

# Onward & Upward!

Our Flight Path to Excellence

## Wood's Homes Annual Report 2017 / 2018





# WOOD'S HOMES

WORKING FOR CHILDREN'S MENTAL HEALTH  
SINCE 1914

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## The many ways we can help:



Call:

403-299-9699



e-Therapy

[etherapy@woodshomes.ca](mailto:etherapy@woodshomes.ca)



Text:

587-315-5000



LiveChat

[woodshomes.ca/crisis](http://woodshomes.ca/crisis)



No-charge, walk-in counselling at Eastside Family Centre: 255 - 495 36 Street N.E., Calgary



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Our 40+ programs can be found under these pillars on our new mobile site:

[www.woodshomes.ca](http://www.woodshomes.ca)

Crisis & Counselling Services

Short-Term Stays & Outreach

Parents & Families

Live-In Treatment

Prepping for Independence

Schooling



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# Check-in

- Wood's Homes was founded as an orphanage by Reverend George Wood in 1914 in Innisfail, Alberta. The Presbyterian minister agreed to care for two motherless children so their father could serve overseas. That pivotal moment was the foundation for what today is a nationally recognized and accredited children's mental health centre.
- We are proud to work in 30 buildings in 13 Calgary communities, including our new Inglewood campus.
- Our services are created to be accessible, affordable and effective.
- Our 500+ employees encompass a variety of professions – clinicians, therapists, social workers, counsellors, teachers, nurses, psychologists, psychiatrists and physicians.
- A volunteer Board of Directors has governed Wood's Homes since May 7, 1921. Today, there are three Boards: The Wood's Homes Board, the Wood's Homes Society Board and the Wood's Homes Foundation Board. See page 10.
- We are very proud of our 100+ volunteers! We couldn't do our work without them.



## Children's mental health. All aboard!



The term 'children's mental health' refers to a child's social, emotional and behavioural well-being. It is considered an integral part of healthy development.

- Mental health challenges not only affect our emotions but also how we behave and perceive the world. No one goes through life without facing these issues. This is as true in childhood as it is in adulthood. Many such problems are a normal part of life and we learn to manage these challenges and grow from them.
- Serious mental health problems in childhood can include major depression, suicide attempts, unmanageable behaviour, criminal or self-harming acts, and an inability to get along with others. These problems can cause much stress and heartache, and are often exacerbated by maltreatment and neglect. Without early intervention and treatment, these problems often lead to even more serious mental health problems later in life.
- Today, as technology allows us to hold the world in the palm of our hand, mental health can be treated in ways that were unavailable to previous generations. At Wood's Homes, we embrace technology to provide a myriad of mental health supports through our Text, e-Therapy, LiveChat and 24/7 crisis line services - all are easily accessible through our new mobile website, [woodshomes.ca](http://woodshomes.ca).



# In-Flight-Facts about Mental Health

All studies point to evidence showing the earlier an intervention, the more likely a child will return to positive mental health.

Suicide rates are **5-7** times higher for Indigenous youth than non-Indigenous youth. Suicide rates among Inuit youth are among the highest in the world - **11** times the national average.

Most mental health problems and addictions begin in childhood and adolescence. Close to **70%** of young adults living with a mental health challenge report symptoms began when they were young. At times, symptoms and signs may not be detected or identified and may cause more distress or interfere with functioning in early adulthood.

Suicide is the second-leading cause of death among Canadians **15-24** – second only to accidental deaths.

Canadians with untreated mental illness use the health care system **4** times more than other Canadians. They typically stay in hospital longer. **1 in 3** are re-admitted each year. Average daily cost is **\$1,500**.

The years of promoting mental health awareness and shedding stigma are paying off. We have a population of millennials who are more comfortable than previous generations with speaking up early about mental health issues they may be facing.

- The Mental Health Commission of Canada



# In-Flight-Facts about Wood's Homes



We are a nationally recognized, multi-service children's mental health centre that works with **20,000** children, youth and families every year - some from across Canada.

We employ **500** staff and treasure our **100+** volunteers!

We provide operate **40+** programs and services in Calgary, Lethbridge, Strathmore, Canmore, Fort McMurray and Fort Smith, N.W.T.

Our new Inglewood campus is a hub for our Street Services. Our Foster Care and Home Connections programs will also be located there.

Our programs include: crisis & counselling services, short-term stays & outreach, services for parents & families, live-in treatment, prepping for independence and schooling.

