

# JIGSAW

*Together*







#### Our Vision

An Ireland where **every young person's** mental health is valued and supported.

#### Our Mission

**Together, we will achieve better mental health outcomes for young people (aged 12-25)** by delivering therapeutic services, promoting youth mental health and mobilising community and societal change, while ensuring our organisation evolves to support **all aspects of our work.**

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“There is no time to lose.  
**Let us all do this together.**”

Chairperson, **Dr Jacinta Stewart**

## Foreword

### Chairperson, **Dr Jacinta Stewart**

**The vision for Jigsaw in the period 2022-2025 will seek to help create an Irish society where every young person's mental health will be valued and supported.**

To accomplish this requires a two-fold priority:

- 1.** Jigsaw will be in the vanguard of providing better and improved mental health outcomes for young people.
- 2.** The quality and the delivery of outcomes will reflect the dynamism and expertise found in Jigsaw itself. Jigsaw's administrative capability will continue to distinguish itself through offering better access and choice for young people with mental health challenges, and this access and choice will be channelled via integrated services and collaborative approaches. As goals are achieved, new horizons inevitably come into focus and Jigsaw, as a progressive organisation, will engage with communities to drive change.

Jigsaw is the only primary care youth mental health service provider in Ireland for young people aged 12-25, and the organisation seeks to extend its reach to meet the mental health needs of more young people than ever before and work for better mental health outcomes.

In the pursuit of Jigsaw's goals, the organisation continues to reach out to talented people with skills and expertise to help create a culture that reflects Jigsaw's vision and mission. In time, Jigsaw's technological capacity will enhance delivery on strategic priorities as the organisation strives to develop a sustainable, diverse and multi-annual funding structure that responds to evidence-based research and ongoing best practice.

Striving for good mental health involves effectively working to maintain and build on progress made. To help achieve this, Jigsaw commits to supporting young people, their families, and friends, and in this understands the importance of relating to culture and community. There is a need to lessen stigma and provide a haven for young people to seek help and access the right support, when they need it and how they want it.

*Together, Jigsaw's Organisational Strategy 2022-2025 recognises the reality of the difficulties faced by young people in difficult situations, and Jigsaw's huge strength is found in the vibrancy and resilience that has deep roots within the organisation.*

**There is no time to lose. Let us all do this together.**



“ While we are proud of what we have achieved to date, **we are fully aware there is so much more to be done.** ”

Chief Executive Officer, **Dr Joseph Duffy**

## **Introduction – Jigsaw in a changing Ireland**

### **Chief Executive Officer, Dr Joseph Duffy**

**In the past ten years that I have been with Jigsaw, I have seen the organisation grow and change at a tremendous pace. A change of name and brand. An increase from five to 14 locations around the country. From supporting 1,200 young people to over 7,000 last year with over 23,000 individual sessions. From one-off talks and workshops to a comprehensive One Good School™ model, community collaborations and extensive online presence providing information, advice and support. From a small staff of just 15 to a nationwide team of committed, multi-disciplinary professionals of over 200.**

**Alongside this, the transformation of Jigsaw in terms of scale, reach and impact has brought an increased profile as the authoritative voice on youth mental health in Ireland.**

Since 2006, through an integrated approach, focused on improving mental health outcomes for young people, Jigsaw has remained steadfast in our commitment to help create an Ireland where young people are connected to their community, have easy-to-access support and services to face challenges to their mental health and live, learn, work and play in a society that understands and values mental health.

While we are proud of what we have achieved in this regard to date, we are fully aware there is so much more to be done.

Developing a new strategic plan, particularly during a pandemic, is no small task.

Through a range of online consultations, as an organisation, we looked at ourselves from inside and out. We thought, and talked, about mental health and wellbeing and the issues facing young people in Ireland today. We looked at the wider charity and health sectors and we engaged with our colleagues overseas. We listened to each other and spent considerable time thinking.

