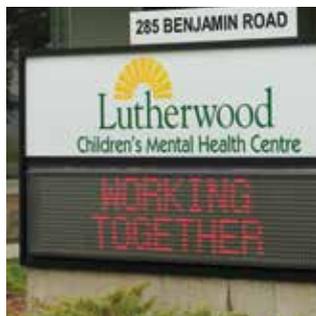


WORKING TOGETHER  
COMMUNITY REPORT 2014



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*Cover: Lutherwood students Alex and Jeremiah join Bob Egan, owner of Bob's Guitar Service (and member of Blue Rodeo), who donated 20 guitars to help youth discover the power and healing of music.*

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Lutherwood is a not-for-profit health and social service organization that supports youth with mental health issues, individuals looking for employment, people at risk of being homeless and people in need of counselling. Its services are accessed by more than 24,000 people annually in Waterloo Region and Wellington County.

# WORKING TOGETHER

What an exciting year of tremendous change. Across the board, Lutherwood has focused on strengthening our services, improving results for clients and positioning ourselves to tackle future challenges. In these pursuits, we have realized more than ever the value of engaging everyone to work together toward a common outcome.

Like many not-for-profits, Lutherwood faces a challenging policy and funding environment, increasing demand for services and increasingly complex client needs. In response, we have restructured our entire agency leadership team, realigned our internal structure, launched the Lutherwood Leadership Project and worked with community stakeholders to map out our future with a more community-focused strategic plan and agency vision.

In our Community Report you will learn how we shared knowledge with other children's mental health treatment centres, attracted 450 community members to help us break the mental health stigma, employed a new model to help clients find work sooner, and worked with community partners to launch a new program for children with Fetal Alcohol Spectrum Disorder. You will read about Jeremiah whose family life is transformed after living with us for a year, Jasmine whose devotion to her son meant facing hard times finding and maintaining work, Katherine who at imminent risk of being homeless found a suitable apartment and avoided an emergency shelter stay for her family, and long-time employee Gladys who gives back to our youth with her whole heart. And, you will see how our Institute shared leadership expertise with field instructors of MSW students who will one day be helping families across Canada.

Building a strong community requires everyone's involvement. By engaging community partners in our strategic planning process we gained powerful insights that have truly revolutionized the way we work internally and within our community. Whether you support us as an employee, partner, funder, donor, student or volunteer, your involvement is critical as we work together on the most noble of objectives: strengthening people's lives. Thank you for helping us strengthen lives and bring hope to so many in our community.



Bill Allen



John Colangeli

**Bill Allen**  
Chair, Board of Governors

**John Colangeli, PhD**  
Chief Executive Officer



# CELEBRATING COMMUNITY IMPACT

## Moving Forward with Vision and Collaboration

Community perspective and support is critical when planning services that impact people's lives. In developing Lutherwood's new vision statement and strategic plan, it invited community stakeholders to provide their perspective. The insights gained were powerful and fundamental to developing a clearly defined destination (vision) and path (strategy). The resulting three-year strategic plan responds to changing community demographics, a challenging policy and funding environment and the need to address increasingly complex client needs. The community context ensures Lutherwood's programs and services are responsive to client needs, complementary to community partner services and coordinated within the greater system. Lutherwood is proud to share our strategic plan with our community and excited to work together to realize our Vision of a community where all children, youth, adults and families experience mental wellness, financial stability and a safe place to live.

## Strengthening Service Through Better Relationships

Healthy working relationships makes for a more productive and effective workplace. Lutherwood's Leadership Project (LLP) enables its leadership to use the Responsive Leadership Approach and the Relationship Based Strengths Approach (RBSA) in their daily work with staff and clients. The premise of these approaches, developed by Stephen de Groot, is that workplace effectiveness and client results are maximized when the relationship between leaders and staff and likewise between staff and clients is founded on trust, respect, empathy and integrity. It emphasizes the need to truly understand people's needs, values, goals and strengths and is making a difference in both workplace culture and results for our clients.

