3101, poste 228.



Franco-Ontarian flag

Craigwood is proud to offer interventions to bilingual and francophone families in the language of their choice. Currently, Craigwood offers a brief intervention service in French. This service extends from assessment to therapeutic intervention for individuals and families. We continue to look for ways to support the francophone community and raise awareness regarding these services. For any inquiries regarding French language services, contact us at 519-433-3101, extension 228.

Craigwood est fier de s'associer aux agences suivantes pour répondre aux besoins de la communauté francophone de London et Middlesex:



A woman with voluminous curly hair, wearing a red turtleneck sweater and a backpack, is smiling and looking upwards. The background is a rugged, rocky landscape under bright, warm sunlight, creating a lens flare effect.

“The staff is very friendly and equipped to handle all situations with the youth and family. Craigwood has helped my child a lot as well as the family.”

- Parent Feedback

Strategic Plan Launch

Every three to four years, we revisit Craigwood's vision, mission and value statements as we create a new strategic plan. In the fall of 2018, Craigwood's Board of Directors undertook this exercise in collaboration with staff.

Our strategic planning process provided many opportunities for our board members, management staff, key community partners, referral sources and clients to offer their perspectives on the issues and priorities that matter most to them. Information was gathered through an environmental scan of documents and partner's plans, key informant phone calls, parent focus group and youth input, internal and external environment SWOT analysis, value ranking and research. Through these methods many people participated, key stakeholders were engaged and we gathered great information about key issues and priorities to help us plan for the future.

While there are challenges, Craigwood has a long resilient history, is well respected in the community and has demonstrated positive outcomes. We are committed to meet the challenges before us and take advantage of the many opportunities that lie ahead.

Our strategic plan takes into consideration changes in the operating environment, organizational opportunities and risks and the evolving needs of our community. The following highlights our strategic plan and direction:

Vision

Positive changes creating promising futures for children, youth and families.

Mission

Craigwood's purpose is to deliver evidence-informed and result-driven community mental health services that meet the needs of children, youth and families in a timely, impactful and person centred way.

Values

Craigwood **C.A.R.E.S**
Collaborative
Accessible
Responsive
Excellence
Stewardship

Strategic Directions



Position Craigwood for Greater Impact

- Advance our public relations
- Mitigate and manage risks while supporting the “hardest to serve”
- Strengthen collaboration with current and new partners, and promote better system and organization integration
- Build our relationships with key partners in the health sector
- Diversify, stabilize and strengthen financial resources and efficiencies
- Embrace diversity and inclusion across the agency and with those we serve



Improve Client Experiences and Positive Outcomes

- Increase our strategies to continually monitor and improve client experience and outcomes
- Leading with our strengths, increase our community services in support of current and future needs
- Leverage technology and evidence-informed approaches to support clients, promote good data use and optimize internal systems
- Apply outcome measurement to demonstrate effectiveness, efficiency and positive change in all we do



Improve Talent Acquisition, Retention, and Leadership

- Evaluate human resource needs and align staffing models to meet increasingly complex client needs
- Develop the knowledge, skills, and capabilities of our leaders and staff
- Attract, retain and invest in our human resources
- Build on the strengths and relationships to inspire, motivate and engage staff

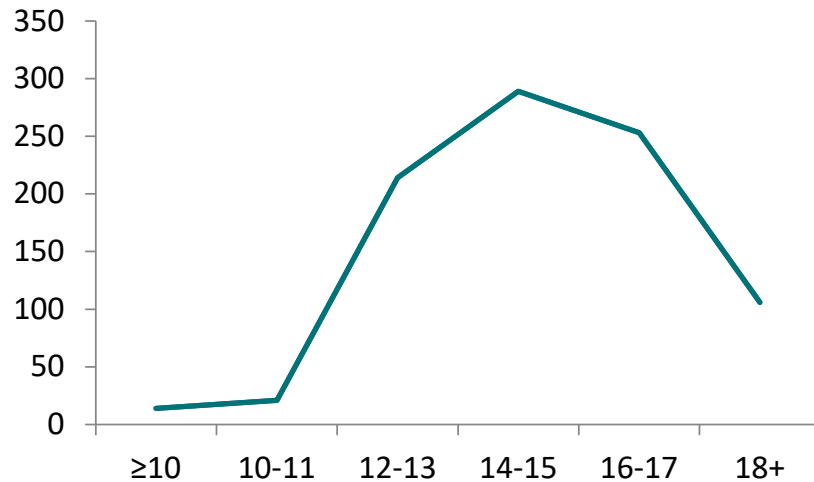
The staff were very supportive and kind. The staff always went out of the way to make us happy and feel safe/ included.”

