

THE PLACE TO BEGIN CAMPAIGN



edgewood[™]

The Place to Begin Campaign



Expanding Access to Mental Healthcare for California's Bay Area Youth



In FY24, we served

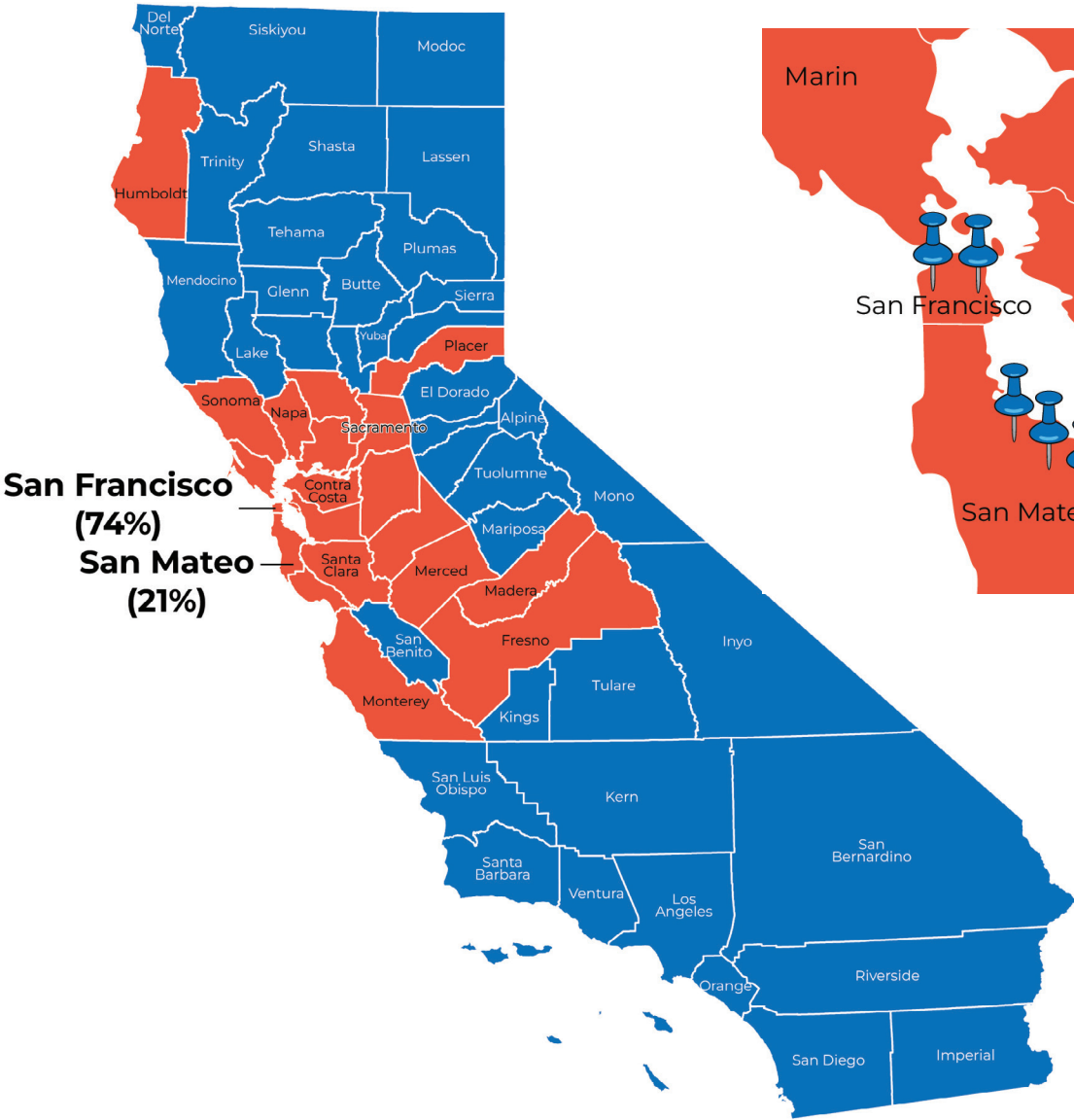
3,146



clients

Client Demographics

Service Center Locations



The Need is Profound.