## Connecting Canada's Mental Health Professionals

In partnership with Kids' Health Links Foundation, Lutherwood launched [www.UMIND.ca](http://www.UMIND.ca) in 2013 to enhance awareness and understanding of children's mental health, improve service delivery and decrease mental health stigma. Today, 275 mental health professionals from more than 100 organizations across Canada access the practical resources they need to support children, youth and families struggling with mental health issues. The website offers practical models, proven tools and educational opportunities to other children's mental health treatment providers in all provinces including northern and isolated communities.





## Proving Program Effectiveness

The Lutherwood Institute for Children and Youth Mental Health conducts research to support the development of evidence-informed practices that can be shared with other children's mental health agencies. Funded by Ontario Centre of Excellence for Child and Youth Mental Health, Lutherwood staff completed a program evaluation for its Day Treatment program. The results of the evaluation indicate the program helped to build skills clients need to be successful in their communities, in their schools and in their relationships with others. Additionally, caregivers reported improved family relationships and functioning.

## Steps for Kids

On Sunday May 4, more than 450 members of the community demonstrated their support by walking 5 kilometers and raising more than \$93,000 for children's mental health. A highlight was hearing a former client share her personal story and crediting the care and support she received at Lutherwood for helping her overcome her anxiety. Many children don't get the help they need because they fear what others might think. That stigma exists because of a lack of awareness and understanding. Lutherwood annually welcomes friends, family and neighbours to generate a conversation about mental health, raise funds to treat it and break down that stigma so people can access services that will help.

## Fresh Thinking Does the Job

Employment Services has adopted a Blended Employment Services Model (BESM) that quickly identifies the most appropriate set of services for each client. Traditionally, jobseeker needs are assessed and services are focused on teaching them how to become self-sufficient in their job search. However, in some cases clients have problems implementing those skills. BESM enables Lutherwood to immediately identify whether clients need staff to play a more active and direct role in their job search. This accomplishes two objectives: clients receive optimal service with faster outcomes (obtaining jobs) and Lutherwood's staff can be confident that their time is being used effectively.

# CELEBRATING COMMUNITY IMPACT

## New Frontiers for Entrepreneurs with Disabilities

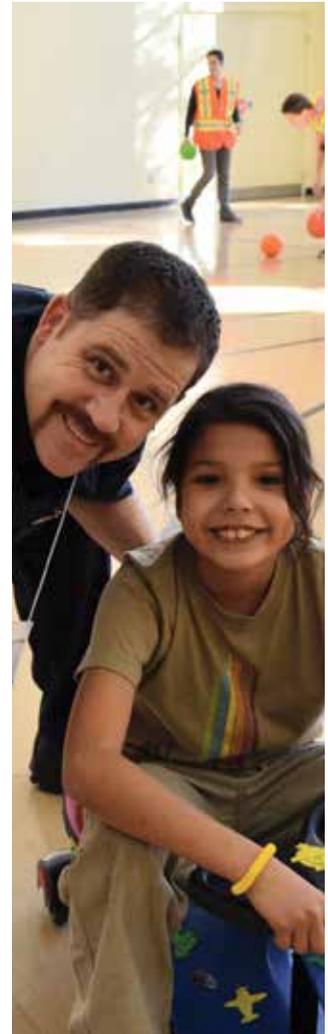
For 12 years, Lutherwood has been running its federally funded New Frontier self-employment program. New Frontier helps people 15 and over who have a disability and desire to start a business. Having done some research on the business to determine its viability and identify key competitors in the market, participants develop business and networking skills through group workshops and one-to-one coaching and mentoring. In addition, participants attend monthly networking events in which guest speakers discuss current business topics such as how social media is leveling the playing field for fledgling businesses. In the past 3 years, this program has helped more than 30 people start a business and several others find meaningful employment.

## Shelter Diversion – Families in Transition (FIT) Program

In response to an unprecedented increase in the number of families accessing shelters in Cambridge over the past 5 years, Lutherwood and the Region of Waterloo launched a Shelter Diversion pilot program. Diversion works to prevent families and children from enduring the stress and trauma associated with accessing an emergency shelter when other housing options are not available. Families meet with a FIT counsellor if they are experiencing homelessness or are likely to require a shelter stay within the week. In the first six months of operation, this program diverted 23 families from shelter stays and helped 17 families secure market rent housing prompting an expansion of the pilot into Kitchener and Waterloo.