From the start, this strategic development process was seen by all as a unique opportunity; an opportunity to address key areas - in our ever-changed Ireland, what role do we have? What impact can we make? What's achievable? What's affordable? What aspirations do we hold?



I am pleased and proud to say that our board, senior management team, staff and young people engaged with the task and each other with such commitment and enthusiasm.

I want to thank you all for helping us form this new plan.

The fruits of that work are now contained in these pages. We are setting out to further evolve how we achieve better mental health outcomes for young people. We recognise that to do this we need to have a high performing organisation. Our plans are ambitious, rooted in our values, but also considered and based on a trusted understanding of young people.

In developing *Together, Jigsaw's Organisational Strategy 2022-2025*, we were keenly aware of key drivers of change – the defining role the Covid-19 pandemic has played, and will continue to play, in all our lives; the scale and impact of climate change on our lives and the lives of those to come; the ever increasing role of digital technologies across societies; changes to patterns of consumption; the growing global debate on issues of social justice, race and diversity and more.

At Jigsaw, our values guide our daily actions and behaviours and influence the way we work with each other. As we look forward, we strive to embed them in our everyday work. In our actions we are collaborative, compassionate, progressive, we value young people, diversity, evidence and integrity. We are ambitious and bold about changing the current paradigm in approaches to mental health. We aim to continue to inspire change, and to be pioneering, disruptive, brave and determined in creating positive change across Ireland.

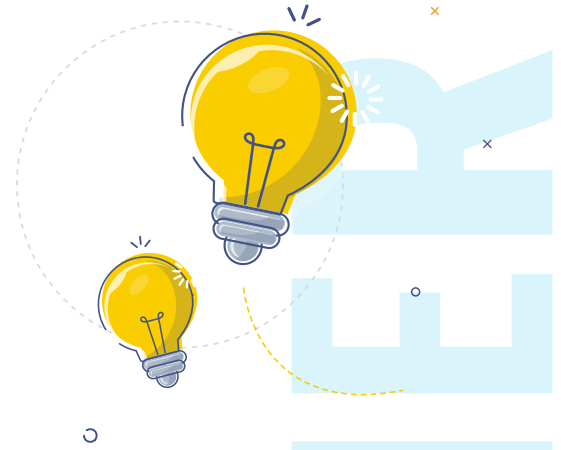
At Jigsaw, we believe that each of us has strengths to build on, whatever our past experience, life circumstances or current situation. These strengths are found in individuals, families, communities and organisations. Equally, our lives are shaped by the events and traumas we have experienced. Our work is focused on supporting young people as they tell, and understand, their own stories. We help find the best ways for the individual to become independent, connected with their community, nature and themselves.

“ We are ambitious and bold about changing the current paradigm in approaches to mental health. **We aim to continue to inspire change, and to be pioneering, disruptive, brave and determined in creating positive change across Ireland.** ”

Chief Executive Officer, **Dr Joseph Duffy**

“ **At Jigsaw, our values guide our daily actions and behaviours and influence the way we work with each other.** As we look forward, we strive to embed them in our everyday work. ”

Chief Executive Officer, **Dr Joseph Duffy**



We are an organisation of people who have a passion for Ireland's youth; people across our communities who daily contribute their energy, experience and endeavour to making our country more accepting, more open, more supportive; people who truly believe that the world can be different and that our collective vision of a future that values and supports every young person's mental health is within our grasp.

A more open dialogue on mental health is increasingly pervasive; a more meaningful and progressive approach to government policy is evident through Sharing the Vision, Sláintecare, Healthy Ireland and Connecting for Life; a more strategic and socially responsible approach to corporate engagement and philanthropy and a growing desire among those who live, learn, work and play in our communities to address the challenges of the past, so as to create a brighter future – are all key ingredients of a change agenda that is possible.

### **Together**

The concept of togetherness is central to this new strategic plan for Jigsaw.

Together speaks to our therapeutic work – being together with the young person in their distress.

