



# AGENCY/PROGRAM APPLICATION FOR FUNDING

## Fiscal Year 2022-2023

NAME OF AGENCY			
Family Service Center of Wilmette, Glenview, Northbrook and Kenilworth			
CONTACT PERSON AND TITLE			
Renee Z Dominguez, Ph.D. & Chris Pippin Northwick, Co-Executive Directors			
ADDRESS			
191 Waukegan Road, Suite 206			
CITY		STATE	ZIP
Northfield		IL	60093
PHONE		FAX	
847-920-5827, 847-920-5007		847-853-2600	
E-MAIL			
<a href="mailto:rdominguez@familyservicecenter.com">rdominguez@familyservicecenter.com</a> ; <a href="mailto:cnorthwick@familyservicecenter.com">cnorthwick@familyservicecenter.com</a>			
WEB			
<a href="http://www.familyservicecenter.com">www.familyservicecenter.com</a>			
NO. OF YEARS IN EXISTENCE		TOTAL AGENCY FUNDING REQUEST FOR PROPOSED YEAR	
108		<b>\$ 75,600</b>	
PROGRAMS REQUESTING FUNDING	AMOUNT RECEIVED LAST YEAR	\$ AMOUNT FOR PROPOSED YEAR	FUNDED BY TOWNSHIP SINCE? (Estimate of Year OK)
1. <u>Counseling, Crisis Support, Outreach, and Education</u>	<u>\$ 70,000</u>	<u>\$ 75,600</u>	<u>1972</u>
2. _____	\$ _____	\$ _____	_____
3. _____	\$ _____	\$ _____	_____
4. _____	\$ _____	\$ _____	_____



## AGENCY/PROGRAM APPLICATION FOR FUNDING Fiscal Year 2022-2023

### Eligibility Criteria For Funding

New Trier Township General Statement of Policy:

- **Each agency/program requesting funding from the Township will be referred to either the Agency Oversight Committee, the Mental Health Committee, or the Money Follows the Person Committee of the Township. Those committees will make funding and agency/program recommendations to the New Trier Township Board of Trustees. You will be notified of their final decisions sometime in the spring.**
- Agencies considered for funding should have been in existence for one year after receiving their not-for profit status from the State of Illinois and have been providing services to the community during that time.
- No agency with the ability to tax or conduct referendums will receive Township funding.

In order to be eligible for funding an agency must meet the following minimum requirements:

- **Area Served** - While an agency may serve areas other than New Trier Township, its programs must serve residents of New Trier Township.
- **Proportion of Township Residents Served**- For agencies serving more than New Trier Township, the amount of funding requested shall take into consideration the proportion of the agency's service rendered to residents of New Trier Township.
- **Non-Profit** - Funded agencies must be 501 (c) (3) not-for-profits.
- **Needs**- The need for the service must be demonstrated.
- **Standards** - An agency requesting funding must have at least one full-time paid staff person, or its equivalent; the credentials of the applicant's staff shall meet professional standards, commensurate with the responsibilities involved.
- **Employment Practices** - The agency must be an equal opportunity employer.
- **Articles of Incorporation** - Submit a copy, as amended, if changed in the last 12 months.
- **Bylaws** - Submit a copy, as amended, if changed in the last 12 months.
- **Use of Funds** - Funds must be used as specified in the grant application and as approved by the Township. Changes must be cleared with the Township.
- **Accessibility** - *All services must be available to clients with disabilities and the agency must be able to deliver services from a site that is ADA accessible. If not, please explain.*



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- **Accountability** - The agency shall maintain communication with the assigned advisory committee liaison, who must be allowed to attend board meetings upon request. The agency may dismiss the person from a board meeting if they convene into Executive Session. The agency shall provide meeting minutes to the liaison upon request
- **Financial** - *All agencies with budgets of greater than \$300,000 must have an annual audit performed by an independent CPA. Those agencies with a budget of \$300,000 or less must submit to the Township a copy of form AG990 that is sent to the Attorney General's Office. The Township reserves the right to request an audit be performed for agencies with budgets of \$300,000 or less.*
- **Absence of Conflicts of Interest** – The agency certifies, to the best of its knowledge, information, and belief, that it has no current relationship or involvement with any New Trier Township Trustee, Employee, or Committee Member which the Agency reasonably believes could either favorably or unfavorably influence the Township’s possible grant of the Agency’s funding request.

YES \_\_\_\_\_ X \_\_\_\_\_

NO \_\_\_\_\_ - If no, please explain.

### Other Certification Issues

Please mark yes, no, or other as appropriate next to each statement. If no, or other, please explain. Supporting documents may be requested at a future date and must be supplied upon request.

YES	NO	OTHER	(PLEASE EXPLAIN)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Agency maintains a personnel policy manual
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Agency has a non-discrimination policy
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Agency has a sexual harassment policy
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Agency has a grievance procedure
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Agency has a Strategic Plan Covers years <u>2020-2024</u>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Agency produces an Annual Report



# AGENCY/PROGRAM APPLICATION FOR FUNDING

## Fiscal Year 2022-2023

Most recent report covers period Fiscal Year 20

Agency has an effective fiscal management system in place and has disclosed any and all Conflicts of Interest as described in the Eligibility Criteria for Funding.