## Specialized Program Helps Children with FASD

Children with a Fetal Alcohol Spectrum Disorder (FASD) diagnosis have unique needs. To develop a series of recreational opportunities for children, youth and their families living with FASD, Lutherwood partnered with several other local agencies to develop REACH For It!. Using a one-to-one volunteer participant ratio, the inclusive program provides a positive and safe learning environment for children and includes activities adapted to reduce frustration and increase self-esteem. Each trained volunteer uses an FASD-informed approach and understands the accommodations required for success. In its first year of operation, the program has seen 80 children with the demand greatly exceeding its capacity.





# LEARNING CONTROL AND EARNING TRUST

For as long as he remembered, Jeremiah Nordquist couldn't handle disappointment and frustration. "When something would really bother me, I would stuff it deep inside," he recalled, "but it would keep building up until eventually I would explode! I would break things and punch holes through walls." Diagnosed with complex mental health issues he described his past life as "chaotic, dysfunctional, moody, not sleeping well, fighting."

His life changed at age 14 when he had an explosive altercation with his father, Sam, who had temporarily confiscated something as punishment. "I was really frustrated with Dad," he recalled. "I am very protective of my stuff and need my space so I lost control. My parents were scared, my three younger sisters were scared..."

"...so we called 911 because safety was a concern," his mother, Rebecca, finished. "The police took him away in handcuffs and he was charged."

A night in jail, a few weeks at Safe Haven youth shelter and some time in foster care preceded Jeremiah's arrival at Lutherwood's Woodlands residential treatment program. "I wasn't sure that I wanted to be there, but I didn't have a lot of options. My family wasn't willing to take me back until I made some changes," he continued. "At first I was impulsive, angry at everyone and spiralling out of control. I broke the stool in my room which wasn't easy, and I broke a lamp which burnt some material and set off the fire alarm."

"Then something changed. I saw others taking steps to build trust with the staff and earn privileges. I wanted that trust, I wanted those privileges, I wanted to be back with my family." Jeremiah learned Dialectical Behavior Therapy (DBT) skills for controlling his emotions and making better choices. He learned self-control, how to react properly, how to see both sides of a situation and how to negotiate. His music therapist helped him express himself through his guitar playing. He also came to accept that he has some significant mental health issues and he could learn to manage them.

His parents came to Lutherwood to learn how to build structure and establish negotiable and concrete rules to support Jeremiah. Eventually, Jeremiah joined the family therapy sessions where he noticed his parents' commitment to helping him come home.

After a year at Lutherwood, his parents welcomed him home again and the police dropped the charges. "I am rebuilding trust with my family. I can be alone with my sisters again, I play guitar with my Dad in his recording studio and I am working with him in his business on the weekends. I honestly don't know how I would have survived if I hadn't changed."

*"My parents were scared, my sisters were scared... my family wasn't willing to take me back until I made some changes."*

– Jeremiah Nordquist



# A ROUGH ROAD TO EMPLOYMENT

As an aspiring medical receptionist, Jasmine Milson had completed her training and was knocking on doors in search of relevant work. Nobody was hiring. Undeterred, she expanded her search to within commuting distance of Guelph despite owning an older, unreliable car. The few vacancies she found required a significant amount of experience.

As a young single mom, Jasmine needed to find work and eventually accepted a survival job butchering meat for a local company. However, her three year old son Cameron did not adjust well to daycare and frequently became sick. While her mom could occasionally help, often Jasmine had no option but to stay home. “After three months, they fired me because I took too much time off,” Jasmine remembered dejectedly. “But I had to be there for Cameron.”

Living in government housing and on welfare, Jasmine covered most of her bills. “There were times when I went hungry and borrowed milk and bread so Cameron could eat,” she recalled. “I couldn’t afford my car and daycare, but needed them to get a job. My self-confidence was gone and I felt like an emotional and financial burden to my friends and family.”

With encouragement from her sister and brother-in-law, Jasmine updated her resume and went to Lutherwood. An employment advisor suggested some improvements in wording and layout to help her expand her job search options. “He also told me about an upcoming job fair for Conestoga Meat Packers in Breslau,” she recalled. “They interviewed me on the spot and with my butcher experience and knife skills they were willing to hire me.” Then Lutherwood connected her with the Youth Employment Fund – a program that supports job placements for youth trying to gain access to long-term employment. The funding provided some gas money and subsidized her daycare costs for the first six weeks so Jasmine could afford to commute until she had received a couple of paycheques.