We're sustaining members of the Calgary Chamber of Voluntary Organizations, Child Welfare League of Canada and a member of ALIGN. We are also an Approved Continuing Education Provider.

Angelique Jenney, PhD, RCSW, the Wood's Homes Research Chair in Children's Mental Health, holds a unique position - as the Chair is based in the community.

You can reach out to us via phone, e-therapy, text, LiveChat or no-charge, walk-in counselling at Eastside Family Centre.

Operating funds are derived primarily from the Ministries of Health, Human Services and Education. Discretionary funding is raised via the Wood's Homes Foundation.

We emphasize early intervention, immediate response & family-centred care. Consideration of culture is a key component in our treatment services.

## A message from our CEO



### **Wood's Homes CEO, Dr. Jane Matheson, PhD, RCSW**

Bloom we must. Things don't change, we change. There is a place in my kitchen where the family keys hang - this is the saying above that messy collection. It seems to me that no truer words could be spoken about the 2017-2018 year for Wood's Homes. Bloom we must.

Every year of my 34 years here has been different. Sometimes, in every month there are challenges and disappointments. Everything can seem like an uphill battle. Other times, it's smooth sailing. And then, there are years like the one just passed; opportunities abound, tension and excitements build, risks are taken, big decisions are made. We wait with anticipation for what is going to happen next!

And, of course, these times are balanced by loss, tragedy, terrible sadness, sometimes regrets and lessons learned. Such is life. But, bloom we must.

This year, we completed a new Strategic Plan, became part of Calgary's Inglewood community, increased our campus-based service capabilities, improved our Indigenous work, launched a mobile website and made a mark on the research community with the Research Chair. We also expanded and reconfigured programs to make improvements. We took a few chances and weathered a few failures. We also suffered through a couple of tragedies that taught us many lessons about trauma, grief and loss – not just for our young clients but for grown-ups, too. 2017-2018 was a year of emotional richness with many successes and unknowns still unfolding. We are proud of what was accomplished; we are strong and prepared for what lies ahead. We know nothing is done alone. Without our supporters, our staff, volunteers, board members, advisors and clients who teach us so much, we could not bloom. We share the bounty of this year with all of you. Thank you.



## Wood's Homes Board Chair, Dan Dunlop

The past year has been one of change at Wood's Homes, with the growth of our programs and the implementation of the Wood's Homes Research Chair in Children's Mental Health (a partnership with the University of Calgary). Our commitment to improving the lives of those suffering with mental health and the related issues is the core of our purpose.

Poor mental health can impact all of us regardless of our family situation, social status or ethnicity. And while mental health may not be the presenting issue, often the outcome is seen through homelessness, violence, drug abuse or neglect - affecting our entire community either directly or indirectly.

We are excited to be opening our third campus (in June) in Calgary's Inglewood community. This, in our efforts to expand and consolidate the delivery of our Street Services for homeless and at-risk youth. The combination of several community-focused programs will allow those seeking mental health treatment to receive a multitude of services at a single, central location. The new campus will provide much-needed help by way of mental health counselling, treatment, and the teaching of life and job skills to vulnerable youth.

This past year has been the first full year of operation of the Research Chair. We are so pleased to be working with Dr. Angelique Jenney who has already completed many projects. This is a 10-year initiative - the purpose being to develop and improve the delivery of mental health services and to share new knowledge and practices with the greater community.

On behalf of the Wood's Homes Board and committees, I would like to thank the 500+ staff, the 100+ volunteers, the communities and families we serve and so many of our other stakeholders. We are grateful for your trust and continued support, and hope the work that Wood's Homes does on your behalf improves your world.

A handwritten signature in black ink that reads "Dan Dunlop". The signature is fluid and cursive, written over a light blue and white background.