Audit or AG990 completed and copy provided to the Township for most recent fiscal year

Agency maintains general liability insurance coverage and names New Trier Township as additional insurer

Amount of coverage \$2,000,000 (\$1,000,000 occurrence) for both General and Professional Counseling Liability; \$5,000,000 umbrella

Name of insurer: West Bend

Effective dates of coverage 9/20/20-9/20/21 and 9/20/21-9/20/22

Agency pays all state and federal payroll taxes

Agency has a conflict of interest policy (pending Board approval 9/18/21).

YES NO OTHER (PLEASE EXPLAIN)

Agency has by-laws in place  
Date last amended/accepted 6/28/2021 (additional revisions currently under review)

Agency is accredited by recognized accreditation organization (where appropriate)

Date of most recent accreditation \_\_\_\_\_

Accreditation Organization \_\_\_\_\_

Agency's board serves without compensation

Number of board members 15

Number of Board vacancies \_\_\_\_\_

List board sub-committees Executive, Governance, Development, Finance, Clinical & Strategic Planning

Schedule of board meetings 9/18, 10/18, 11/15, 1/18, 2/22, 3/28, 4/25, 5/16, 6/27



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- |                                     |                          |                          |   |
|-------------------------------------|--------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Agency has Auxiliary or other Advisory/Governing Board. If so, please explain: <u>FSC has an Advisory Council whose members serve as ambassadors for FSC within the community, provide expert advice to the FSC board or agency as requested, and support FSC's annual fundraising efforts.</u> |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Agency provides staff with opportunities for training and personal development  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Agency has filed its annual report with the Illinois Attorney General<br># <u>CO# 01039791</u>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Agency has filed its annual report with the Illinois Secretary of State<br># <u>N2741-526-1</u><br><br>Federal Tax ID #36-2171173   |

*We certify that we meet all the eligibility criteria for funding and that the information contained in this application is true and correct to the best of our knowledge and agree to comply with all requirements of the program and funder if we are awarded and accept funding. Furthermore, our Board has been advised of the Eligibility Criteria and approved our signing of this document.*

Agency Directors Names: Renee Z. Dominguez, Ph.D. & Chris Northwick

Signatures Renee Z. Dominguez

Date: 9-9-2021

Board President Name: Fritz E. Freidinger

Signature Fritz E. Freidinger

Date: 9-9-2021



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### Organizational Profile

(A) The Organizational Profile is part of the New Trier Township Application For Funding; and (B) It is the Agency’s responsibility to keep the Organizational Profile information current each year and provide New Trier Township with further information on an ongoing basis if there are any significant changes, such as to the mission, organization, board requirements, and/or other changes.

(1) Briefly summarize the agency’s mission, history, services, and organizational structure. Have these changed significantly over the lifespan of the organization? (Please attach a current organizational chart, if available.)

History: FSC is a not-for-profit 501(c)(3) mental health agency serving the Illinois communities of Wilmette, Glenview, Northbrook, Kenilworth, and the larger townships of New Trier and Northfield. FSC was founded in Wilmette in 1913 by several community leaders with the goal of offering critical support to local families. Increasing the access to high quality mental health services to all community members is critical to the health of our communities and is central to FSC’s mission.

FSC Vision:	FSC Mission:	We Believe:
A community united in actively supporting emotional and mental wellbeing	To strengthen and empower families and communities by providing accessible evidenced-based counseling, crisis response, outreach and education	<ul style="list-style-type: none"> <li>• Everyone is deserving of emotional and mental wellbeing</li> <li>• Everyone is capable of change</li> <li>• Our work has the power to improve lives and radiate wellness</li> <li>• Collaboration is the bedrock of a healthy community</li> </ul>

Services: FSC’s clinical support services are delivered along a spectrum from prevention to intervention to crisis response.

- ✓ Prevention efforts aim to support mental wellness before significant symptoms develop and/or before functioning is impaired. Prevention services FSC delivers include outreach, education, and skill building. Outreach and education also allow identification and access to those who might benefit from services.
- ✓ Intervention efforts aim to address symptom development or challenges that have grown to negatively impact an individual or family’s functioning. FSC’s primary intervention offered is counseling, which often includes educational and skill building components embedded within the treatment process. FSC is working to expand its intervention reach by developing a digital information and navigation tool to support those in need of services, better understand the mental health system, and to assist them in accessing the right support.
- ✓ Crisis response efforts aim to support individuals whose symptoms or challenges feel insurmountable and/or require more immediate assistance. FSC completes Health and Safety Assessments with youth and young adults who are at high risk for harming themselves or others, and also mobilizes resources to support community partners after a tragic, unanticipated loss (e.g., public suicide loss, etc.).