Now a permanent employee at Conestoga Meat Packers, Jasmine is engaged to her fiancé Joe, is living in a house and Cameron is adjusting to daycare. She and Joe play baseball for exercise and to stay connected to others, and Cameron is learning to play T-ball.

“I never expected Lutherwood could help me so much, but once I met their staff, I knew we would be okay,” concluded Jasmine. “Having a job is everything; I don’t go hungry, I have my self-confidence back and most importantly, my son and I are happy.”

“I went hungry so  
Cameron could eat...  
my self-confidence  
was gone and I felt  
like an emotional and  
financial burden to  
my friends and family.”

– Jasmine Milson



# LIFE CHANGED IN A HEARTBEAT

Katherine Keogh remembers how great life was just one year ago. “I had two cars, a house, a part-time job, a fiancé and we had our health,” the mother of two remembered. “I never imagined things could go so wrong, so quickly.”

After things didn't work out with her fiancé, Katherine moved out with her children, Kelsey and Aidan; beginning a series of frustrating housing experiences. She moved into what became an unsafe rental situation, to a trailer for the summer to save some money, and then to sharing an apartment with a friend in exchange for cleaning jobs. Her vehicle broke down, and the housing and financial instability weighed heavily on Kelsey who began cutting herself. So Katherine took a medical leave from her workplace to care for her daughter. Things got worse when the landlord refused to pay Katherine for her cleaning work and then gave her short notice to move out.

With two kids, two cats, two dogs, no savings and living on social assistance, Katherine followed every housing lead without success. Most options, including using an emergency shelter meant losing her pets – members of her family.

“Crying, panicking and desperate, I went to Lutherwood five days before I had to move out,”

Katherine recalled. “I was immediately referred to the Family Shelter Diversion Program Worker. She was understanding, caring and amazing! She found a place that looked perfect so we sent in an application. Then she helped me access various resources to cover first and last month's rent and pay my outstanding utility bills. Later that day, I was approved and we had a place to stay.”

“Moving in at the end of a crazy emotional hectic week, we discovered the toilet did not work and the floors were grimy. Even though it was Saturday, I left a message for the Lutherwood worker. She called me right back and then contacted the superintendent. It turns out, as I was a last minute move in they hadn't checked my unit yet. They fixed the toilet immediately.”

“Last year was a test to see what we could handle,” Katherine reflected. “We really are fortunate. A neighbour fixed three old bicycles and gave them to us so we could enjoy fresh air and exercise. I have one part-time job and am starting another. We have a two bedroom apartment close to the school, groceries and bus. My daughter is healthy, we are safe and we are all together.”

“Low income does not mean low class. This could happen to anyone.”

– Katherine Keogh



# OPENING THE DOOR

Gladys Bender didn't picture herself working with troubled adolescents. So when a friend who worked at Lutherwood suggested that she apply for the nurse therapist position at the Children's Mental Health Centre, Gladys declined in favour of the variety and challenge she had working in a hospital emergency department. A year later, her friend asked her to reconsider. Sensing a "calling" to come to Lutherwood, she agreed to "check it out." That was 22 years ago and Gladys is still here.

When she first arrived, Gladys felt intimidated. The youth interactions and outbursts in the hallways made her feel uncomfortable so she kept her office door closed. "As I met the youth and heard their stories of pain and anxiety, of falling through the cracks with no one listening and no one advocating for them, I saw how I could contribute," said Gladys. Her door opened up and the youth opened up to her.

Today, Gladys is an advocate giving the youth at the Centre a voice in their health care. Gladys helps those with complex medical issues understand their diagnosis, their medications and the medical system. For those who have experienced significant trauma and/or abuse, Gladys wrote her own curriculum to teach them healthy sexuality and a renewed respect for themselves. "Some youth arrive experiencing feelings of hopelessness, helplessness and self-loathing – having lost sight of their potential, their ability and their value," added Gladys. "I work with a wonderful team that helps the youth re-experience their sense of hope and purpose. We help them rebuild their self-worth and self-esteem."