## Our Directors

### PROGRAMS



Teri  
Basi

### PROGRAMS



Susan  
Gardiner

### OPERATIONS



Peter  
Wittig

### PROGRAMS



Bjorn  
Johansson

### PROGRAMS



Dean  
Soenen

### FINANCE



Rand  
Smale

## Our Publications

### Newsletters

[CLICK HERE!](#)

### Research & Academics

[CLICK HERE!](#)

## Our Boards

### Wood's Homes: Manages our Operations

- Dan Dunlop (Chair)
- Heather Heasman
- Eric Axford
- Robert Hayes
- David Arthur
- Chris Chornohos
- Collin Harris
- Lisa Fleck
- Sandra Mah
- Brian Heffernan
- Dr. Gayla Rogers
- Dr. John Pearce
- Tim Stauff
- Terry Schmalz

### Wood's Homes Foundation: Manages Fund Development

- Robert Hayes (Chair)
- Kata Acheson
- Heather Heasman
- Rob Caracciolo
- Kerry Lyons
- Renée Hopfner
- Dallas Paquette
- Doris Murphy Dunlop
- Nelson Whitmore
- Kevin Screpnechuk
- Joe Palin
- Eric Perez
- Shannon Glover

### Wood's Homes Society: Manages our Facilities

- Dan Dunlop (Chair)
- Chris Chornohos
- Terry Cotton
- Robert Hayes
- Brian Heffernan
- Kim Hubick
- Pamela Kazeil
- Barbara Murray

## Our Partners & Funders

For a full list of Wood's Homes  
Partners & Funders, [click here.](#)

## Our Mission



- We create and provide quality mental health services that promote and restore the well-being of children and families who struggle with problems big and small.

## Our Vision



- A world that values and nurtures the mental health of all people and when needed, ensures quality, timely help for all.

## Our Values



- Wood's Homes values human beings and the place they occupy in the world at any given moment. In doing so, the organization upholds the following principles and is guided by them in all of its moment-by-moment interactions.
- Commitment - An unwavering persistence even in the most difficult situations, guided by a call to service and expectations of excellence.
- Respect - An appreciation of differences and cultural diversity and a belief in the inherent good of each and every individual.
- Belonging - Acceptance and encouragement of the very basic human need to be connected with others and the development of a collective and inclusive organizational culture.
- Responsibility - Combining the courage to be accountable with the power of vulnerability and forgiveness.
- Leadership - Strive for excellence, work with others and lead by example.
- Trustworthiness - Tell the truth with compassion; be honest, open and dependable.

# Reaching for the stars!



## What's new at Wood's Homes!

### Introducing our **NEW** Inglewood Campus!

In November 2017, Wood's Homes took possession of a building in Calgary's Inglewood community. This building, at 1008 14 St. S.E., will soon be home to our Foster Care Network, Home Connections program and our all-encompassing Street Services.

Wood's Homes had been searching for a very long time to find a permanent home for Street Services. We were desperate to provide a number of these programs under one roof because clients were telling us that transportation was a barrier for them as they were often forced to navigate multiple locations for different services.

This building will now bring together a variety of services for street-involved youth while providing opportunity to address issues of marginalization and vulnerability. It will contain a medical clinic, 11 temporary apartments, employment training

and educational opportunities as well as a commercial kitchen for our youth culinary program – all at one location.



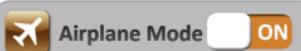
The building also becomes our third Calgary campus – we work on a campus in Bowness (since 1925) and another in Parkdale (since 1982). The campus also stands for community inclusion, outreach, entrepreneurialism and connection.

This building, measuring 32,000 square feet, will welcome the professional and lay communities and will offer rented space for a sundry of needs. There is also a cultural space that can be used by the community for events, training and cultural reflection.

## This campus will be a **HUB** for these Street Services:

- EXIT Community Outreach (est. 1990):  
A place of safety for homeless or at-risk young people (12-24), providing food, clothing, counselling, referrals and support for a healthier lifestyle.
- YCAP (Youth Culinary Arts Program, est. 2012):  
Prepares youth (15-24) for employment in the culinary field through 6-8 weeks of on-site training & support.
- LEAD (Linking Employment, Abilities & Development, est. 2015):  
An employment training program supporting youth (15-24) in gaining and maintaining employment.
- New Horizon (est. 2009):  
Supportive housing for young adults (18-24) who need a helping hand. A partnership with Horizon Housing Society and the Calgary Homeless Foundation.
- C.A.T.S. Clinic (Calgary Adolescent Treatment Services, est. 2007):  
A medical clinic for vulnerable youth (ages 12-24) who are homeless or at-risk of homelessness.

Our Home Connections Program (est. 1997) and Foster Care Network (est. 1986) will be moving into this facility in July, 2018.



## Our website now mobile-friendly!

In late 2016, Wood's Homes knew it was time to build a mobile website as the number of people trying to access our services from a mobile device kept growing. We listen to, appreciate the voices of our clients and carefully implement feedback and new ideas!