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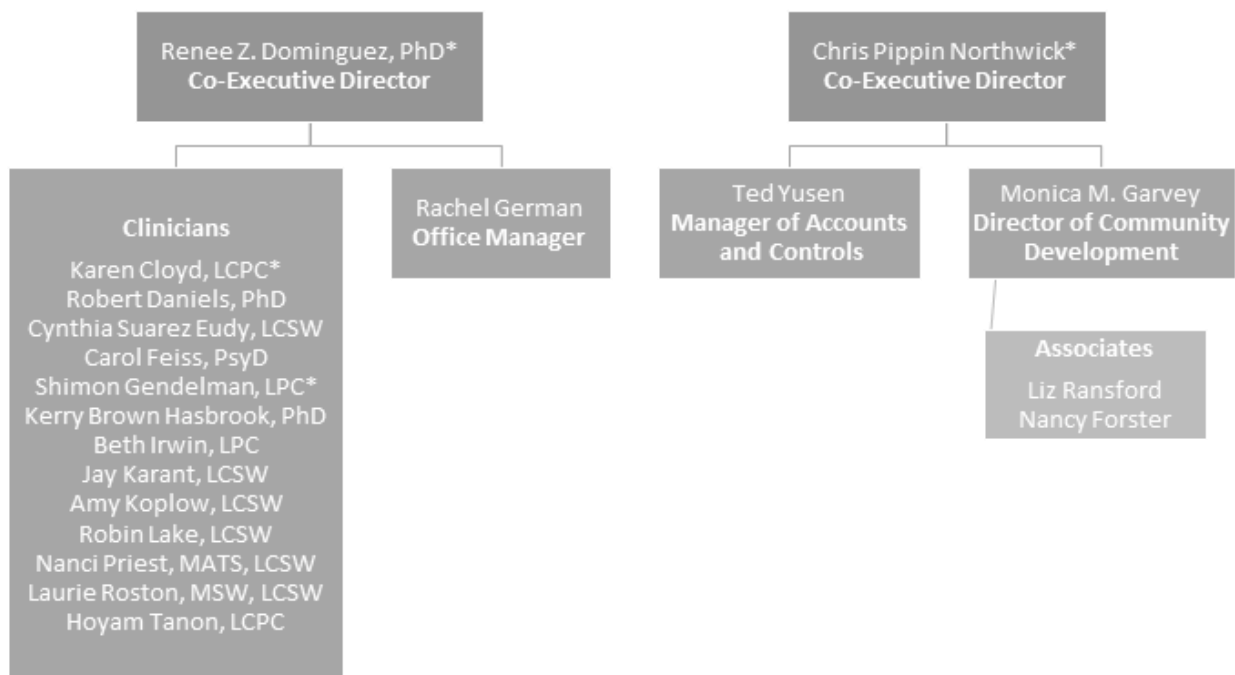
## Fiscal Year 2022-2023

**Organizational Structure:** Over the course of FY21, FSC was led by Executive Director, Renee Z. Dominguez, Ph.D., with support from Clinical Director, Dr. Cody Schraft. At the end of May 2021, Dr. Schraft resigned from FSC, securing employment closer to her home. Consequently, Dr. Dominguez began to consider innovative ways to support FSC’s path forward, incorporating lessons learned from delivering mental health services during the global pandemic (e.g., new digital modalities). As our community moves through the next phase of pandemic response, FSC remains committed to continuing this important work, not only in person, but with a growth plan to offer new digital options as well.

To support FSC into this next phase, Dr. Dominguez championed a new leadership partnership at FSC, a Co-Executive Directorship, and actively recruited Chris Northwick for this role. Chris Northwick, an FSC Board member since 2017, brings a unique combination of experiences as an executive and consultant with a background in operations, marketing, and digital platforms. Additionally, she has a long history of public service in the community, including eight years as a School Board Member of District 34, four of those serving as President, as well as a member of the Leadership Council of NSSD (Now the True North Educational Cooperative).

FSC’s Board of Directors adopted the new Co-Executive Director structure on June 28, 2021 which was implemented on July 1. This change closely coincided with the opening of the FSC’s expanded offices. The cumulative changes at FSC will allow even greater mental health support to align with our vision of a community united in actively supporting emotional and mental wellbeing.

### Organizational Chart



\*Denotes FSC’s four (4) Full Time Employees



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- (2) Briefly summarize the role of the board and the requirements for serving on it. What role does the board play in the administration and operation of your organization and what is the desired size of a full and active board?

The role of the FSC Board is to administer and regulate the affairs of FSC. The Board actively pursues the objectives and mission of FSC and has discretion in the disbursement of its funds. It adopts rules and regulations for the conduct of its business.

#### Board Member Requirements:

1. Serve as an active advocate and ambassador for FSC's mission and vision.
2. Regularly attend board and committee meetings and serve on one or more of the five board committees: Executive, Governance, Finance, Clinical Services, and Development.
3. Help support the charitable operations of the organization. Identify and cultivate relationships to support the organization as donors, volunteers, and advocates. Give an annual financial contribution to the best of personal ability. Sponsor or fill a table at FSC's annual benefit.