Gladys is very open and giving in her approach with the youth at the Centre, an approach mirroring her efforts outside of her job. As a staff donor she actively participates in fundraisers including the annual Steps for Kids in support of Lutherwood's children's mental health treatment programs, and has named the agency as a beneficiary in her will. And her door is even open to the odd staff member who needs a moment's medical attention during the working day.

Thinking back over her 22 year Lutherwood career, Gladys finds it hard to imagine doing anything else. "Change does not come easily or immediately for our youth," Gladys reflects, "but there is nothing more gratifying than to see them months and years later and hear the positive impact we had on their lives." And when they do come back, they will always find her door is open.

"As I met the youth and heard their stories of pain... I saw how I could contribute."

– Gladys Bender



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# RELATIONAL STRATEGIES FOR FIELD INSTRUCTORS

As Director of Program and Field Education at Renison University College's School of Social Work, Deborah DeJong understands the value of good leadership skills. Each year, she and her staff match Master of Social Work (MSW) and Bachelor of Social Work (BSW) students with 125 field instructors across Canada. "Our field instructors mentor the next generation of social workers," Deb offered. "They play a pivotal role as leaders, supervisors and change agents, and need to have solid leadership skills in addition to their knowledge of social work."

In Renison's BSW and MSW programs, students complete a field placement at a social service agency where they are supervised by a field instructor. "Applying theoretical knowledge to real world situations is not straightforward," added Deb. "Field instructors facilitate that real world learning which is very valuable to the growth and development of MSW students."

Field instructors support the development of the students in addition to their regular work at social service agencies. To ensure their skills and knowledge remains current, Renison offers annual Advanced Field Instructor Training days on relevant topics. As relationships play a critical role in quality supervision, Deb wanted to convey practical relationship strategies that would create optimal learning conditions for her students in their field placements.

Working with Lutherwood's Institute for Child and Youth Mental Health, Deb developed a leadership training session entitled Responsive Leadership: Relational Strategies for Field Instructors. Nationally recognized speaker and Lutherwood Leadership Project facilitator Stephen de Groot presented his responsive leadership model before a capacity crowd of 60 field instructors from Renison and Wilfrid Laurier's Faculty of Social Work. Real world perspectives on effective leadership were offered by a community leader panel with Lutherwood CEO John Colangeli, Assistant Professor Alice Schmidt Hanbidge and Executive Director in Residence at Capacity Waterloo Region Cathy Brothers.

This was the first advanced field instructor training session Renison held in the community. "We really appreciated the relevance and applicability of the information that was shared," added Deb. "From helping develop the curriculum to identifying speakers to helping with the logistics, Lutherwood worked very hard to make sure it was a success."

"We are very fortunate to have so many field instructors to share their time, knowledge and skills to mentor the next generation of social workers," concluded Deb. "Our goal with these training days goes beyond knowledge mobilization, it is to provide field instructors with an opportunity to decompress, expand their network and leave inspired to continue giving back. Hopefully the sessions rekindle what brought them to social work in the first place: social justice, respect for individual worth and dignity, advocacy and support for those individuals, families, groups or communities in need."

"Field instructors mentor the next generation of social workers... and need to have solid leadership skills."

– Deborah DeJong



*"I am fortunate to work for an organization that invests in its employees the way that Lutherwood does. My journey here has been rich with opportunities for learning, growth and professional development. The support and encouragement of Lutherwood to explore internal opportunities has enabled me to contribute to our mission in new and exciting ways."*

– Donna Wright



*"I am blessed to have been with Lutherwood for nine years working with families who need housing. I am humbled by these families as they have allowed me to become part of their journey towards housing stability. I value this experience and welcome the opportunity to continue to directly contribute to our new vision of a community where all children, youth, adults and families experience mental wellness, financial stability and a safe place to live."*

– Edwina Toope



*"In my nine years at Lutherwood, I have seen many client successes. I see individuals who find courage in wanting to change their situation and I have had the pleasure of helping them in their journey. When I speak to potential employers about the challenges our clients face, their successes and the benefits of working with them, I am truly amazed at how often employers embrace the opportunity to help others. I am grateful to be with an organization that practices its core values as it delivers on its mission."*

