## ONE STEP AT A TIME COMMUNITY REPORT 2019





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Cover Image: Front Door is your first step to accessing child and youth mental health services.

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Accredited by Canadian Centre for Accreditation Lutherwood is a not-for-profit health and social service organization that supports youth with mental health issues, individuals looking for employment and people at risk of being homeless. Its services are accessed by more than 19,600 people annually in Waterloo Region and Wellington County.

# ONE STEP AT A TIME

With the election of a new provincial government last year, many agencies are concerned about their government funding. While that concern may be wellfounded, we see reason for optimism. The government has committed to stable funding for mental health, announced an initiative to improve the way employment services are managed, and identified funds to improve affordable housing. We also see opportunity: the opportunity to adapt, to partner, to improve and to grow.

The demand for our services is certainly growing. In 2018, we helped more than 19,600 clients – a 30% increase from the previous year. While most of this increase came from working with our community partners to increase housing stability, another reason is because people come to us for our reputation of caring about and delivering results for our clients.

When looking for advice on how to handle challenges, we can learn from our clients. People like Chai (pg. 8) who sees blindness as an asset, Ruth (pg. 6) a youth who learned how to manage painful emotions, Shantel (pg. 10) who was forced to leave home for not meeting her parents' expectations, and Charlene (pg. 12) whose life changed when she courageously asked her daughter if she had ever considered suicide. They all managed by taking it one step at a time.

Lutherwood would not be what it is without you: the 480 dedicated employees who care about our clients, the 121 volunteers who give so freely of their time, and the 1,919 people who trusted us with gifts to help others. Donors like Ruby (pg. 14), a widowed mother of four whose generosity lives on even after her passing.

So, thank you for helping us help our community. And remember, if you are struggling, take it one step at a time. Maybe we can be your first step.

**Ms. Sunny Field** Chair, Board of Governors

Dr. John Colangeli Chief Executive Officer



Sunny Field



John Colangeli



# CELEBRATING COMMUNITY IMPACT

## New Online Training Helps Internationally Trained Professionals

Lutherwood's Job Search Workshop program launched a new online platform that allows newcomers to conveniently access pre-employment training at their own pace. Funded by Immigration, Refugees and Citizenship Canada, this platform offers interactive content, videos, discussion forums and in-person supports that help participants get a better idea of their profession in Canada, build valuable networking skills, and learn how to best present their professional accomplishments so that they can find and secure meaningful work.

## From Hospitals to Community Care

Local emergency departments are experiencing a significant increase in youth with mental health concerns. With LHIN funding, Lutherwood and Grand River Hospital (GRH) are piloting a solution that is demonstrating convincing results. The Emergency Department Diversion Team connects youth who need immediate help but do not require being admitted, to community supports. It also offers beds for GRH's Child and Adolescent Inpatient Psychiatry (CAIP) unit to discharge youth who need more support as they transition back home. In the first five months, 81 youth were referred to the program reducing emergency wait times while providing appropriate care.

## Housing Stability and Ending Chronic Homelessness

For the past year, Lutherwood has been working closely with our community partners to increase housing stability across Waterloo Region. The Housing Resource Centres based in Kitchener and Cambridge saw a combined 8,424 visitors, our Families in Transition Team (FIT) helped re-house 68 families and our PATHS2Home program housed 77 chronically homeless individuals. In addition, Lutherwood is actively seeking more landlord partnerships to generate additional housing options for the chronically homeless population.





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## Re-Launching into Life

Safe Haven Youth Services has launched a two-bed pilot program that serves 16-17-yearold youth who can no longer live at home and need support while they learn to live independently. While in program, staff work with the youth to learn life skills while they continue with their schooling and/or employment. Funded exclusively through donations, Lutherwood is evaluating and refining the Life Launch model while seeking operational funding to launch a full program with independent living apartments.

## Vulnerable Newcomers Supported Through Pilot Program

Refugees and vulnerable newcomers need help integrating into Waterloo Region's labour force. Funded by the Ministry of Citizenship and Immigration, Lutherwood launched the Bridges to Work program to focus on one-to-one job search support, credential assessments and language skills training through community referrals. The successful one-year pilot program opened doors and created opportunities for participants to attain sustainable employment. Participants who completed the program reported feeling more motivated and confident in their ability to achieve their long-term employment goals.