Together speaks to working collaboratively, breaking down silos, rowing in the same direction and ensuring our work is grounded in the principles of integrity, quality and transparency.

Together speaks to our work in community across mental health promotion, communications, advocacy, and fundraising. Through a deeper understanding, and communication, of the need for collective action and togetherness, we aim to mobilise support, rally communities, hear from, and speak to, young people and parents, and drive policy change and funding decisions.

*Together, Jigsaw's Organisational Strategy 2022-2025* represents fresh thinking. It acknowledges that new ways of working are feasible and that digital interventions must be central to all future thinking. It emphasises the true value in our approach at primary care level – in session rooms, in classrooms, in lecture halls, on sports grounds, workplaces, homes and more – these settings, both physical and digital, remain central to our strategic thinking.

Collectively, our response to Covid-19 has shown that we are capable of making widespread and significant changes in a short space of time. As a nation, and an organisation, we must maintain this spirit of flexibility, agility and openness to doing things differently. If we do, and we continue to listen, to work tirelessly and together, we believe we can achieve our vision of an Ireland that values and supports every young person's mental health.

### **Together we can do this!**





“As a young person, it is refreshing to see an organisation like **Jigsaw** acknowledge the potential of young people in their strategy from the start.”

Youth Advocate, **Jude Pierse**

## Youth Response

### Youth Advocate, Jude Pierse

**The ambitious vision of *Together, Jigsaw's Organisational Strategy 2022-2025* is impressive.**

**As a member of Jigsaw's youth advisory panel for over a year, what is evident to me is that this strategy has strong concepts and obvious potential, with innovation at its core.**

As a society we are making strides in terms of the voice of the young person. As a young person, it is refreshing to see an organisation like Jigsaw acknowledge the potential of young people in their strategy from the start. With a recognised and established history of youth engagement and participation, Jigsaw is aware of young people's ability and right to be involved in the decision making that affects them.

I believe the trials and tribulations we face as young people afford us expertise. From the start this strategy reaffirms this by accepting that we, as young people, are experts by experience and our voice can change many things for the greater good. Jigsaw complements this by aiming to facilitate platforms where young people are empowered and heard.

Today, young people have to adapt constantly - adapt to Covid-19, adapt to social pressures, adapt to the latest "what's cool and what's not" etc. For some, education, work or home life can be a safe haven; for others it is navigated with great difficulty. Some young people are subjected, and forced, to fight racism and discrimination on a daily basis. Some are without a family, a home and some don't have somewhere they feel safe and cared for. Some are very quickly thrown into the deep end, and experience the worst of social deprivation. Many are denied access to the services and supports they need.

But, I look at my peers and am immensely proud to be a young person. I see how resilient we all are, even at times when some of us don't see it.

I appreciate how *Together, Jigsaw's Organisational Strategy 2022-2025* continues the efforts by Jigsaw to tackle the social issues that impact on mental health. We need to do more if we want to improve mental health outcomes for young people in our communities. I acknowledge the sharper focus on public awareness and advocacy and welcome the opportunities for genuine youth engagement in this area.

“ As the demand for services grows, it is good to see work that delivers **increased capacity while retaining core values, remembering to place the young person at the heart of it.** ”

Youth Advocate, **Jude Pierse**

I believe *Together, Jigsaw's Organisational Strategy 2022-2025* will encourage Jigsaw, a leader in the provision of mental health care and supports, to realise and utilise their evolving presence in the community and society to achieve better mental health outcomes for young people.

Based on my experience as a young person and that of my friends, I believe it is fair to say that the approach “one size fits all” never works. Often people are let down or excluded. As such, I am very happy to see that Jigsaw's new service and support model – Jigsaw Connect - strives to provide different services to different people. As the demand for services grows, it is good to see work that delivers increased capacity while retaining core values, remembering to place the young person at the heart of it.