– Marguerite Jacobson

# STAFF PERSPECTIVES

*"In my ten years as a child and youth counsellor in the mental health sector, I have worked with at-risk youth in both residential and open custody settings. What keeps me going is the amazing passion and compassion of my fellow team members, the positive development and growth of our clients, and the opportunity to share in their inspiring successes. It takes special, capable people to do the hard work we do, but it is worth it and I am proud to work with the best of them."*

– Raph Kanai



*"It is by working together that Lutherwood Foundation team members have been so successful in connecting our community with the work we do here at Lutherwood. I am committed to telling our story and raising funds for programs that strengthen children's lives. Being part of the transition of moving an interested person to becoming a donor who believes in and is passionate about our work is rewarding, particularly when they can see a youth achieve their dreams and know that they were a part of it."*

– Marilyn Jacobi



*"When families and young children know a better way, they do better." Our Zero2Six services offer me a unique opportunity to change a challenging parenting path early into one of hope, joy and success. We work with families to create understanding, provide new tools and promote positive communication skills that they can use moving forward. Working with Lutherwood's youngest clients and their families is truly amazing and powerful work!."*

– Joanne Casemore



# YOUR DONATIONS HAVE AN IMPACT



## Steps for Kids

*What started as a small walk with board members and staff a few years ago has become a magnificent community fundraising event. In May, 450 participants raised \$93,000 to support the programs and services for children who live and learn at Lutherwood's Children's Mental Health Centre on Benjamin Road. Thank you to our wonderful friends for your support and participation and special thanks to event sponsor RBC and gold sponsor MTD Products.*

## Gifts for Today

We are grateful to the 1,232 donors who provided 3,812 donations this year, making it possible for the Lutherwood Child and Family Foundation to grant over \$1.2 million dollars to Lutherwood to support valuable programs for children and families:

### Children's Mental Health Residential Treatment Services

\$673,454

While the government provides core support to care for the children who live and learn at Lutherwood, it is not enough to provide the excellent services they deserve and need. This year, your donations helped support not only the specialized care from the nurse, chaplain, recreation therapist, art and music therapists but provided support for the core work done by our staff on a daily basis.

### Community Mental Health Services

\$367,803

Your donations made sure that any child needing safety and support to avoid homelessness would find it at Safe Haven Shelter. As well, you helped families access counselling through Lutherwood Family Counselling Services.

### Housing and Employment Services

\$142,047

Families at risk of homelessness received help from you to find and maintain safe and secure housing. As well, individuals received guidance, coaching and support to find employment.

### Lutherwood Institute for Children and Youth Mental Health

\$92,500

This innovative institute develops and shares applied research and best practices with other Canadian children's mental health agencies through its UMIND website, Shh... It's Mental Health speakers series and most recently training MSW field instructors for the betterment of child and youth mental health across Canada.

## Gifts for Tomorrow

We are delighted by the several supporters who have confirmed that they are leaving a bequest to Lutherwood in their will and grateful to them for their commitment to helping Lutherwood serve tomorrow's generations of troubled children, ensuring hope and care will always be there.

# OUR BOARDS & SENIOR LEADERSHIP

## Lutherwood Board of Governors

W.R. (Bill) Allen (Board Chair)  
Deputy Minister of Tourism, Ontario (retired)  
Guelph

Dr. Thomas F. Cawsey  
Professor of Business, Wilfrid Laurier University  
Waterloo

John (Bud) Norman  
President, MTD Products Ltd., Kitchener

Simon Chan  
Assistant Vice President, Group Retirement Solutions  
Product, Manulife Financial, Waterloo

Sunny Field  
Wealth Advisor, Senior Pension Consultant  
BMO Nesbitt Burns, Waterloo

Rev. Walter Hambrock  
Pastor, Bethel Evangelical Lutheran Church  
Lutheran Church-Canada, Waterloo

Rev. Robert Krestick  
Pastor, Redeemer Lutheran Church  
Lutheran Church-Canada, Waterloo

Michelle Lantink  
Assistant Vice President, Product Support Office  
Retail Markets, Canadian Division, Manulife Financial  
Kitchener