Creating a new website involves many things, including reaching out to all stakeholders for advice and suggestions. We were thrilled with the response and proudly announced the launch of our new mobile responsive website in December, 2017. Our goal was to make it easier for clients, parents, caregivers, funders, academics and the general public to get information about our services, mental health, and our organization as quickly and easily as possible. Please visit us at [woodshomes.ca](http://woodshomes.ca)

# Guided by our RESEARCH

Dr. Angélique Jenney was named the inaugural Wood's Homes Research Chair in Children's Mental Health in April, 2017: The term of her appointment is 10 years.

She came to Wood's Homes via the Child Development Institute (CDI) in Toronto, where she was the Director of Family Violence Services.

Dr. Jenney arrived in Calgary with many projects already in place, including CDI's Mothers in Mind (MIM). This is a mother and child program specifically designed to meet the parenting needs of mothers who have experienced family violence, childhood abuse, neglect or sexual assault, and who have children under the age of four. She has been busy training Wood's Homes staff and we now have launched two MIM sites. Along with this program, Dr. Jenney is involved in Safe and Understood, a research project dedicated to looking at interventions for children exposed to violence in their homes.

## The Phoenix Project

Dr. Jenney and the Wood's Homes Research Department have started to tackle research into our Phoenix program. This is a national fee-for-service program (started in 1987) that addresses sexually intrusive behaviours of males (12-17) by building capacity for sexual health in a family-centred, live-in treatment setting.

The team asked: "What can we learn about the treatment of adolescents with sexually abusive behaviours over the past 30

The Research Chair is also here to help us generate knowledge around children's mental health and in that regard, Dr. Jenney has already built a reputation for her helpful blog posts. You can find the link to the Wood's Homes Blog on the home page of our website at [woodshomes.ca](http://woodshomes.ca). The other ways in which her knowledge is translated is through her many and popular community workshops, trainings, course lectures and conference presentations, including one last September at the European Conference on Domestic Violence in Portugal.



years? How can that knowledge lead us into the future of best practice?"

A literature review was conducted and several discussions took place as to how that literature supports the way we operate this program. Wood's Homes is now waiting for ethics approval to begin full-time data collection.



## The Temple Project

We've witnessed incredible success with our Temple programs since they began in 2007. Dr. Jenney and the Research Department are keen to explore the why and how. Today there are six 'Temples' in different locations. Clients in our Temple programs typically experience multiple placement breakdowns, long-term hospitalizations or might have been residing in locked institutional facilities. In many ways, the

Temple programs are the perfect example of our "Never Give Up" philosophy in service provision to young people facing multiple barriers to services. Anecdotally, the children and youth who come through Temple have made incredible gains, so by using case study methodology, Dr. Jenney is helping us learn more about the positive outcomes.



## Children Exposed to Domestic Violence (CEDV) Project

Dr. Jenney recently received a small grant to explore the role of exposure to domestic violence for children/youth who receive out-of-home care within a children's mental health setting. This grant was awarded by the University Research Grants Committee (URGC) Faculty Seed

Grant (Social Sciences and Humanities). This will be followed by a retrospective file review that explores the developmental trajectory of exposure to domestic violence for children who receive campus-based services.

## Wood's Homes Research Journal

The latest Wood's Homes Research Journal, packed with all kinds of information about our

agency's work in research is available under the 'Learn' tab of our website – [woodshomes.ca](http://woodshomes.ca)



## Changes over time: The Therapeutic Treatment Model

Wood's Homes is 104 years old in 2018. Over more than a century of work, our organization has grown significantly, reorganizing our structure and flight paths several times.

We've also suffered financial losses and gains, questioned our *raison d'être* and changed leadership – much like any other organization with this longevity.

Leadership, over the past 30 years, has fully embraced the history of Wood's Homes and interpreted the story and work of the past as a transformation from first a foster home, then an orphanage, a group home, a residential treatment centre and today – a nationally recognized children's mental health centre.

Wood's Homes has also changed the way we help people, expanding our scope of practice as we adjust to

the ever-changing needs of our clients. The therapeutic model of treatment we use today has also evolved over time and in 2017 we completed a substantial review of our approach. The values generated by the moment George Wood (the founder of our organization) said “yes” to a soldier asking for help with his children, were interpreted into what they are today. Our therapeutic approach started with this standpoint and is built upon evidence-based practices.

The next few pages in this report provide a brief summation of some of our work and also illustrate how we're increasing our overall clarity in the way we help people.