Children's mental health is strongly correlated with their *physical health* and profoundly influences their ability to succeed in life. Mental health disorders, left untreated, can lead to school failure, drug abuse, violence, and even suicide. **Most children who receive the right treatment, however, get better.** They go on to live full and healthy lives as adults. Getting help early is key to a positive result.

Tragically, our children are facing an unprecedented mental health crisis and many cannot find the help they need.

The pandemic exacerbated and more than doubled reported levels of anxiety and depression among children and youth¹ and made more visible fundamental gaps, service inequities, and barriers to healthcare. **In fact, it is estimated that 65% of children do not receive treatment for their anxiety and depression,² with suicide rates, for those age 10-24, having increased by 62% within the last decade.³** Healthcare systems are broken, overwhelmed, and plagued with a lack of providers. Even when children are getting care, they are often misdiagnosed or prescribed an insufficient treatment plan that does not address the totality of a child's needs. Approaches to children's mental health care often overlooks the extreme significance of addressing the child's wider support system, including their parents, caregivers, and teachers.

Did you know that mental illness can mimic a path like cancer? Once symptoms are visible, the illness has progressed, sometimes over many years, making it more complex to treat and contributing to significantly increased costs to those suffering, their families, and society. Moreover, left untreated, mental health conditions can contribute to debilitating physical conditions later in life for the individual as they age. Prevention and early intervention are critical to addressing this crisis. This requires recognizing and treating the signs and symptoms of mental health disorder at an earlier stage before the illness has dangerous consequences.

For our providers on the frontlines we don't need statistics to tell us our children are in crisis. It is our lived experience, day, and night. We can do better for our children, and we know how to ensure more families have better access to the right care in the moment they need it. For these reasons, we are passionately embarking on an ambitious three-year vision to expand the care we provide, ensuring prevention of more severe mental illness for more families, and transforming and saving lives in the process. **By 2027, our goal is to significantly expand the number of children and families we serve, while maintaining the high standard of care we provide. We know we can do it, with your support.**




¹ Child Adolescent Psychiatry Clinicians NA. Fortuna, Lisa et al. The Impact of COVID-19 on Anxiety Disorders in Youth. 2023 Jul; 32(3): 531–542. Published online 2023 Feb 3.

² Mental Health America, The State of Mental Health in America 2022 (Virginia: Mental Health America, 2021), <https://www.mhanational.org/issues/state-mentalhealth-america>.

³ Curtain, Sally C., Garnett, Matthew F. Centers for Disease Control Stacks: [Suicide and Homicide Death Rates Among Youth and Young Adults Aged 10–24: United States, 2001–2021](#).





Navigating a Broken System: A Parent's Nightmare

When a child is in crisis, the whole family is suddenly thrust into a frightening, unfamiliar, and traumatic journey. It's a journey taken in an under-resourced system, with obstacles at every turn. The two most common barriers are the severe shortage of mental health providers available to treat those in need and the high cost associated with accessing care.

In California, there are just over 1,000 child and adolescent psychiatrists who serve the state's nine million children and youth.⁴ Parents often spend hours only to find therapists who are booked for months or who are not accepting any new patients. If parents can access care for their child, the cost is prohibitive for most, leaving families to resort to a hospital emergency room that has limited mental health resources and often create even more trauma for children in crisis.

Even those with reasonable financial means are often unable to afford the long-term costs associated with ongoing care that has no clear timetable and may go beyond the limits of private insurance. These families who are ineligible for public insurance, but cannot pay out of pocket, fall through the cracks.

⁴California Health Report: Solutions for Health Equity. *Nowhere to Turn: California Children with Mental Illness Often End Up in ERs that Aren't Equipped to Treat Them*. ChrisAnna Mink, August, 2017.