## The Umbrella Project

Lutherwood is implementing The Umbrella Project within its day treatment program at its Children's Mental Health Centre. The interactive curriculum teaches the skills of emotional wellbeing including resilience, empathy and kindness. The curriculum will enhance the overall wellbeing and success of Lutherwood's school program by helping youth learn real life applications of these key skills and generate stories of emotional wellbeing that they can reflect on during difficult times. Already implemented in some Waterloo Region schools, this aligns Lutherwood's program with those in community schools.

# CELEBRATING COMMUNITY IMPACT

## Leading Development of a Provincial Business Intelligence System

Lutherwood was chosen as a lead service provider in the Ontario Government's efforts to provide children's mental health agencies with enhanced mental health record systems that align data collection with performance metrics. The Client Information System Enhancement Project is now being rolled out province-wide and will allow the Ministry of Health and Long-Term Care to see who we serve, what services we provide and how well the system is performing. This understanding will inform system change and ultimately improve service experience and outcomes for children and their families.

#### **Better Service Access**

When a parent brings a child in for help with their mental health, they need immediate attention. Lutherwood, together with our partners at Carizon, have implemented the Screener+ assessment tool as part of our adoption of the InterRAI Child and Youth Mental Health suite of tools. Screener+ helps us assess, triage and prioritize children and youth entering the mental health system. The program improves our customer experience by reducing the time it takes to do a thorough assessment, improves wait times for high demand services and supports province-wide process standardization with other service areas.

#### Cooking for Independence

Many of the teenagers who arrive at Safe Haven's Youth Services have never learned how to cook. Now that the Cooking for Independence program has been introduced at the shelter, meal preparation has become a daily highlight for both youth and staff. Learning to cook healthy meals is an important life skill that helps them build independence, while eating together helps youth open up and build positive relationships. Youth leave the program with an increased knowledge of meal planning, budgeting and healthy eating.





# A LIFE WORTH LIVING

"It was really terrible," the affable, artistic teenager Ruth\* said of her life before she came to Lutherwood. "I was in a cycle. I would be okay, then I would struggle, then I would crash. I would self-harm multiple times a week and consider taking my life once or twice a month. I must have had 10 admissions to hospital." She describes having a lot of bottled up anger, panic attacks, being really sad and endlessly worrying about her friends, family and life. "It was irrational," she reflected.

Ruth spent a few months in Lutherwood's mental health day treatment school program. "I had a really good feeling about participating," she recalled. "There were people there for me, always helping me. But the transition back to my community school was difficult; my supports were gone, and I went back into the anxiety and self-harm cycle."

When Ruth's parents introduced the idea of attending Lutherwood's more intensive residential program, "No way I was going to leave my dog that long; no way!" she said conclusively. "But mom and dad didn't know what else to do. I had been in hospital again. They wrote me a 5-page letter explaining why... it was really difficult to read."

In September, she started the Woodlands residential program. "I didn't like it at first, but I got more comfortable over time as there was always someone there to help me. We did some really intense DBT work [dialectical behavior therapy provides skills to manage painful emotions]. It is really personal, so I could relate it to my specific troubles. I found the Ride the Wave skill so helpful. Instead of turning to self-harm to avoid the pain, I would sit in my anxiety and let myself feel it to build awareness and resilience."

Graduating from Woodlands, Ruth had a lot of questions. "This was not a good thing! Can I manage on my own without supports? Was I too attached to treatment? Would I go back to my old habits?" she recalled.

Today, Ruth is more confident in her skills and strategies. "I play the guitar and piano, sing and write my own songs." And as for her future, "I know what I want in life. I want to be a Music Therapist or Child and Youth Worker, and to work at Lutherwood's Benjamin Road [Children's Mental Health Centre]. I miss the incredible staff there. I have seen them a few times; it always warms my heart. They had such a big impact on my life."

\*Ruth is a pseudonym to protect her privacy.

"Instead of turning to self harm, I would sit in my anxiety and feel it, to build awareness and resilience."

- Ruth



# HAVING THE RIGHT TOUCH

"I don't want to be molded by my surroundings, I want to mold them," said Chai, who has never allowed his blindness to limit his chances of achieving a successful and fulfilling career. Blind since he was 16 years old, Chai can see up to two feet in front of him. He describes his world as "very calming with no negativity or judgement."

"When you can't see, touch is what you're best at," Chai pointed out. So, focusing on this strength, he started his career as a massage therapist in a Chiropractor's office for several years. While grateful for this experience, he realized that a medical office was not where he wanted to be long-term.