# Family - Centred Care

- Although Wood's Homes has had a focus on family as important members of a therapeutic alliance for many years, more robust attention was given to family connection in all programs over the last two decades. For example, we set out to find family for all young people residing in residential settings; we perform therapy over the Internet and visit families in remote parts of Canada; we ask young people who come to any of our Street Services about their families and offer a multitude of ways to connect with them (email, Skype, bus tickets); we offer Kinship services; spend considerable energy connecting children in foster homes and their foster parents with biological parents and have offered Collaborative Service Delivery in both Calgary and Lethbridge for a few years now.
- We opened the Whole Family Treatment Program in 2015 (unique in Canada) without government funding.
- Our accreditation process (with Accreditation Canada) investigates family-centred and people-centred care. In that process we are seen as leading the pack – with our years of Exemplary Standing and Leading Practices.
- Our Youth and Parent Advisory Committee made up of staff, parents and youth, hears the voices of children and parents in new ways and makes suggestions for ways to act upon their recommendations.



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**What happened to people before they come to us for help is of the utmost importance. This idea was adapted in our early days as an orphanage for those looking for a home.**

- We always ask our clients "What happened to you?" We also use this question in supervision with our staff.
- We ask: "What does that mean for you?" "Why are you doing that?" and "How does that feel?"
- Our client assessment review and discharge forms contain their histories and important demographics as well as the importance of knowing how to make a good hypothesis.

## The power and challenges of milieu

It is true that a group of children or young people is hard to manage, difficult to organize and can create contagion when crises occur. However, we know that a positive, well planned and operated milieu can have a major positive effect on groups of children and

young people. We work to teach them how to get along with others, manage emotions in tandem with others and, much like a family, learn how to appreciate differences. A number of our live-in treatment programs have found success utilizing this method.

### The relationship you have with a child is the most important component of any treatment process.

We know that what happens requires empathy and an ability to accept stories and traumas without judgment. While we have on occasion used behavioural techniques to encourage change, those methods were not used consistently.

It was about 'whatever worked' and had more to do with understanding the behaviour of a client based upon what happened to him or her before the child came to Wood's Homes than simply trying to control.



### Non-deliberative forms of therapy (art, recreation, drama, etc.) often work better for the very troubled child than traditional talk therapy.



Wood's Homes hired its first art therapist in 1986 and has had one ever since. We have also conducted drama therapy in one form or another since 1986.

We use music, the wilderness, camping trips, hiking and the outdoors in general to help young people self-regulate and express their feelings.

## Early intervention and follow-up are significantly important parts of treatment

We knew from a decade of experience that not everyone had big problems – ‘everyone needs a little help sometimes’ – we started many of our outreach, early access and prevention programs like the Eastside Family Centre – to catch people before the big problems started.

For about 20 years (starting in 1993) during the times of A’isokina, our Eagle Moon Lodge program and even our Catalyst program, we funded a travelling team

that went out to Indigenous communities to transition a young person home after treatment, pick up a child that was resistant to coming or meet with parents that were nervous, help with a community training session or offer support.



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## Education remains a key component of every treatment plan

Children want to go to school, learn and be successful. All children who come into our care are given every opportunity to succeed educationally. Both our Parkdale and Bowness campuses have learning

centres where our counsellors work with teachers to help students who need extra attention. We also lend our services to young students at Children’s Village School in Calgary’s Renfrew community.



**Connections with Indigenous people to learn their rituals and traditions are not just important for the Indigenous clients we serve but also for other clients from many countries and cultures as these processes have great meaning.**

- Our connections with Indigenous groups have been long-standing with programs that we've operated over the years. Programs such as Eagle Moon Lodge, A'isokina, Canadiana, Summit Lodge, and Lone Pipe. We also developed and operated the Northern Network of Services residential program in conjunction with the community and child welfare in Whitehorse. Yukon.
- We have yearly powwows and many other traditional events in conjunction with Elders. We have a Teepee and created a sweat lodge some years ago.
- We hired an Indigenous Liaison in November 2017 (see page 28).
- Our CEO has been honoured with Native names.
- Staff training and consciousness-raising of indigenous issues has been occurring for decades.
- Our William Taylor Learning Centre places special emphasis on incorporating traditional ways of knowing and Indigenous land-based learning. This focus is incorporated into the school's structures, processes, routines and rituals. Staff has also received professional development from Elders.
- Diversity for Wood's Homes goes beyond a basic understanding of race, culture, creed, sexual orientation, visible differences, gender, age and disabilities and aspires to move towards a deeper clarity about the perception of being different, the society challenges anyone may face and the need, at times, for systemic change.