Paul Rhodes  
Business Consultant, Rhodes Consulting, Inc.  
Puslinch, Kitchener-Waterloo

Trent Robinson  
Businessperson (retired), Kitchener

Ann Van Norman  
School Teacher (retired), Cambridge

Dr. John Colangeli  
Chief Executive Officer

## Lutherwood Child & Family Foundation, Board of Directors

Trent Robinson (Chair)  
Businessperson (retired), Kitchener

Ann Van Norman  
School Teacher (retired), Cambridge

George Breen  
President, Breen Advertising Agency, Waterloo

Murray Haase  
Owner, M. Haase Consulting, Waterloo

Ian Cook  
President, Cook Homes, Waterloo

Dietmar Sommerfeld  
Senior Vice President, Broker, CBRE Limited,  
Kitchener

## Senior Leadership

John Colangeli, Chief Executive Officer

Donna Buchan, Executive Director  
Lutherwood Child and Family Foundation

Jennifer Hesson, Executive Director  
Luther Village on the Park

Tricia Burbidge, Chief Administrative Officer

Margo Blayney, Director, Operations  
Luther Village on the Park

Heather Fedy, Director, Human Resources

Kathy Payette, Director, Mental Health Services

Randal Penney, Director, Mental Health Services

Rebecca Roy, Director, Employment and Housing  
Services

Chris Sellers, Director, Communications, Marketing  
& Strategy

Sherrie Hyde, Risk Manager



“I am proud of and humbled by our dedicated, resilient staff who embraced this year’s changes as opportunities for learning and growth. Our clients remained our focus as we adopted a relationship-based strengths approach, painted an organizational vision and crafted a strategic plan. By working together, we will make our new vision a reality.”

– Rebecca Roy

# FINANCIALS & STATISTICS

## Lutherwood

- 24,310 people served
- 406 employees
- 160 volunteers offering 29,250 hours
- 3,812 gifts by 1,232 donors

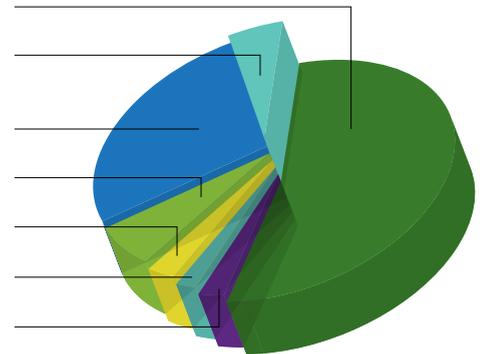
## Mental Health

- 3,385 people helped with mental health concerns
- 1,570 children helped with mental health concerns
- 96% customer service rating from parents
- 418 hours of psychological consultation to community agencies
- 253 families received in-home assistance through joint initiatives
- 254 youth and families assisted through Open Custody and Community Youth Justice programs
- 1,091 individuals and families served by Lutherwood Family Counselling Services

A guiding objective of our financial program for more than a decade has been to ensure Lutherwood is here to serve both current and future generations. Using long established principals from the business sector, we have diversified our revenue sources, diligently contained costs and embraced the social enterprise concept. While this did not make us immune to the current economic uncertainty, we are fortunate to be relatively well positioned financially so we may continue to focus our attention on helping those who turn to Lutherwood for support with mental health concerns, job loss, housing needs and other challenges in life.

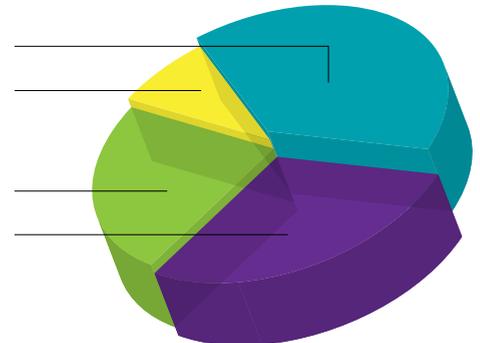
## Sources of Funding

- Provincial Government (51%)
- Regional Municipality of Waterloo (5%)
- Seniors' Services (27%)
- Fee for Service (7%)
- Lutherwood Child and Family Foundation (5%)
- Other (3%)
- Federal Government (2%)