After taking time off to explore career options and focus on his wellbeing, Chai decided to try massage therapy again – this time as an independent contractor. This would allow him to work at his own pace and schedule, and both at home and in the community.

Chai turned to Lutherwood for help getting started and using a computer. An employment advisor helped him set goals and establish a course of action to achieve them. She helped him create a resume and strengthen his interview skills. "I hadn't been to an interview in years, so the mock interviews really helped refresh my skills," he recalled. He also received coaching on how to highlight his blindness as a strength when applying to jobs; something that he found quite helpful.

He checked in with his employment advisor weekly to share his progress which kept him motivated. "Lutherwood was my guide to get me to where I needed to be. They opened doors and ensured I was on the right track to achieving my goals."

Now working as an independent contractor, Chai has aligned his career with his calm nature. He works part-time at a local spa where he focuses on the wellbeing of his clients, helping them unwind and relax. He also works part-time out of his home-based massage studio where he appreciates the flexibility to set his own hours and work at a pace he enjoys. During his downtime, he is a regular at his local park where he practices yoga and meditation.

For Chai, being blind is an asset. Not only does it allow him to focus on his sense of touch, but he is a great listener which has helped him build strong and lasting relationships with his clients.

"For me, the best part of my job is knowing that my clients are happy and leaving with a smile on their face."

"Don't let your surroundings mold who you are."

- Chai



# FANSHAWE

# HOMELESS AND NOT HELPLESS

Being a teenager is stressful. Adding mental health issues and homelessness makes life even tougher.

Growing up with a "very smart sister," Shantel struggled to meet expectations. "My parents didn't understand that there was something different about me," Shantel said of her childhood. "I would panic a lot and had depression. I didn't know how to cope with my feelings."

After meeting with a mental health counsellor to learn more about her mental health, Shantel tried to explain to her parents why she was struggling. "That turned out terribly. I was just 17, confused and thought I was a lost cause. I became homeless and stayed with friends for a while, but we kept getting into arguments.

"I heard about Safe Haven's youth shelter, but I was so skeptical and scared. My friends told me it would be filled with weird people; I wouldn't fit in and wouldn't like it there. But Safe Haven is not like that at all. It is a place that is safe and caring. The staff are extremely friendly and so supportive. If I wanted to be goofy, I could; it felt relaxing to be able to be myself. I found a place where I wasn't judged, and they helped me realize who I was."

A big part of Shantel's growth was learning to be independent. "The first night they asked me if I would like to help make Kraft Dinner. I had never cooked before and was a bit scared of the kitchen, actually. When I was struggling with school work, they didn't give me the answers, they helped me figure them out. They taught me to put appointments in my phone and set goals to get things done on time. And I learned how to budget because I am not the best with money," she said with a laugh. The staff also helped her access counselling and government supports as she figured out her future.

Inspired by the support she received, Shantel enrolled at Fanshawe College and is in her second year of studying to be a Child and Youth Worker. "I am learning so much about why the staff did what they did. I am looking forward to being able to apply the things I am learning so I can help others."

"Today, I have a good group of friends, confidence, support and independence. I'm so much happier."

- Shantel





Being the parent of a child struggling with mental health is a formidable challenge. Charlene, a loving, educated and determined mom noticed signs of anxiety in her bright, gifted and outgoing daughter. So, she attended a workshop to learn how she could help. Seeing red flags in the presented material, she returned home and asked her 14-year-old daughter an incredibly difficult question: "Have you ever thought about killing yourself?" Her daughter answered "Yes."

For the next four years, Charlene navigated a difficult part of the healthcare system that she felt doubted her. She responded by advocating hard even when she wasn't feeling confident inside. But living in constant fear for her daughter's life, she was always on and could never drop her guard. She became emotionally exhausted and desperately needed help.

Charlene was referred to a Community Mental Health Worker at Lutherwood. "She attended medical appointments with us, took notes, asked questions, got to know us, and was a reassuring voice alongside us," she recalled. "Finally, I had an ally who understood."

"I agonized over the decision to enrol my daughter in residential treatment, and then confronted my own judgement - the one that said only 'those parents' who can't support their kids send them to live away from home for treatment. The reality is, I was that parent and I needed help just as much as my daughter. Worse, the stigma of mental illness is isolating - no one drops off meals or sends 'get well' cards."