FSC strives to have a board roster of 15-20 board members

## Agency/Program Funding Request Information

### PROGRAM DESCRIPTION

- (1) Describe the services provided by this program, eligibility requirements, and the target population.

#### Counseling:

FSC provides affordable, accessible, and high-quality counseling to children, adolescents, adults, and families within the community seeking help for a wide range of emotional, behavioral, and relational difficulties.

FSC makes these services ***accessible*** to community members by accepting a wide range of insurances and offering a subsidized fee for those demonstrating need. FSC aims to support community members experiencing long-term financial challenges, in addition to those who face significant life changes that result in temporary financial setbacks (e.g., divorce, loss of job, COVID-19 impacts).

Given that mental health issues impact individuals across the lifespan, FSC is structured to provide outpatient counseling for children, adolescents, adults, and families. In addition to financial accessibility, FSC operates seven days a week, including evening and weekend hours, to ensure community members are able to obtain services that fit, not interfere, with their other commitments. FSC also offers these services in person, or via telehealth. FSC sets itself apart from other community mental health agencies through its service delivery by experienced, licensed clinicians who have expertise in treating varying presenting issues and populations. FSC therapists include licensed clinical psychologists, licensed clinical social workers, licensed clinical professional counselors, and licensed professional counselors. FSC clinicians are trained in a wide range of evidence-based interventions





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including, but not limited to, Cognitive-Behavioral Therapy (CBT), Internal Family Systems (IFS), Psychodynamic Psychotherapy, Dialectical Behavior Therapy (DBT), Resilience Builder Program (RBP), and Eye Movement Desensitization Reprocessing Therapy (EMDR). FSC's staffing patterns allow us to work with the vast majority of people seeking services who need weekly outpatient counseling.

FSC clients present with a wide range of initial concerns. The following is a sample of common issues addressed through FSC's counseling services:

- Emotional difficulties (e.g., depression, anxiety, anger, etc.)
- Adjustment to COVID-19, traumatic loss in the wake of COVID-19
- Adjustment to changes in family composition (due to divorce, death, birth, college, etc.)
- Challenges with parenting including behavior management and managing social media
- Substance Abuse problems
- Challenges with illness, aging, death, and loss
- Trauma exposure, adverse experiences, child abuse, or neglect

FSC delivered counseling services to 271 individuals and provided 4,608 counseling sessions in FY21.

#### Crisis Response:

When a student is identified as "at risk" for self-injury, death by suicide, or harm to others, FSC provides same day access to a Health and Safety assessment and support in establishing subsequent counseling services. FSC communicates with referring school personnel after the assessment is completed in order to facilitate collaborative support for the student's safety and wellbeing, and to make recommendations for next steps (e.g., level of risk, level of care needed). While FSC discontinued this service during FY21 in response to pandemic restrictions, FSC has made this in-person service available to the community again. FSC has maintained the role of active community partner and leader on the Crisis Response Network of the North Shore (CRN) and is readily available to respond in the community to crises that arise within this context as well. Dr. Dominguez continues to serve on the Steering Committee of the CRN.

#### Outreach and Education:

FSC conceptualizes community-based workshops and presentations as prevention and intervention measures which support mental wellness in its communities. In addition to providing practical and useful information to support emotional wellness, these presentations facilitate community member discussions that establish bonds among members and further develop a connected community. These presentations can reduce stigmatization of individuals suffering from mental health issues and emphasize the benefits of obtaining professional support, which, in turn, bolsters community members' confidence in seeking much needed help.

During FY21, FSC delivered a six-part series of parent education presentations and follow up discussion groups to parents in Wilmette School District 39. Over 200 parent devices tuned into these programs at the time they were delivered, and many more viewed the webinars after the district posted the recorded versions of them. Additionally, FSC provided a number of presentations to other groups that included New Trier Township residents. The following chart details these presentations:



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Program Title	Partner	Audience	Est. Number participants
Current Trends in Cannabis Use and Adolescents (Moderated by FSC Executive Director)	North Shore Coalition for a Substance Free Community	Community at Large	59
When the World Feels Like a Scary Place: Essential Conversations for Anxious Parents and Worried Kids (Author interview by FSC Executive Director)	Family Action Network (FAN)	Community at Large	230
Social Relationships: Helping Kids Navigate Friendships and Groups	Wilmette School District 39	Parents D39	33
Developmental Expectations: Helping Kids Increase Competency and Independence	Wilmette School District 39	Parents D39	15
LGBTQ+ and Allyship	Boys Hope Girls Hope, Loyola Academy	Staff at BHGH	20
Adverse Experiences and COVID-19	Boys Hope Girls Hope, Loyola Academy	Staff at BHGH	20
Stress Management: Helping Kids Cope with Stress	Wilmette School District 39	Parents D39	20
Supporting Healthy Digital Citizenship in Middle Schoolers During COVID-19.	North Shore Country Day	Parents NSCD	18
Anxiety and Growth Mindset: Helping Kids Cope with Challenges and Setbacks	Wilmette School District 39	Parents D39	39
Whole Brain Child Approach	Wilmette School District 39	Parents D39	54
Parenting During COVID-19: Supporting Adjustment at Home and at School	Wilmette School District 39	Parents D39	45
Chronic Stress & Traumatic Loss in the Time of COVID-19: Supporting Students and Staff	Wilmette School District 39	Staff D39	400
Coping and Living during COVID and Beyond: Considerations after a year	North Shore Senior Center	Seniors, Clinicians, Community at Large	57