## Continuing to better serve clients by filling gaps in services

In the past, as we do today, we created programs when there was a perceived gap in services. For example, this is how EXIT Community Outreach came about in 1990 and how Eastside Family Centre and the Community Resource Team, came to be in 1987. Some other examples are:

- We saw a clear need for more service options for emerging adults with disabilities. We did have one program which began in 1997 that served this population but realized there was greater demand. Today we have 6 of these programs that we call 'Temple' (named because of the Calgary community where the first ones were located).
- Program options were also missing for emerging adults who struggled with mental health and addiction issues. Thus, our New Horizon program began through a partnership with Horizon Housing back in 2009. As of July, 2018, this program will expand into our new Inglewood campus.
- We witnessed homeless and at-risk young people coming to our shelters in need of medical attention. So we created a medical clinic (the C.A.T.S. clinic) that operated out of EXIT Community Outreach for this population. Under Dr. April Elliott and her group of doctors and nurses, this successful clinic recently celebrated its 10th anniversary and also will soon be moving into our new Inglewood campus.
- Work experience classrooms are in much demand, so today we offer those with our students in a partnership with the Calgary Board of Education.
- We developed the Youth Culinary Arts program and the LEAD (Linking Employment Abilities and Development) program because we recognized that many of the young people in our Street Services were under-educated and under-employed. We expanded our therapeutic services for street-involved youth by having Eastside offer these services in a variety of different languages.
- We saw a gap in service when clients were trying to access help through our website using a mobile device. Today, our new mobile-responsive website allows for easier and quicker access to these help options and was created based on client input.
- We saw a gap in services when parents and caregivers asked us about assessments for their children. So today, we offer quicker access to a variety of assessments that often take months to acquire elsewhere.



## Continued from page 21

- There were several program/service gaps in regions across the province and even in the Northwest Territories. So for the past many years, we have provided programs in Lethbridge, Strathmore, Canmore, Fort McMurray, Fort Smith, N.W.T. We learn many things from the communities in which we serve and constantly adjust to their respective needs and challenges.
- Our research showed us that families find greater success when all members are active participants in treatment. Thanks to a \$1M donation from Vermilion Energy in 2015, we constructed a building in which the Whole Family Treatment Program is now accessed. The beginning results are promising and the program is well used.
- We saw a need to expand our telephone and LiveChat after-hours crisis assistance so began working with the University of Calgary Counselling Services to do just that. Soon after, SAIT and Mount Royal University followed in a partnership with the Distress Centre.
- We saw a gap in transportation services for our foster parents, so through a connection with the Canadian Back Institute, we started our own transportation network with the end goal of helping children earlier and also transitioning them into adulthood with caring people behind the scenes.

## Diversity

Over the past 20 years, our clientele and our staff complement have both become very diverse. In 1996 we created values that demanded an appreciation of differences – not settling for just tolerance or acceptance, and we have held ourselves to that standard over the years. We consider diversity to mean any kind

of difference (gender, age, faith, size, disability, culture, mental health or illness – to name just a few) and we emphasize with all of our staff the need for people to listen to others' experiences and help others feel heard, respected, appreciated, cared for and free from judgment.



## Wood's Homes is focused on one thing - the improvement of client functioning

- We built our definitions of success based upon client need, Child Welfare desired outcomes, the reduction of risky behaviours, resilience, understanding developmental stages and the effects of trauma on human beings. We always ask "what does success look like – for this child, this family, this program?" Then we set about researching if what we are doing works – wanting to discover if that success – however defined, is reached. Sometimes it is a very slow and difficult process. But then again, we are used to never giving up.
- When a program does not work, we are not afraid to say so and change it.

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### A no-restraint policy

- In 1995/1996, our CEO, Dr. Jane Matheson decided that restraining children and youth was just adding to the trauma already being experienced by the client. She wanted the entire organization to become a "no restraint" place.
- This was a lot harder to do than to say. It took a great deal of time, major philosophical debates and a lot of data collection, training and encouragement of other ways to handle violent and scary behaviour.
- Dr. Matheson used ideas from the Andrus Children's Centre (and Sandra Bloom's work developing the Sanctuary Model implementation) to spearhead this idea and the collection of data over the years.
- As a result, we have data that shows the trajectory of this "no restraint" journey and some analysis of the challenges we experienced that goes back almost 20 years.
- We are not yet at 100% no restraints. But we are close.