Creating A Future for Families to Thrive: A Place to Begin

Government contracts and public insurance, such as Medi-Cal, represent over 83% of Edgewood's annual revenue. These sources of funding are unpredictable and make it challenging to effectively plan. They also do not cover the true cost of providing high quality mental health care. Relying on these sources of income limits our capacity to provide the range of services families need, particularly for families who are ineligible for public insurance, but who also cannot afford to pay out-of-pocket. These are

the families most at risk of not receiving treatment and experiencing further increased costs down the road.

Edgewood has identified the resources required to expand its services and increase access to care. A model has been envisioned that will offer a fully integrated continuum of care that will also bring more reliable and sustainable financial resources for Edgewood, decreasing our reliance on funding from public sources.

Phased in two parts, our plan is called A Place to Begin. When families are in crisis, and parents don't know where to go, Edgewood is a safe haven where they can find the care they need. Our vision for A Place to Begin is to achieve a fully integrated mental health care continuum that provides end-to-end services and expands access for every family in need of mental health services in the San Francisco Bay Area. We also envision this plan as a best practice model that other agencies can replicate.



Our Approach: The Edgewood Way

For 173 years, Edgewood has been a beacon of hope for generations of families in the San Francisco Bay Area. The care we provide embraces the unique needs of every child and thoughtfully takes into account the child's family or primary caregiver as an integral component to the child's treatment and healing process.

In addition to providing high quality care for families, we are a leading professional training site for mental health providers in the San Francisco Bay Area. We are committed to training the next generation of providers, particularly ones from communities of color, given the many diverse backgrounds of those who we serve.

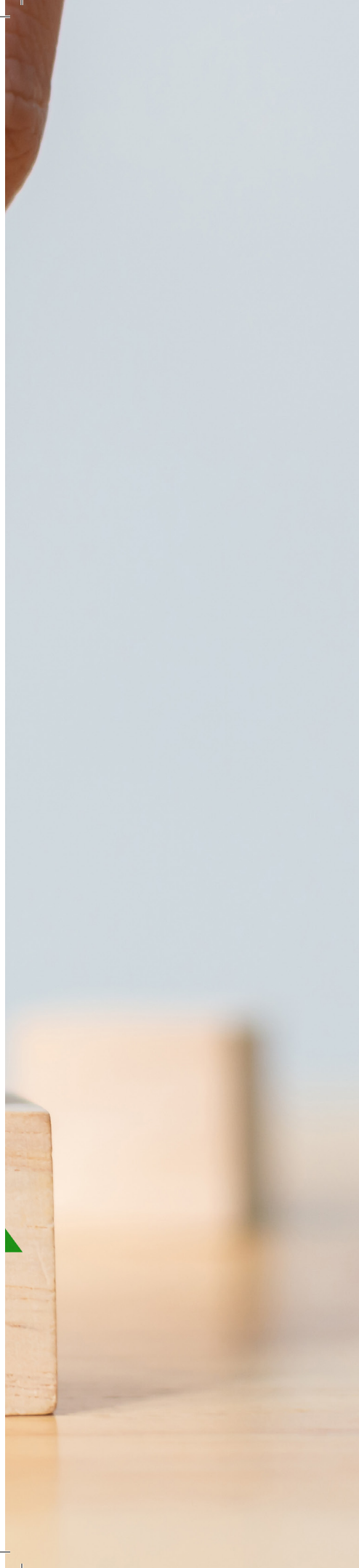
Thousands of families have benefited from the transformative programs and services we are known for, including:

- Pioneering the first family Kinship Program in the United States, which keeps children in a home with trusted relatives, and out of the foster care system. This program is now replicated in every state across the nation.
- Establishing the first hospital diversion program for youth and children in crisis in San Francisco County, which includes the only stand-alone 24-hour Pediatric Crisis Stabilization Unit that is unlocked and serves children as young as age six. In FY24, 87% of youth were diverted from inpatient hospitalization and discharged to a lower level of care. The CSU serves hundreds of youth and children each year.
- Offering a full continuum of care (early intervention and prevention to acute crisis and intensive services) in a non-hospital setting.
- Serving as a leading professional training site through our partnership with the University of California, San Francisco (UCSF) for child and adolescent psychiatrists nationally.
- Providing parents free access to support via phone to help them determine what level of care their child needs. In 2024, Edgewood answered 1,362 phone calls from parents and caregivers. 31% of those who reached out became Edgewood clients.