1,010

FSC supported the New Trier Township communities through the virtual delivery of educational, uniquely tailored video presentations which supported the development of adaptive coping during the COVID era for parents, teachers, seniors, etc. Additionally, FSC provided support to parents by facilitating parent discussion groups. Tracking unduplicated participants in virtual formats is inherently difficult based on technology and with the goal to reach as many community members as possible registration was not always required.



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Addendum: Full list of FY21 FSC virtual presentations.

FSC continues to value partnerships and community collaborations and has increasingly integrated itself into the fabric of the New Trier Township community. Below are numerous ways in which FSC has collaborated within the New Trier Township during FY21:

1. FSC serves on the Steering Committee of the North Shore Coalition for a Drug-Free Community (also known as Key Coalition), and Dr. Dominguez Co-Chaired the Marijuana Subcommittee. The North Shore Coalition for a Drug-Free Community is working toward the development of a community-wide initiative to reduce substance use and abuse by youth in New Trier Township. During FY21, the coalition secured \$600,000 of federal funding to be utilized over the course of five years.
2. FSC continued to serve on the Crisis Response Network of the North Shore's Steering Committee.
3. FSC continued to collaborate with Family Service of Glencoe and the Counseling Center of the North Shore to determine allocations of New Trier Township scholarship funds for preschool daycare.
4. FSC's office manager reviewed and evaluated applications for financial assistance from Wilmette Wings, New Trier Hockey Club, and Wilmette Hockey Club, and recommended fee reductions for qualified families.
5. During COVID-19, leadership from the Family Service Center of Glencoe, the Counseling Center of the North Shore, continued to meet regularly to support each other and the service delivery to our communities during these unprecedented times.

#### Eligibility Requirements:

All individuals and families who reside, attend school, work, or worship within Wilmette, Glenview, Northbrook, Kenilworth, Northfield Township, and New Trier Township are able to apply for subsidized fee for counseling services. They must provide documentation to demonstrate financial need. Many of the outreach education programs are open to the public, unless a specific group has requested FSC to speak to their defined audience.

- (2) How does this program fit in with one or more of the priorities identified by New Trier Township in its strategic plan? Please explain.

One of the key priorities identified by New Trier Township is to address the needs of the community by providing assistance directly to individuals of all ages, particularly its **youth**. FSC provides affordable counseling services to a wide range of individuals across the lifespan, from preschoolers to older adults. Numerous FSC clinical staff obtained specialized training to serve children, adolescents, and their families through the provision of evidence-based interventions. These staff members also seek out and maintain collaborative communication with relevant community providers (e.g., pediatricians, school social workers) to facilitate a team approach to further bolster the youth's overall wellbeing. Additionally, FSC maintains operational hours, such as after-school, evening, and weekend session availability, to ensure that the community's youth receiving counseling services are also able to attend school, participate in extra-curricular activities, and maintain quality time with friends and family. Lastly, FSC's outreach educational efforts are often focused on parent education in order to equip parents with useful, practical information to support their children's healthy and resilient development.



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FSC's programs also address New Trier Township's priority of supporting **low-income families**. FSC is aware that accessibility to mental health support is even more difficult for low-income families due to limited resources. FSC seeks to increase accessibility of mental health services to low-income families by:

- ✓ offering a sliding scale fee option for individuals who are uninsured or underinsured
- ✓ paneling with a wide range of insurance providers, including those that reimburse at a lower rate
- ✓ collaborating with larger systems (e.g., Wilmette School District 39) that systematically interface with high need and underserved members of our community. These collaborations also provide greater access to more of the community
- ✓ offering services seven days a week, including evening and weekend hours, to ensure community members are able to obtain services that fit, not interfere with their other commitments
- ✓ delivering services in person or through telehealth
- ✓ retaining staff with varying expertise (i.e., presenting problems) in order to cast a wide net for service needs
- ✓ retaining staff who specialize in working with people across the lifespan (i.e., children, adolescents, adults, older adults)
- ✓ growing our clinical staff in order to be able to serve more
- ✓ maximizing FSC programming reach to allow broader audiences to benefit from the clinical expertise that is being carefully planned, delivered, and often captured digitally
- ✓ increasing the awareness of FSC accessibility, range of services, and building better supports for those in the community working to navigate mental health issues and options through digital outreach and navigation tools.