The mental health promotion aspect of this strategy is also important, helping the wider community to better understand mental health and promote good practice. The development of more workshops and initiatives will strengthen existing efforts such as One Good School™. Schools and places of learning are very important for us all, as for some of us it is a chance to enjoy ourselves and have fun, for others it's hugely rewarding, but for some it can be challenging.

I have often heard how it can be challenging for young people to engage with a service where they do not feel represented. I welcome Jigsaw's efforts, as part of this strategy, to diversify the workforce providing representation for young people and encouragement to be proud of who they are, seeing representation first hand in the organisation.

In summation, *Together, Jigsaw's Organisational Strategy 2022-2025*, is broadly positive. In mapping an ambitious way forward, it speaks to many areas of concern and interest to me.

However, while optimistic, I am aware that implementation will not be easy.

I sincerely hope in the years to come when a new strategy for Jigsaw is introduced, we can all look back and see how this strategy has helped young people's mental health by offering both services and influencing change.

**Collectively, there is a responsibility on us all to see this through.**



“ If anyone I know needed  
someone to talk to, **I would  
recommend Jigsaw.** ”

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A quote from a young person who attended  
Jigsaw for support with their mental health

## Our values

### We value young people

1. we listen to the voice of young people, meet them with respect and acceptance and acknowledge their expertise in being young.
2. we trust and believe in their judgement of their own needs and solutions regarding their mental health.
3. we believe in and uphold young people's right to have their voice heard and be given due weight in key decisions that impact on young people's mental health.
4. we believe in a young person's right to exercise control and agency in their life and are committed to creating an organisation which supports and facilitates that.

### We work collaboratively

1. we create meaningful relationships with like-minded organisations in a consistent manner for the benefit of young people.
2. we value what others can bring and will acknowledge that we cannot achieve our vision alone.
3. we are open in our dealings with others and are open to being wrong.

### We are progressive

1. we are innovative in thought and action and we challenge the status quo.
2. we are open to change, acknowledge what does not work and constantly seek improvement.
3. we aim to look at creative ways of working together and with others in the achievement of our vision.



INTEGRITY



GET TOGETHER



## We value diversity

1. we believe in, and value, diversity as an essential aspect of our organisation and everyday work.
2. we are committed to creating an organisation that actively promotes equality and ensures inclusivity for all.

## We show compassion

1. we create compassionate spaces for the young people we support and for those who support us in the execution of our vision.
2. we look out for, and after, our people and each other.

## We are driven by evidence

1. we are open to, and informed by, evidence and remain insights-driven.
2. we make as many decisions as possible in line with evidence.
3. we know why we do things.
4. we will listen and learn from others.

## We act with integrity

1. we do the right thing when no one is looking.
2. we respect each other's opinions and those of others we work with and deal with.
3. we treat all stakeholders, partners and supporters with honesty and respect.
4. we treat our environment with care and endeavour to make decisions that respect and protect our lived environment.



## Our Mission

### **Together, we will achieve better mental health outcomes for young people (aged 12-25)**

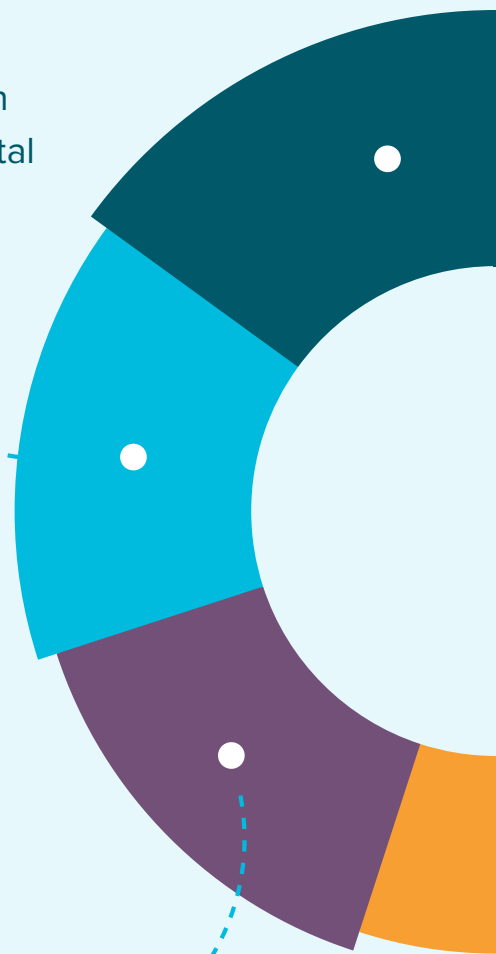
by delivering therapeutic services, promoting youth mental health and mobilising community and societal change, while ensuring our organisation evolves to support **all aspects of our work.**