## Trauma-informed practice

- Over the past 3 years, Wood's Homes has been learning about trauma-informed practices. Staff at all levels have been involved in learning about the CARE model, the Sanctuary Model and Neurosequential Model of Treatment (NMT).
- Many of our staff have taken training (and some are trainers) in NMT; the Palix Foundation's Brain Story; ARC (Attachment, Regulation, Competence); TCI (Therapeutic Crisis Intervention); ACES (Adverse Childhood Experiences); Signs of Safety; Triple P Parenting; Mothers in Mind.
- We have reviewed our own practices, documents and approaches, updating them as needed. We can clearly see how trauma-informed practice wisdom and knowledge gives us language for what we have been doing over these past several years and enhances what we are already doing.
- You can find Wood's Homes own comprehensive trauma-informed document on our website under the Learn tab/Publications/Wood's Homes Journal - Evidence to Practice (Spring 2018, Special Edition). [www.woodshomes.ca](http://www.woodshomes.ca).

## Client Satisfaction Rates

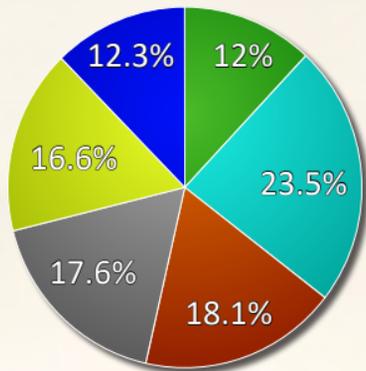
Those who stop in with us on their journey arrive dealing with some very difficult mental health challenges. Many carry the weight of the world as they navigate through very complicated - and, at times, very lonely - situations. That's why we hold ourselves to the highest standard for those in our care. To ensure this, those who come through our doors help us navigate forward, letting us know how we're doing, how to help and how to improve.

Client Satisfaction Survey Results (2017):	# of completed surveys	# of clients satisfied	% of clients satisfied
Street Services	325	310	95.4%
Crisis & Community Counselling	2,143	1,958	91.4%
Community-Based Therapeutic Services	55	49	89.1%
Campus-Based Therapeutic Services	427	360	84.3%
Agency-Wide Totals	2,950	2,677	90.7%

# Agency-wide Presenting Concerns: 2017

The chart below shows the top 6 concerns expressed by clients served by our agency in 2017.

Presenting Concern	Count	Percent Total (N=21,385)	Percent of top Concerns (N=7,828)
Identified Mental Health Concern	1,840	8.6%	23.5%
Family Relationship Issues	1,413	6.6%	18.1%
Behavioural Issues	1,375	6.4%	17.6%
Parent/Child Relationship Issues	1,300	6.1%	16.6%
School Problems	962	4.5%	12.3%
Suicidal Ideation	938	4.4%	12.0%



# What a view!

## The year in photos



### Spring Feast & Dance



### Stampede Breakfasts



### The Never Give Up Gala



### Lethbridge Children's Benefit Gala



### Angelique Jenney at CBC



## Wood's and the City Fundraiser



## United Way Parade



## The Santa Project



## Board Orientation Bus Tour



## Calgary Corporate Challenge



## Wood's Homes PRIDE!



## Volunteer event at NEW Inglewood Campus



**Our clients come to us from far & wide**



Northwest: **2,018**      Northeast: **3,102**  
Southwest: **3,585**      Southeast: **1,740**



Excludes Calgary

Central: **893**      East Central: **36**  
Lethbridge: **302**      Edm. + Area: **33**  
Fort McMurray: **218**      Southeast: **25**  
Southwest: **207**      Northwest: **24**  
North Central: **38**      Northeast: **22**



AB Total: **1,798**      Sask.: **32**  
Ont.: **298**      Man.: **29**  
P.E.I.: **169**      N.F.: **12**  
B.C.: **134**      Que.: **12**  
N.W.T.: **45**      N.B.: **11**  
N.S.: **43**      Yukon: **10**

Information Unavailable: **4,536**

## Introducing Tye Rhyno, Wood's Homes Indigenous Liaison

Close to 20% of the young people in our live-in and community-based programs were Indigenous. This percentage includes youth in our Foster Care program. We are proud of our history in working with this community and honoured to be helping these children, youth and families in any way we can.