In the past fiscal year, FSC offered services on a subsidized basis for the vast majority of clients from the New Trier Township community, including acceptance of low-reimbursement insurances and reduced out-of-pocket fees. Further, approximately 12% of FSC's New Trier Township clients who reported their income live in households designated as "Low Income" (i.e., households that make less than two times the Federally determined Poverty Level).

- |  |   |
|--|---|
| <input type="checkbox"/> Aging in Place            | <input checked="" type="checkbox"/> Low Income Families |
| <input checked="" type="checkbox"/> Youth Services | <input type="checkbox"/> Persons with Disabilities      |
| <input type="checkbox"/> Other _____               |   |



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### NEED

- (3) Describe the need and demand for this program in the community and justify that it deserves investment of Township funding. You may include both data and examples of individual clients.

#### **Individual and Family Counseling Services Need**

FSC's services target preventing and addressing mental health issues for people across the lifespan. Even before COVID-19 emerged as a chronic traumatic stressor, mental health challenges were significant. On a national level, the prevalence of mental health issues was staggering and growing at unprecedented rates with onset of symptoms occurring at increasingly younger ages.

So many affected:	Too many without help:
<ul style="list-style-type: none"> <li>✓ <b>20.6%</b> of U.S. adults experienced mental illness in 2019 (51.5 million people). This represents 1 in 5 adults.</li> <li>✓ <b>5.2%</b> of U.S. adults experienced serious mental illness in 2019 (13.1 million people). This represents 1 in 20 adults.</li> <li>✓ <b>16.5%</b> of U.S. youth aged 6-17 experienced a mental health disorder in 2016 (7.7 million people)</li> <li>✓ <b>3.8%</b> of U.S. adults experienced a co-occurring substance use disorder and mental illness in 2019 (9.5 million people)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Only <b>44.8%</b> of U.S. adults with mental illness received treatment in 2019</li> <li>✓ Only <b>65.5%</b> of U.S. adults with serious mental illness received treatment in 2019</li> <li>✓ Only <b>50.6%</b> of U.S. youth aged 6-17 with a mental health disorder received treatment in 2016</li> <li>✓ The average delay between onset of mental illness symptoms and treatment is <b>11 years</b></li> </ul>

Source: NAMI Mental Health By the Numbers <https://nami.org/mhstats>

The information comes from studies conducted by organizations like Substance Abuse and Mental Health Services Administration (SAMHSA), Centers for Disease Control and Prevention (CDC) and the U.S. Department of Justice. The terminology used reflects what is used in original studies. Terms like "serious mental illness," "mental illness" or "mental health disorders" may all seem like they're referring to the same thing, but in fact refer to specific diagnostic groups for that particular study.

Suicide rates in adolescents and young adults have also significantly increased. In Illinois, there has been a 41.1% increase in suicide rates between 2007-2009 and 2016-2018 (US Department of Health and Human Services, 2020). Early diagnosis and access to effective treatments and supports can provide children the opportunity to change their developmental trajectory and enhance overall well-being.

**Because mental health difficulties can negatively impact social relationships, academic performance, and self-esteem during childhood, as well as potentially lead to substance abuse and unemployment in adulthood, the impacts to a community with unmet mental health needs can be vast with many rippling impacts.**



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### **Pandemic Impacts**

Early research findings suggest the COVID-19 pandemic and its impacts (i.e., sheltering in place, unemployment, etc.), are likely going to translate to a significant increase in mental health challenges faced by our community members.

Adults increased need	Adolescents increased need
<ul style="list-style-type: none"> <li>✓ Over 40% of adults surveyed reported at least one adverse mental health or behavioral health condition.</li> <li>✓ Over 30% reported significant anxiety or depressive symptoms.</li> <li>✓ The rates of anxiety were over three times higher than they were compared to the same time frame in 2019, and the rates of depression were four times higher.</li> <li>✓ Over 26% reported symptoms of a trauma or stress related disorder.</li> <li>✓ Over 10% considered suicide within the 30 days prior to the survey.</li> <li>✓ <b><i>Twice as many people reported serious consideration of suicide</i></b> in the 30 days prior to completing the survey compared to the rate at which people reported considering suicide over the course of the 12 months preceding the last administration of that survey (10.7% versus 4.3%).</li> </ul> <p>Source: The Morbidity and Mortality Weekly Report (2020), issued by the CDC</p>	<ul style="list-style-type: none"> <li>✓ 55% percent reported anxiety.</li> <li>✓ 45% reported feeling excess stress.</li> <li>✓ 61% reported feeling excess loneliness.</li> <li>✓ 43% reported that they struggled with depression.</li> </ul> <p>Source: Harris Poll survey on behalf of the National 4-H Council (2020) revealed that 70% of teenagers reported that they were struggling with mental health issues in the wake of COVID-19</p>