### **Goal 1:**

Achieve better mental health outcomes for young people through...

**Services, Mental Health Promotion,  
Public Awareness and Advocacy**







### **Our Vision**

An Ireland where **every young person's** mental health is valued and supported.

**JIGSAW**  
*Together*



### **Our values**

- Value Young People
- Work Collaboratively
- Are Progressive
- Value Diversity
- Show Compassion
- Driven by Evidence
- Act with Integrity



### **Goal 2:**

Build a high-performing organisation fit for the future through...

**People, Technology, Funding, Evidence**

## Goal 1:

Achieve better mental health outcomes for young people through...



### 1. Services

As the only primary care youth mental health service provider in Ireland, for young people aged 12-25, we want to extend our reach to meet the mental health needs of more young people than ever before.

Jigsaw Connect, our new vision for a person-centred, responsive, trauma sensitive, integrated suite of accessible mental health supports and services, will guide our service provision moving forward.

Through it, we remain fully committed to providing greater flexibility and choice and we intend to enhance our range of supports and services for young people and their families by further embracing digital technology.

#### Objective:

Provide a wider range of therapeutic supports and services for young people.

#### Specific Actions:

1. Expand the range of lower intensity services and supports available to young people and those who support them, e.g. Live Chat, Group chat, parent supports, psychoeducation, digital programmes and online peer support
2. Develop higher intensity supports to include a single therapeutic session model.





**Objective:**

Increase capacity, reach and accessibility of Jigsaw's supports and services.

**Specific Actions:**

1. Streamline access to Jigsaw's range of supports and services
2. Increase our capacity to provide brief intervention services to more young people in existing catchment areas and beyond by developing new online clinical teams
3. Through online offerings, increase the digital reach of Jigsaw's service offerings to more young people across Ireland
4. Develop and open two new community based services.

**Objective:**

Ensure Jigsaw's clinical supports and services are high quality and Impactful.

**Specific Actions:**

1. Design and implement a mechanism for regular and meaningful service user engagement
2. Develop and implement an integrated digital case management and evaluation system with advanced booking and scheduling functionality and ability to capture comprehensive demographic data
3. Review the structure and evolve and enhance the evaluation of our services and supports
4. Design and implement a quality assurance framework for Jigsaw Connect.





## 2. Mental Health Promotion

In Jigsaw, we are committed to ensuring better mental health outcomes for young people through our mental health promotion work.

Informed by youth voice, evidence and national policy, we aim to increase the mental health knowledge, skills and resources of young people, and those around them, in settings where they live, learn, work and play.

In order to do this, we will....

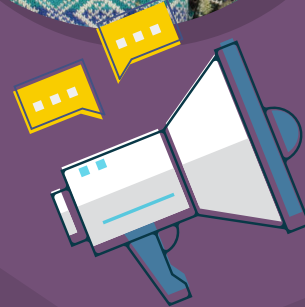


### Objective:

Increase the range, scope and reach of community-based, mental health promotion workshops and programmes.

### Specific Actions:

1. Develop and implement an outcome-based, measurable action plan to guide our work in communities
2. Further expand the range of workshops and programmes to inform, educate and build the capacity of communities to better support and promote young people's mental health
3. Advance and improve collaborations and partnerships at local and national level, reinforcing a shared responsibility for promoting and supporting youth mental health.