Now that her daughter has completed treatment, Charlene sees positives from the experience. "My daughter asks for help when she is struggling. Her DBT (Dialectical Behaviour Therapy) skills help both of us. And sharing my experience has opened conversations with others who are grateful for the opportunity to share their struggles."

Now Charlene is helping build a better children's mental health system. She supports Parents for Children's Mental Health and Lutherwood's Community Advisory Committee. She helped rebuild a children's mental health service access website. And last year, on stage at Lutherwood's annual Steps For Kids event, she shared her journey with 700 people. "I want to thank you for raising funds for children's mental health, and for joining others who may feel silent and alone. And, I want to thank my daughter for giving me permission to share our story – I am so proud to be your mom." "I am in awe of the courage it takes for someone with a mental illness to get out of bed and just try again; even when life feels impossible."

- Charlene





# LEAVING A LEGACY

Ruby Bechthold (nee Knipfel) valued family, faith, community and hard work. Growing up on a Petersburg family farm, she spent long hours hoeing in the fields, making sausage and gathering black currants and raspberries to take to the Kitchener Farmers Market. Sundays she went to Emmanuel Lutheran Church.

Fifty years ago, area Lutheran churches worked together to build a home for teenage boys who struggled with their mental health. Ruby's children helped clear 10 acres of land to create a special residence and school in Waterloo - the beginning of Lutherwood. "We cleared brush and at the end of the day roasted wieners on the fires," her daughter Joyce Haus remembered. "At Thanksgiving, the churches brought fresh produce to feed the youth at Lutherwood."

Armed with big dreams, farm experience and determination, Ruby and her husband Stewart built a poultry business raising chickens for eggs. Sadly, as Stewart came home from helping a neighbour one day, he was killed in an accident at just 44 years old. Ruby was left to raise their four children under ten years old and run the family farm.

Although she was advised to sell the farm, move to the city and get a factory job, Ruby was too determined and business savvy for that. She went into partnership with her sister-in-law and later with a feed company and a hatchery. The resulting business grew to 10,000 chickens.

"No one considered a woman would be running a farm in those days," smiled Ruby's daughter-in-law Bernice Bechthold. "Mum received lots of farm mail addressed to Rudy – assuming Ruby was a spelling error. When she went to farm shows to check out equipment, she was often told to send her husband and they would deal with him. She simply moved on to someone else who would speak to her as a farm owner."

"Mum was so grateful for any help she received and was always ready to reciprocate," concluded Bernice. "Giving came naturally to her. She was thankful for what God gave her and willing to share what she had." Having been active in the creation of Lutherwood, Ruby chose to name Lutherwood in her will to help children who struggle with their mental health for years to come; a fact her children are very proud of.

On June 3, 2018, Ruby passed away. Her faith, devotion, love of people and the values she held dearly will always be remembered. And her legacy will live on.

"When times were tough, Mum would say "Well that's the way it goes." She never dwelt on what might have been."

- Joyce Haus



"I am inspired every single day by being able to work with some of the most imaginative, strong and resilient youth on the planet. Being able to help guide young people through an incredibly daunting period of time in their lives is an amazing feeling. Each and every day I get the opportunity to learn and grow while being able to help courageous youth do the same. It's truly wonderful to see the work we do here at Lutherwood having such a tremendous long-term impact on mental wellness."

- Joshua Claxton, Child and Youth Counsellor



"As an Employment Advisor, I am privileged to be able to help so many individuals in my community obtain meaningful employment and rebuild their careers through training opportunities. Working at an organization like Lutherwood is very rewarding. I am lucky to work for such a supportive organization that allows me to work in a career that I love while also being actively involved with my family."

- Cassie McDonald, Employment Advisor



"My role in Mental Health Services has granted me the opportunity to interact and build relationships with staff, families and youth. To witness youth overcome adversity, gain confidence and form bonds is so uplifting. It is inspiring to see my colleagues come together, care about people and strengthen their lives. This is a testament to the exceptional service and support Lutherwood provides. I am truly blessed to work for such a wonderful organization and be part of the Lutherwood family."

- Carol Devitt, Administrative Assistant

# STAFF PERSPECTIVES

"While working in Information Technology at Lutherwood has strengthened my technical skills and my understanding of values, it's very hard to describe what I like most because it's a feeling more than anything else. It's a feeling of belonging, the reward of helping others, and the gratitude I have for working in such a supportive and caring environment. I am grateful to be part of such an amazing organization."