It is also noteworthy that young adults, especially women and those with lower incomes, are experiencing higher levels of psychological distress according to Pew Research (Survey of US adults conducted Feb 16-21, 2021)

Research consistently demonstrates the effectiveness of evidence-based treatment on mental health problems, but barriers to accessing these services exist, even within the New Trier Township community. Limited financial resources are a significant barrier to accessing service. The majority of local private practice clinicians identify as “out of network” providers or only accept insurances that reimburse at relatively high rates. This results in limited accessibility by community members who are enrolled with other insurance companies and/or cannot afford out-of-pocket costs. High premiums, deductibles, and co-pays also limit community members’ use of health insurance benefits when financial resources are needed for other household expenses. These financial barriers were intensified by COVID-19 and its impacts. Illinois reached its highest level of unemployment in over 40 years as a result of COVID-19. Not only is unemployment related to significant increases in mental health issues and subsequent needs, it also serves as barriers to access:

1. Unemployed individuals do not have an income to pay for services; and
2. Employer-issued health insurance is discontinued, therefore, limiting affordable care.



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In the wake of COVID-19 and its economic impact, issues related to accessing high-quality mental health services have only intensified.

FSC has recognized the immediate impact on local community members through increases in service provision during FY21 and having to maintain a waitlist and/or make referrals out in the community. This past fiscal year, FSC observed the return of former clients requesting reengagement in services and a significant number of requests from local organizations for support. FSC's outreach programming substantially diversified and expanded in response to mental health support needs that were borne out of the pandemic and included support to school districts in supporting parents, students, and staff, as well as for local human services department to support its essential workers.

- (4) Are you able to meet the full demand for this service or is there a waiting list? What new or unmet needs do you see in the community or for the clients served in this program?

#### **Additional capacity in response to greater service demand.**

Despite providing more service delivery in FY21 compared to FY20, there were various times during FY21 that FSC maintained a waitlist and/or referred potential clients out for services. This was due to higher demand, as well as staffing challenges faced by FSC during FY21. Specifically, one of FSC's clinicians resigned abruptly after a family tragedy, another clinician went into private practice, and FSC's Clinical Director resigned. Despite the competitive job market, FSC hired another full-time therapist at the end of FY21, an independent contract therapist at the beginning of FY22, and plans to hire another full-time therapist during FY22. Additionally, FSC moved into a larger office space to be able to expand our capacity to serve even more clients. These changes have already expanded FSC's capacity to provide more clinical service to New Trier Township residents, and FSC no longer has a waitlist at this time. FSC anticipates beginning a clinical training program in FY23 and the expanded office space will accommodate this growth.

#### **Unmet Needs: Helping those with need find appropriate services.**

There is a great deal of evidence demonstrating the positive impact of clinical work across the spectrum of services. New Trier Township communities are fortunate to have a social service agency safety net comprised of multiple agencies that can offer assistance; however, as data illustrates in Question 3, many in our communities have unmet needs due to barriers such as:

1. The knowledge/understanding that effective help is available
2. Stigma around asking for help
3. Navigation of options, types of services, service providers, and insurance to access help
4. Misinformation
5. Cost (including those with insurance, but particularly for those without)
6. Timely access – (waiting lists for services have been prevalent during the pandemic, even for those able overcome all the barriers above)

FSC works to remove barriers and has historically focused on affordability and accessibility to counseling. Looking forward, FSC seeks to find innovative ways to overcome these barriers. Digital avenues made more common place during the pandemic can extend the reach of our clinicians to those in need.



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Pandemic triggering stress coupled with greater time spent on the Internet, unvetted options for mental health support and misinformation are pervasive. Those in need often find it quite challenging to navigate a path to reliable support. The National Alliance on Mental Illness recently published survey findings, "NAMI has confidence that improving the accuracy and user experience of mental health navigation tools could have a major positive impact on effectively connecting more people to treatment and support services before they reach a crisis." [Source: Needs and Experiences of Users of Digital Navigation Tools for Mental Health Treatment and Supportive Services: Survey Study. Published on 6.9.2021 in [Vol 8, No 6 \(2021\): June](#) JMIR Mental Health]

An overview of navigational challenges:



Navigating  
Mental Health  
Can Be  
Overwhelming:



Stigma | Stereo-types | Incorrect assumptions

Match mental health concern or question with common effective treatments

Cost | Insurance (either lack of, or not understanding available benefits)

Level of Care Needed: weekly counseling, intensive outpatient (IOP), partial hospitalization (PHP), inpatient hospitalization, residential treatment

Clinician Qualifications: MD, PhD, PsyD, MSW, LCSW, MA, LPC, LCPC

Potential Barriers: Transportation (in-person) | Technology/Privacy (tele-therapy) | Language | Scheduling Challenges (children/work) | Cost

Evaluating Your Care: Even when everything works, the right clinician-client chemistry/relationship is key to being the most effective path forward. Navigating a switch of professionals can be challenging.