“If anyone I know needed someone to talk to, I would recommend Jigsaw.”

A quote from a young person who attended Jigsaw for support with their mental health

**Objective:**

Further expand and strengthen our programme of work across all education settings.

**Specific Actions:**

1. Further develop the existing One Good School™ initiative, and the Jigsaw Schools Hub, to provide an enhanced suite of online and offline programmes and supports for schools (primary and post-primary)
2. Develop and deliver a range of mental health promotion programmes and supports for further and higher education settings
3. Further enhance interagency working with key education partners in order to position Jigsaw as a valuable contributor to the mental health and wellbeing agenda in education settings
4. Build the capacity of current and future education professionals by contributing youth mental health modules to undergraduate training and continuous professional development programmes.

**Objective:**

Refine and implement a plan for evaluating the outcomes of our mental health promotion work in community and education settings.

**Specific Actions:**

1. Work with Jigsaw's Research and Evaluation Team and academic partners to further develop and implement an evaluation plan to facilitate appropriate data collection and measure and report on the mental health outcomes achieved for young people through our work in education and community settings
2. Maximise opportunities to share learning and present evidence of outcomes achieved, with key academic, professional and community-based audiences
3. Maximise the use of digital analytics to capture engagement, use and impact of online programmes and supports.



### 3. Public Awareness & Advocacy

In uniting the voice and experience of young people with our knowledge, research and practice, we aim to:

- build upon and strengthen our reputation as a leading provider of youth mental health services and supports;
- inspire lasting change in how we, as a nation, talk about, respond to and support youth mental health;
- be a strong voice in influencing public policy and conversation in relation to youth mental health.

As the National Centre for Youth Mental Health and by engaging all young people, those who access our supports, the general public, elected representatives, civil servants and more, we will...

#### Objective:

Develop effective communications that better connect young people to Jigsaw's full range of online and psychoeducation services and supports.

#### Specific Actions:

1. Continue to invest in, and develop, jigsaw.ie to become Ireland's leading online youth mental health platform
2. Strengthen the Jigsaw brand, so it's better perceived and understood as a youth mental health charity offering a wide range of services and supports
3. Build the breadth and depth of our online content, better leveraging the voice and experience of our people and those we support
4. Develop a calendar of creative, targeted and impactful communications campaigns with a focus on Jigsaw's online supports and services.



MENTAL HEALTH TOOLKIT

**Objective:**

Increase public awareness on, and knowledge of, the wider social determinants of youth mental health in Ireland.

**Specific Actions:**

1. Develop a more proactive media relations plan (including effectiveness reporting) that better influences people's perceptions of mental health and our role in same
2. Develop public awareness campaigns (independently and in partnership with others) that connect the public to our vision for, and conceptualization of, youth mental health
3. Develop and communicate a stronger, evidence and practice-informed, voice in social issues that are directly related to youth mental health in Ireland
4. Increase and improve our knowledge by undertaking regular public research to measure effectiveness of our public awareness work.

**Objective:**

We will work with, for and on behalf of young people to advocate for better mental health supports and services at a local and national level.

**Specific Actions:**


1. Update our Public Affairs strategy, better positioning Jigsaw as the thought leader in youth mental health in Ireland
2. Identify and communicate a series of key recommendations and practical solutions on funding and policy relating to youth mental health
3. Better amplify the voice and experience of young people in public debate and conversation on youth mental health.











“ And for me, **I have found a real sense of belonging** since I joined Jigsaw. ”

Jigsaw Service Manager, **Damien Coyle**

**JIGSAW**  
Young people's  
health in mind

## Goal 2:

Build a high-performing organisation fit for the future through...



### 1. People

We recognise the need to create a high performing, agile workplace that supports our achievement of better mental health outcomes for young people.