We hired our first Indigenous liaison in November 2017. As an Indigenous person, Tye Rhyno brings with him a wealth of knowledge and community relationships. Wood's Homes sees this addition to the team as an important step in enhancing our services for this population.



"I've been lucky to have the opportunity to really connect with many of our Indigenous clients. I've learned their stories, and have been able to support them as part of our community here."

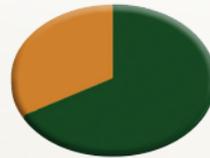
Tye says he uses the Circle of Courage and the Medicine Wheel as cultural tools to help teach young people how to grow and learn about themselves in a culturally-connected way. His expertise provides clients access to knowledge, ceremony and community as they learn from Elders, participate in traditional dance and create art. Some of these activities were a part of Wood's Homes' recent Annual Spring Feast and Friendship Dance, attended by more than 200 people from the community.

"I feel like we're on the road to reconciliation together," says Tye. "We're building new pathways toward healing and I'm pleased to see the interest and progress we're making with vulnerable young people. I'm looking forward to sharing what I know and learning from them as we continue to move forward."

# About us



The number of people we turn away



Some of our services are 1/3 the cost of hospital-based treatment



**40+**  
Programs & Services

**600**  
Staff & Volunteers

**13**  
Calgary Neighbourhoods

**6**  
Alberta & N.W.T. Locations

**1,328** Individual Donors in 2017



**4,500**  
Twitter Followers

**20,500**  
Views



The # of mobile crisis visits in the community.

**434** Corporate Donors in 2017

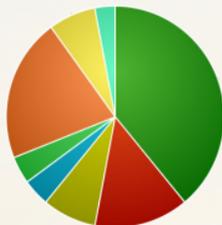


**Wood's Homes Blog: 34,000 Views**

# Wood's Homes Financials

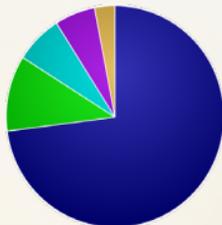
Wood's Homes operations and capital spending are financed in a number of different ways. We receive funding from many government levels, operating grants, fee for service arrangements, fundraising activities and donations. Our organization's revenues have grown significantly over the past several years as we introduce new programs and expand existing ones.

## 2017 - 2018 Revenue



Children's Services	39%
Alberta Health Services	14%
School Boards	8%
Ministry of Health	4%
United Way & FCSS	4%
Fee-for-Service	21%
Other	7%
Wood's Homes Foundation	3%

## 2017 - 2018 Expenses



Salaries	73%
Direct Client	11%
Administration	7%
Facility	6%
Amortization	3%

## Major Funders

	Numbers in thousands
Children's Services:	\$13,600
Alberta Health Services:	\$5,052
School Boards:	\$2,768
Ministry of Health:	\$1,370
United Way & FCSS:	\$1,371
Fee-for-Service:	\$7,473
Other:	\$2,585
Wood's Homes Foundation:	\$895
Total:	\$35,114

## Revenues

Contract:	\$23,814
Fee-for-Service:	\$7,473
Operating Grants:	\$1,950
Amortization of Contributions:	\$782
Wood's Homes Foundation:	\$895
Other:	\$200
Total:	\$35,114

## Expenses

Salaries:	\$25,418
Direct Client:	\$3,938
Administration:	\$2,302
Facility:	\$1,948
Amortization:	\$960
Total:	\$34,566

Wood's Homes Society and Wood's Homes Foundation financial statements are available at [woodshomes.ca](http://woodshomes.ca) in the About Us section.



**After more than a century of caring for vulnerable children and their families, we are well aware that many others have done this work before us, and they were just as committed and passionate about helping as we are today. Wood's Homes is honoured to be in their company.**

**Remember that if you or someone you know needs help, we're here.**

**Call: 403-299-9699**

**Text: 587-315-5000**

**Email: [eTherapy@woodshomes.ca](mailto:eTherapy@woodshomes.ca)**

**LiveChat at [woodshomes.ca](http://woodshomes.ca)**





# WOOD'S HOMES

WORKING FOR CHILDREN'S MENTAL HEALTH

SINCE 1914

*We never say no.  
We never give up.  
We never turn anyone away.*

Wood's Homes  
403-270-4102



Visit us!  
[woodshomes.ca](http://woodshomes.ca)