PHASE

BUILDING CAPACITY FOR THE FUTURE



Securing a healthy future for more families, requires building a solid foundation for Edgewood.

The first phase of our plan included building our reserves, improving retention and recruitment of highly trained staff across the organization, and assessing our capital infrastructure needs on our 100-year-old campus. **All three of these goals in phase one have been achieved.**

We have increased staff retention from 41% to 84% across the organization. This incredible accomplishment has profoundly changed the way we can plan for and deliver care. We also formalized our clinical training program by acquiring the San Francisco Psychological Service Center, which has enabled us to increase the number of providers available to more families.

We have worked diligently with architects and construction experts to develop a clear sense of our capital needs on campus.

In connection to each other, these organizational advancements have laid the foundation for the next phase of our expansion and vision for A Place to Begin.



PHASE

EXPANDING OUTPATIENT MENTAL HEALTH SERVICES



Children have unique needs when it comes to their mental health and their journey of healing is rarely linear.

The second phase of our plan is focused on the expansion of our outpatient mental health services so we can effectively deliver our services to more families in need.

Through an expanded model of care, we can provide social and emotional support to families who require less intensive intervention, in addition to those in need of more intensive services that may be required because they are in crisis. Integration of services also means our providers work collaboratively, in an interdisciplinary way, and that families have one hub of care for their child's mental health needs. Working this way allows us to respond to a range of mental health demands we observe while children and families are in our presence and offer them care, along a spectrum, that is much less disjointed, than they would otherwise encounter in other healthcare settings.

Phase 2 requires investments in the tools we need to meet the varied needs of those we serve in this expanded model. These include providing easier ways for families to access and experience our services, training more culturally diverse providers, utilizing technology and data to improve care outcomes, and creating modern and welcoming spaces that reflect the high-quality care and comfort we provide.

Phase 2 is organized around four key areas of philanthropic investment:

- **Expanding our Outpatient Mental Health Clinic** to serve more families from diverse and low to moderate-income backgrounds.
- **Increasing the number of culturally diverse mental health providers** through a formalized clinical training program to “fuel” expansion of outpatient services.
- **Leveraging technology** to evaluate programs, obtain meaningful data, improve care outcomes, and innovate in the field, based on best practices.
- **Transforming and modernizing our physical spaces** to promote an environment of serenity and healing where care is provided.

The Place to Begin Campaign to Expand Access to Mental Health Care for Children and Families

To realize this next phase of growth, we invite our philanthropic community to join us in our vision through *The Place to Begin Campaign*. We have set a working goal to raise \$10 million over the next three years to address the most critical aspects of our plan. We are grateful to donors who allow for flexibility across strategic investment areas of increasing financial and other resources for families, professional training opportunities, and making capital improvements. All of this will further us in our vision to serve more families in need of services for their child.



Philanthropic Investment Opportunities



1 Making Mental Health Care More Accessible to Families \$3.5 Million

Expanding our continuum of care will require a pilot and implementation phase that will integrate our clinical training program with our existing outpatient mental health clinic. We will add dedicated therapists and additional staff to expand services. They will conduct initial social-emotional and psychological assessments and provide additional referrals as needed to help us serve up to 600 new families by 2027. Investments include:

- Expanding outpatient prevention and early intervention services for our families to include a diverse range of parenting classes, wellness and holistic health activities, community outreach enhanced care management services, and an intensive family therapy clinic. We envision the expanded clinic as an “innovation hub” where trainees and other providers, in partnership with clients and their families, pilot and test new programs and treatment modalities.
- Ensuring every child has access to the care they need through the establishment of a Family Care Fund to offset out-of-pocket costs and ease the financial burden of care for our families from low to moderate-income backgrounds.