We need talented people (staff, board and volunteers) with the right skills and values in place in order to create a culture that aligns with our vision, mission and values and offers opportunity and a sense of ownership and belonging.

In creating this workplace, we will...

#### Objective:

Maximise strategic workforce and resource planning to better attract and retain talented people.

#### Specific Actions:

1. Review and develop fit for purpose remuneration, recognition and benefits structures
2. Continue to embed fair and transparent recruitment practices that support our ability to communicate our culture and brand and expand our reach to attract diverse, qualified and values driven people
3. Identify appropriate resource requirements across Jigsaw services and central & support functions and develop policy to support an adaptable and flexible workforce
4. Develop workforce planning and resourcing strategy specific to Jigsaw services to support the evolution of Jigsaw Connect and retention of our clinical workforce
5. Strengthen our professional development structures by investing in elearning; delivering CPD programmes to support personal and professional development; and creating opportunities to include internal mentoring and co-design and development of CPD programming.

**Objective:**

Build and support leaders for the future.

**Specific Actions:**

1. Equip Jigsaw leaders to lead and manage through transformational change and organisational development
2. Create a bespoke management and leadership programme that supports the development of Jigsaw staff as leaders
3. By developing clear succession planning mechanisms, identify and grow talent to fill leadership and critical roles in the future
4. Continue to support the effective and consistent management and development of people and teams.

**Objective:**

Continue to foster a people-focused, values-led workplace.

**Specific Actions:**

1. Develop mechanisms to embed and integrate wellbeing in to all aspects of our work
2. Further develop clear structures for staff engagement, communication and feedback
3. Develop an environment that better supports our workforce to take collective responsibility for creating and embedding a culture of inclusivity, belonging and trauma sensitivity.

**Objective:**

Build and support Jigsaw's volunteers i.e. board members, young people and community volunteers.

**Specific Actions:**

1. Review and strengthen volunteer development and support frameworks to maximise volunteer engagement
2. Facilitate the Jigsaw board to implement and remain fully in compliance with the Charities Governance Code and ensure excellence in governance
3. Further develop clear mechanisms for community volunteer engagement, communication and feedback.







## 2. Technology

As a response to an ever changing external landscape including a heightened awareness of the impact of climate change, increasing demand for our mental health services and supports, and evolving expectations from all our internal and external stakeholders, we must develop a more technology-enhanced approach to all areas of our work.

To commence this, we will...



### Objective:

Strengthen our technological capacity to better deliver on our strategic priorities.

### Specific Actions:

1. Expand our in-house IT support capabilities and introduce a structured internal helpdesk facility
2. Undertake a full, organisation-wide IT audit and assessment (across software and hardware)
3. Enhance system integrations aimed at promoting better alignment, focus and efficiencies
4. Consolidate all IT procurements through a centralised process
5. Develop and implement an organisational IT training plan to better support our teams.

“I would like to truly thank you for your service... **it changed my life.**”

A quote from a young person who attended Jigsaw for support with their mental health



ENGAGE



**Objective:**

Harness the opportunities technology affords to enhance organisational processes, improve productivity, drive efficiencies and reduce our carbon footprint.

**Specific Actions:**

1. Develop and commence implementation of a technology roadmap
2. Support the development of, and migration from, legacy case management systems
3. Enhance internal file storage structures and processes (SharePoint, intranet etc.) to better support internal communications and collaborative working
4. Expand use of CRM solutions to better support our donor management, youth engagement and explore wider use across the organisation
5. Develop an action plan to reduce our carbon footprint in a measurable way.

**Objective:**

Improve public facing offerings by providing seamless digital experiences from first contact to last for all those that interact with us.

**Specific Actions:**

1. Create a vision for digital, clearly identifying roles and responsibilities for the development, delivery and communications of digital offerings
2. Improve integration of communications for more effective messaging and data management for all online, phone and face-to-face interactions
3. Create a rigorous evaluation for all digital offerings putting the user at the centre.