- Qiulin Wu, IT Service Desk Technician

"Lutherwood is a wonderful agency, staffed by compassionate employees who possess a wide range of skills and talents. In my role as a Resource Coordinator in the Intensive Support and Resource Coordination Program at Front Door, I often find myself inspired by the strength and perseverance shown by the children and families we serve. It brings me satisfaction to know that they value my contributions as well."

- Rob MacDonald, Resource Coordinator

"I have been employed as a Child and Youth Counsellor at Safe Haven Youth Services for five years; mainly working nights and afternoons. I thoroughly enjoy working with my coworkers and the youth and families we serve. I enjoy the daily challenge of the youth, their personalities and supporting them with their goals to become more independent, find housing and staying housed. Each youth comes with their own unique challenges and hurdles they need to overcome. It is very rewarding knowing that I play a part in each youth's future success."

- Kim Peters, Child and Youth Counsellor









# We are deeply grateful for:

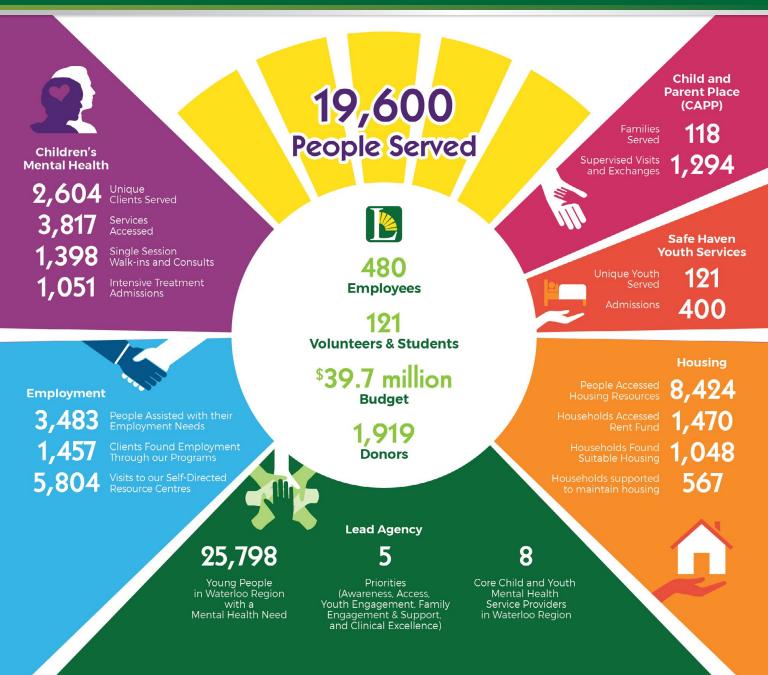
- 1,919 friends who donated
  \$1 million
- More than 600 Steps for Kids participants who raised over \$138,000
- Companies and community groups that invited us to talk about our work
- Support for our new Life Launch Housing program
- Community-led events including Dennis Strassburger Memorial Colf Tournament, Home Depot Orange Door Project, Ontario General Insurance Hockey Tournament, Hockey Helps the Homeless
- \$6,000 from Darcy Beskau Educational Endowment Fund to help children and youth achieve educational goals
- Gifts made in memory and honour of special friends
- Friends who have included Lutherwood in their estate planning to help those in need well into the future
- Committed, dedicated staff who give their heart and soul to change the lives of children, youth and families

Lutherwood Child & Family Foundation thanks you, our donors and supporters, for caring enough to strengthen the lives of children and families in our community.

## How Your Donations Help:



# BY THE NUMBERS



# FINANCIALS

## Lutherwood (2018/19)

#### **Revenues**:

Ministry of Community & Social Services	
& Ministry of Children & Youth Services	\$ 5,638,570
Ministry of Children & Youth Services	2,086,135
Ministry of Training, Colleges & Universities	5,175,024
Service Canada	30,328
Regional Municipality of Waterloo	5,222,445
Ministry of Health & Long Term Care	1,301,598
Ministry of the Attorney General	339,368
Seniors' Services	8,504,280
Lutherwood Child & Family Foundation	1,548,895
Fee for Service	2,403,163
Amortization of Deferred Contributions	527,075
Miscellaneous	 6,886,180
Total Revenue	\$ 39,663,061
Expenses:	