2 Preparing a Diverse Generation of Providers to Serve More Families \$3 Million

Fueling our outpatient services expansion is a new partnership between the Edgewood Institute and San Francisco's Psychological Services Center, which will add doctoral-level psychology trainees and post-doctoral therapists on our campus. Integrating our clinical training program with the outpatient service expansion means more robust training opportunities for providers and more families receiving the benefit of the best modalities and services. Investments include:

- Providing fellowships to recruit and retain a pool of ethnically, multilingual diverse doctoral-level trainees. The more diverse our therapists are, the more we can be culturally responsive to each client and meet them where they are.
- Creating a fund for the Institute to establish it as a pre-eminent site for training, research, and advocacy focused on youth mental health.
- Achieving American Psychological Association (APA) Professional Accreditation by 2027: APA Accreditation assures the public that our program has clearly defined training aims that meet professional and scientific standards that support the successful, ethical, and skillful delivery of psychological service. It also ensures our program has met rigorous standards that verify our ability to prepare graduates to provide outstanding, evidence-based clinical service. Accreditation also expands the candidate training pool we attract, thereby increasing our ability to select diverse trainees.



3 Leveraging Technology for Data-Driven Care and Innovation

Quality data enables our team to identify and treat current and emerging mental health needs in our community. Our current electronic health record has the capacity to capture outputs, like numbers of clients served, however, it does not function to collect and analyze more meaningful data critical to delivering the very best state-of-the-art care possible. In addition to acquiring more advanced technology to collect quality data, our expansion plans include gathering data across all patient and client services to improve our work and create even better outcomes for our clients.

Investments include:

- Acquire user-friendly technology that will enhance the client experience and provide real-time data to therapists that will inform patient treatment plans
- Evaluate all patient and client services across Edgewood via a third-party independent assessment to assess effectiveness and impact



4 Transforming Our Space for Healing \$3 Million



Our campus is unique. We have 7 acres of land, close proximity to Ocean Beach and other parks, a garden for youth to grow food, a music room, and bike paths. But our physical campus is in need of significant updates.

We know that natural light and well designed healing space can have a calming effect on patients, reduces anxiety, improves mood, and leads to a more positive healthcare experience⁵. It has a similar effect with staff, making for more effective and relaxed interactions with clients. Furthermore, our physical spaces must reflect the quality of care we seek to provide to a diverse group of families.

We plan to renovate all buildings on our campus that are over 100-years-old by 2026. A campus assessment completed in 2024 included a property analysis and a slight refresh of our buildings. For this next phase, we plan to replace inefficiencies related to decades of wear and tear and the aged, institutional feel of select campus buildings with a more welcoming and comfortable environment that promotes healing for our children and families. Investments include:

- Making investments in furniture, fixtures, technology, and equipment which will provide a state-of-the-art therapeutic experience in a comfortable space for clients and staff.
- Modernizing and upgrading less visible but critical infrastructure to our campus such as windows and HVAC systems which will improve efficiencies both in terms of cost and climate, and improve comfort within spaces where staff and clients interact.

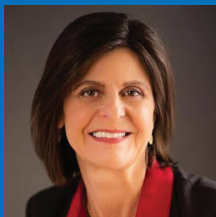
⁵Li, Y., Chen, Z., & Zuo, L. (2017). The impact of lighting on human health in hospitals. *Environmental Science*

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Mental health is the defining public health crisis of our time...

- Former U.S. Surgeon General Dr. Vivek H. Murthy

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We have earned the highest possible rating from Candid. The Platinum Seal of Transparency means that Edgewood has shared clear and important information with the public about our goals, strategies, capabilities, achievements, fiscal responsibility, and progress indicators.



The Golden Seal of Approval from the Joint Commission signifies that Edgewood meets rigorous performance standards in delivering quality, safe care.