### 3. Funding

It is only through collective action with a range of public and private funders that we can achieve our organisational ambitions.

In developing a strategic approach to funding, we can strengthen the capacity of our organisation, allowing for growth, evaluation, innovation and service developments.

To achieve this, we will...



#### **Objective:**

Develop a sustainable, diverse and multi-annual funding structure.

#### **Specific Actions:**

1. Develop a clear funding plan, with defined timelines, improved processes for budgeting and regular reviews
2. Develop a fully costed four-year plan in line with organisational strategy.

#### **Objective:**

Develop strategic and productive alliances to expand funding opportunities.

#### **Specific Actions:**

1. Further enhance institutional funding relationships with the aim of year-on-year growth in funding
2. Continue to grow corporate partnerships, with the aim of working with one flagship partner during the lifetime of the strategy
3. Create and develop broader partnerships with philanthropy.



FOR  
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“ **It was an amazing experience.**  
The people that are involved in  
Jigsaw are inspiring. ”

Róisín, Jigsaw supporter



**Objective:**

Continue to inspire communities to help us fund our ambitious plans.

**Specific Actions:**

1. Refine and further develop our current public fundraising strategy
2. Develop and integrate a compelling, inspiring and powerful public proposition across all fundraising activity, thus better enabling others to support our ambitious plans.

**Objective:**

Maintain and grow our commitments to be accountable, demonstrate cost effectiveness and provide transparency in all areas of our funding.

**Specific Actions:**

1. New Internal Auditor process to include fundraising in its programme of work
2. Implement any future recommendations from all audits
3. Maintain Charities Institute Ireland Triple Lock Standard
4. Continue to submit our Annual Report each year to the Good Governance Awards and implement learnings from this process.





## 4. Evidence

Good quality evidence is widely recognized as a key contributor to improving youth mental health services, and in delivering better outcomes for young people

Building on Jigsaw's history of contributing evidence to the emerging area of youth mental health and evaluating the supports that we provide, we will strive to generate additional evidence from research and evaluation that is innovative, reliable and influential by...



### Objective:

Conduct focused research to drive understanding of youth mental health needs, mental health literacy and effective mental health supports.

### Specific Actions:

1. Expand Jigsaw's programme of innovative research in youth mental health with key academic partners
2. Recruit and support the development of the best emerging research talent in the area of youth mental health
3. Further increase young people's involvement in Jigsaw research projects, so that it achieves maximum impact.

**“ I thought Jigsaw was amazing. There should be more out there for teens. They helped me get my life back, and I know that more teens need that kind of support. ”**

A quote from a young person who attended Jigsaw for support with their mental health



RESEARCH  
TO  
GO



**Objective:**

Continue to invest in robust evaluation so evidence is driving decision-making across all levels of the organisation.

**Specific Actions:**

1. Improve data management systems across the organisation, enabling Jigsaw to capture and analyse information more effectively
2. Continue to invest in and grow the analytics capacity of the organisation, to promote better access to data and enabling responsive and informed decision-making
3. Systematically embed and further develop robust evaluation within all projects and initiatives to ensure Jigsaw delivers efficient and effective supports to young people.

**Objective:**

Produce quality evidence to strengthen our reputation and to influence societal change, policy and practice.

**Specific Actions:**

1. Support Jigsaw to become a leading and trusted voice on youth mental health, by providing evidence to inform our advocacy agenda
2. Facilitate the timely translation of evidence into practice, ensuring those working with young people have the most up-to-date information on youth mental health
3. Ensure that evidence produced by Jigsaw is accessible and appealing for young people and those around them.





# JIGSAW *Together*

“ **Jigsaw helped me find my voice again.** It showed me that even just by talking to someone, anyone, just by **expressing your thoughts out loud, you can immediately see a solution or get help** from friends and family to most, if not all, problems. ”

A quote from a young person who attended Jigsaw for support with their mental health





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Charity revenue number CHY 17439.

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