## Spending by Program

- Mental Health Services (38%)
- Other (10%)
- Seniors' Services (24%)
- Employment Services (29%)



## Revenue:

Ministry of Community & Social Services & Ministry of Children & Youth Services	\$ 4,899,031
Ministry of Children & Youth Services	2,003,104
Ministry of Training, Colleges & Universities	5,726,115
Service Canada	375,400
Regional Municipality of Waterloo	1,368,321
Ministry of Health & Long Term Care	1,197,012
Ministry of the Attorney General	327,458
Seniors' Services	7,534,359
Lutherwood Child & Family Foundation	1,346,141
Fee for Service	1,916,785
Amortization of Deferred Contributions	543,407
Miscellaneous	349,283
<b>Total Revenue</b>	<b>27,586,416</b>

Luther Village on the Park (managed by Lutherwood)	\$ 2,377,374 *
<b>Total Revenue</b>	<b>\$ 29,963,790</b>

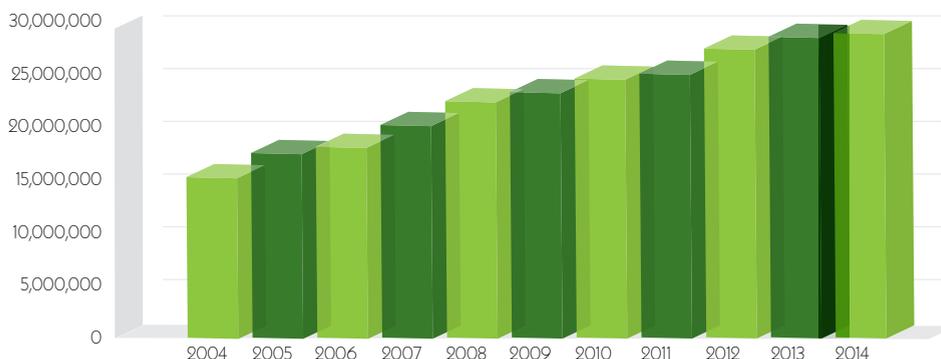
## Expenditures:

Salaries & Benefits	\$ 16,901,944
Cost of goods/services	477,452
Participant Costs	2,100,965
Travel	182,090
Staff Development	289,555
Building Occupancy Costs	1,981,852
Purchased Services	1,175,594
Program Expenses	1,174,004
Professional Services	158,693
Advertising & Promotion	179,349
Office Expenses	734,176
Interest	892,342
Amortization of Capital Assets	1,230,534
<b>Total Expenses</b>	<b>27,478,550</b>

Luther Village on the Park (managed by Lutherwood)	\$ 2,385,387 *
<b>Total Expenses</b>	<b>\$ 29,863,937</b>

\*Balances for year-end December 31, 2013 including Capital Reserve Fund

## Agency Growth - Annual Operating Revenue\*\*



\*\*Includes revenues from management of Luther Village on the Park

## Employment

- 15,787 people assisted with their employment needs
- 2,667 clients found employment through our programs
- 39,852 visits to our self-directed resource centres
- 97.9% client satisfaction rate

## Housing

- 4,130 people accessed housing resources
- 3,148 inquiries regarding housing challenges
- 773 individuals and families accessed Rent Bank & Eviction Prevention and Last Month's Rent Fund
- 1,164 individuals and families found suitable housing
- 568 youth used Safe Haven shelter and 95.9% returned home or went to another safe place

## Child and Parent Place

- 1,008 families served
- 964 visits
- 336 exchanges

# 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, N1R 7A6  
**519-623-9380**  
165 King St E., Kitchener, N2G 2K8  
**519-743-2460**  
30 Wyndham St. N., Guelph, N1H 4E5  
**519-822-4141**

## Housing Services

35 Dickson St., Cambridge, N1R 7A6  
**519-622-1670**  
41 Weber St. W., Kitchener, N2H 3Z1  
**519-749-2450**

## Lutherwood Family Counselling Services

35 Dickson St., Cambridge, N1R 7A6  
**519-622-1670**

## Betty Thompson Youth Centre

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

## Luther Village on the Park

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



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