Salaries & Benefits	\$ 20,091,855
Cost of Goods/Services	582,814
Participant Costs	2,003,333
Travel	168,889
Staff Development	209,092
Building Occupancy	2,351,583
Purchased Services	2,353,636
Program Expenses	1,607,033
Professional Services	203,183
Advertising & Promotion	94,977
Office Expenses	679,253
Interest	797,670
Amortization of Capital Assets	1,278,444
Miscellaneous	 5,132,211
Total Expenses	\$ 37,553,973
Net Operating Results 2018/19	\$ 2,109,088

## Lutherwood Child & Family Foundation (2018) (includes Luther Village on the Park)

Revenues:	
Property Investment Revenue	\$ 3,998,624
Seniors Operations Revenue	2,682,669
Donations & Special Events	1,066,284
Interest Income	250,886
Miscellaneous	132,699
Total Revenue	\$ 8,131,162
Expenses:	
Grants to Lutherwood	\$ 1,423,954
Property Related Expenses	1,606,384
Salaries & Benefits	1,332,461
Purchased & Professional Services	760,914
Program Related Costs	165,401
Advertising & Public Relations	73,492
Other Expenses	82,693
Depreciation	96,602
Total Expenses	\$ 5,541,901
Net Operating Results December 2018	\$ 2,589,261

## Spending by Program



# OUR BOARDS & SENIOR LEADERSHIP

## Lutherwood Board of Governors

Sunny Field (Chair) Investment Advisor, CIBC Wood Gundy, Waterloo

James Chmiel Chief Operating Officer, Erb & Erb Insurance Brokers Ltd./ Lackner McLennan Insurance Ltd., Kitchener

Chris Hewitt Associate Vice President: TD Bank, Cambridge

Will Hunter Broker, CBRE Limited, Commercial Leasing & Investment Properties, Kitchener

Omar McLean Principal, Wagner, Livock & Associates Financial Services Inc., Kitchener

Jacinda Reitsma Chief Financial Officer, Conestoga College Institute of Technology and Advanced Learning, Kitchener

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Cynthia Sundberg Vice President, Operations & Administration, Virtual Causeway, Waterloo President, School of Rock, Kitchener-Waterloo

Ann Van Norman School Teacher (retired), Cambridge

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lan Cook President, Cook Homes, Waterloo

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Ann Van Norman School Teacher (retired), Cambridge

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Heather Fedy, Director of Operations, Mental Health Services

Sherri McDermid, Director, Employment & Housing Services

Kathy Payette, Director, Community Mental Health Services

Chris Sellers, Director, Communications, Marketing & Strategy

Andrea Dunn, Director, Human Resources Sherrie Hyde, Risk Manager

#### Lutherwood Child and Family Foundation

Donna Buchan, Executive Director

#### Luther Village on the Park

Rebecca Roy, Executive Director Margo Blayney, Director of Operations



"While we are always evolving to better meet the needs of our clients and the communities we serve, our commitment to our mission, vision, values and clients remains at the core of all our work."

- Sherri McDermid, Director, Employment and Housing Services

# HERE WHEN YOU NEED US

#### Home Office Children's Mental Health Centre Lutherwood Child & Family Foundation

285 Benjamin Rd., Waterloo, N2J 3Z4 519-884-1470

#### Front Door; Access to Child & Youth Mental Health Services

1770 King St. E., Kitchener, N2G 2P1 519-749-2932

#### **Employment Services**

35 Dickson St., Cambridge, NIR 7A6 519-623-9380

165 King St E., Kitchener, N2G 2K8 519-743-2460

89 Wyndham St. N., 3rd floor, Guelph, N1H 4E9 519-822-4141

#### **Housing Services**

35 Dickson St., Cambridge, NIR 7A6 519-622-1670

41 Weber St. W., Kitchener, N2H 3Z1 519-749-2450

#### Safe Haven Youth Services

41 Weber St. W., Kitchener, N2H 3Z1 519-749-1450

#### Luther Village on the Park

139 Father David Bauer Dr., Waterloo, N2L 6L1 519-783-3710

LutherwoodCMH (Children's Mental Health) LutherwoodJobs (Employment Services) LutherwoodHousing (Housing Services)



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@Lutherwood



@LutherwoodCanada

admin@lutherwood.ca

#### **Our Mission**

We inspire hope and strengthen lives by offering high quality mental health, employment and housing services.

#### **Our Vision**

Communities where all children, youth, adults and families experience mental wellness, financial stability and a safe place to live.

#### **Our Values**

Respect for Others Compassion Working Together Excellence Growth