- Youth Feedback

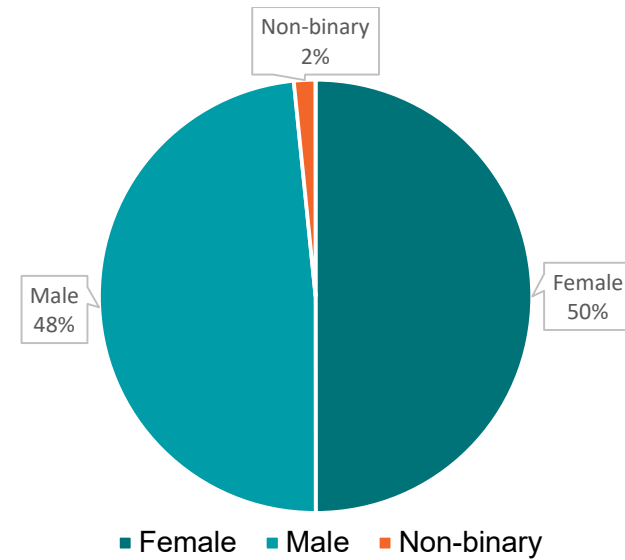


Client Service Statistics

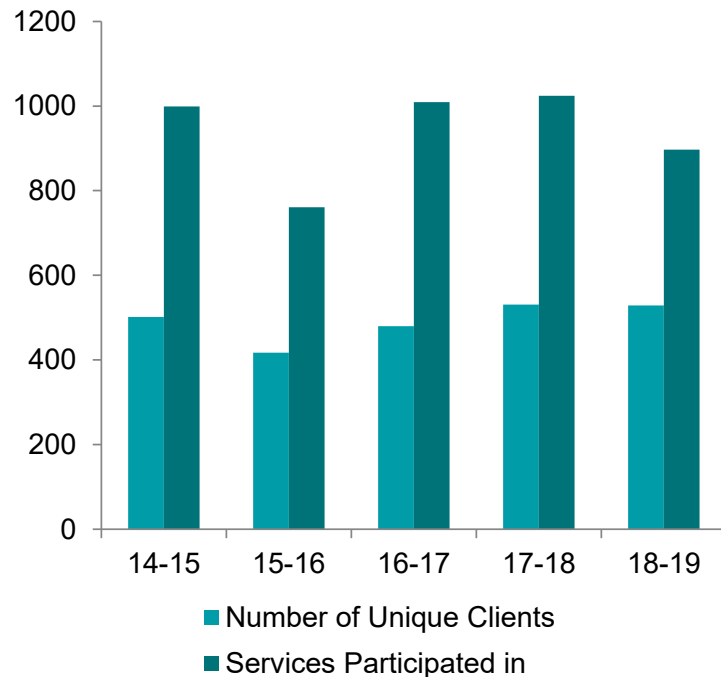
18-19 Client Age Demographics



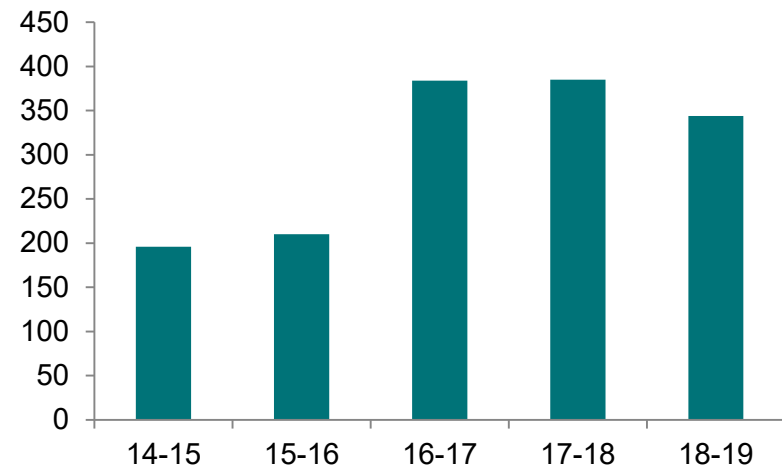
18-19 Client Gender Demographics



Annual Client and Service Participation



Total Talk-In Sessions Annually



Craigwood by the Numbers

529

Unique Clients Supported

649

Intensive-in-Home Sessions Provided

1,856


Hours of Walk-In Counselling Service Available

1,891

Individual Counselling Sessions Attended

7,112

Days Youth Spent in Intensive Out-of-Home Care

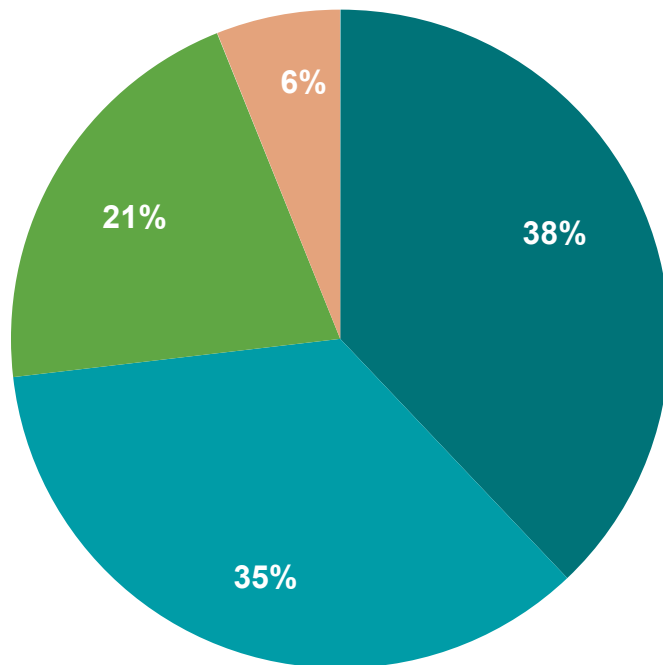


“I liked how the staff was very friendly and supportive. They made working on anxiety seem fun!”

- Youth Feedback

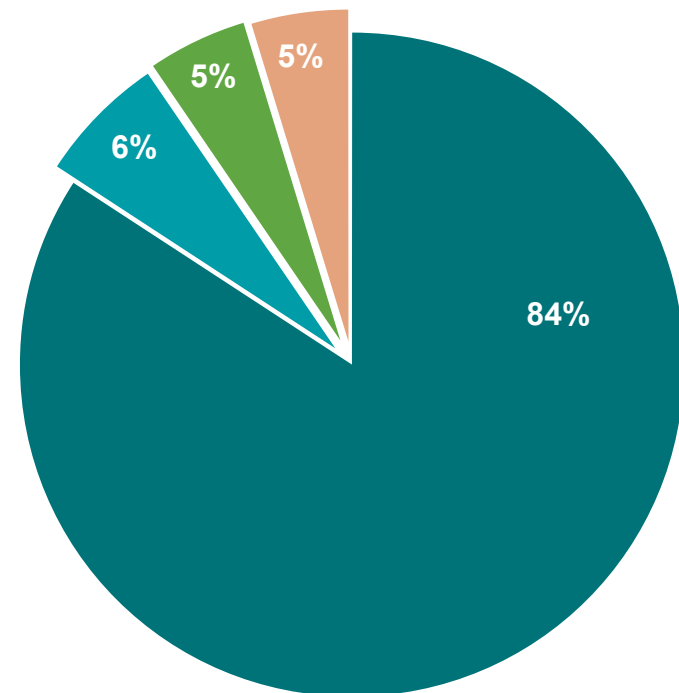
Financial Report

Revenue by Source



■ CFI Funding
■ Youth Justice Funding
■ OPR and Other Programs
■ Other Income

Expense by Type



■ Wages and Benefits
■ Client Related
■ Building Occupancy
■ Other

How to Support Craigwood

With your help today, Craigwood can continue to make a difference in the lives of children and families.

To donate, visit us online at www.craigwood.ca/donate or contact us at donate@craigwood.on.ca



THANK YOU!

Craigwood is grateful to our funders, sponsors and many supporters who donate to our work.



Our Principal Funders

The Ontario Ministry of Children, Community and Social Services, the Ontario Ministry of Health and Long Term Care, and numerous provincial Child Welfare agencies help to provide the necessary funding for Craigwood's Services



Some of Our Community Sponsors





A Community Mental Health and Wellness Centre
Un centre communautaire de santé mentale et de bien-être

www.craigwood.ca

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520 Hamilton Road
London, ON N5Z 1S4

Reg #106991219RR0001