Pandemic IMPACTS: Tele-therapy Options | Waitlists Prevalent





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### CAPACITY

- (5) Demonstrate that the program has the vision, personnel, and skills to successfully carry out the program and achieve its goals, objectives and performance measures.

As a board member at FSC, in FY18 Chris Northwick (FSC's current Co-Executive Director) initiated and led FSC's last 2-year Strategic Planning process. As a result, FSC purposefully targeted a number of agency initiatives and goals and has tracked outcomes associated with these. Below is a summary chart that highlights FSC's Initiative, Goals and Outcomes from FY21.

**FSC 2020-2021 Initiatives, Strategic Goals, and Outcomes**

Initiative	20-21 Goal(s)	Outcome
<p><b>INITIATIVE 1A</b> Identify facility requirements needed to support agency long term goals.</p>	<ol style="list-style-type: none"> <li>1. Report to Board with recommendations for strategic needs going forward, including recommendation on May 2021 expiring lease.</li> <li>2. Board vote on direction.</li> <li>3. Execute plan as needed:               <ol style="list-style-type: none"> <li>a. Renegotiate</li> <li>b. Terminate and find alternative</li> </ol> </li> </ol>	<p>FSC successfully moved locations on May 27, 2021 allowing for added capacity to serve our communities.</p>
<p><b>INITIATIVE 1B</b> Adapt programs and services as needed to proactively support community needs relative to COVID-19</p>	<ol style="list-style-type: none"> <li>1. Continuous re-evaluation of cost/benefit analysis of the provision of telehealth services</li> <li>2. Establish best practice and CDC mandated safety protocols to protect staff and clients.</li> <li>3. Determine any need to modify/update Electronic Health Record system in order to streamline provision of telehealth services.</li> <li>4. Continued development of Single-Session Consultation Model and related brief therapy modalities</li> </ol>	<p>FSC has integrated telehealth into the service strategy of the agency, allowing for wider and more convenient options for clients we serve. We have been safely welcoming clients who desire, in person service since July.</p> <p>FSC implemented a new Electronic Health Record system in Feb. 2021 which allows better agency record keeping and an integrated telehealth delivery platform.</p> <p>FSC delivered 303 additional counseling sessions in FY21 over FY20. (+7% more sessions)</p> <p>FSC was able to reach many more community members during the pandemic by adapting to new technologies for both counseling as well as education, skill building, and crisis support.</p>



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<p><b>INITIATIVE 1C</b> Develop a systematic method of assessing community and organizational needs on a continuous basis and ensuring that is the driver of future annual FSC budgets, goals, and staffing. This process will provide a critically important path to assess the future potential long-term impacts of COVID19 on the agency.</p>	<ol style="list-style-type: none"> <li>1. Develop a systematic method of assessing community needs on an ongoing basis (e.g., monitoring waitlist/intakes, client surveys, consultation with key community leaders with Executive Director)</li> <li>2. Engage and build new Advisory Council</li> <li>3. Recommend and build on existing strategic planning process, so it is continuous and built into organization and board work.</li> </ol>	<p>The strategic planning process was moved to FY22 with Board approval once the agency move was determined.</p> <p>FSC created a new Advisory Council which currently has 21 active community leaders and FSC ambassadors.</p>
<p><b>INITIATIVE 2A</b> Successfully hire and onboard new full time Clinical Director, as well as other infrastructure/staffing changes approved by Board in July 2020 to support long term agency goals.</p>	<ol style="list-style-type: none"> <li>1. Reduce the demand on Executive Director to provide direct clinical services to clients</li> <li>2. Reduce the demand on the Executive Director to provide regular supervision and consultation to all therapists at FSC</li> <li>3. Create a more cohesive, integrated clinical team for mutual support and didactic opportunities</li> <li>4. Create a structured, vibrant training program for post-doctoral fellow</li> <li>5. Future hiring of W2 clinicians should be based on filling specific areas of need for services/program development</li> <li>6. Continue to actively recruit 1099 licensed clinicians to provide additional revenue in direct client contacts with minimal overhead</li> </ol>	<p>Cody Schraft was promoted to Clinical Director on August 1, 2020, While successfully navigating through the pandemic and increased agency demand, Dr. Schraft resigned in May 2021.</p> <p>Responding to growing non-clinical and technological demands, Dr. Dominguez, who has led the growing clinical team at FSC the past seven years, championed a new collaborative co-leadership structure for FSC that allowed added Clinical focus on the emerging psychological impacts of COVID-19 and, at the same, time allows FSC to broaden its reach into the community via new avenues made commonplace during the pandemic.</p> <p>Chris Pippin Northwick, was elected to the FSC Board of Directors in 2017, and joined Dr. Dominguez as of July 1, 2021 in Co-leading the organization. Bringing a background in operations, marketing, and digital platforms,</p>



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		<p>combined with a long history of public service in the community.</p> <p>This change will allow even greater mental health support that aligns with our vision of a community united in actively supporting emotional and mental wellbeing.</p> <p>FSC also successfully hired 2 clinicians in FY21.</p>
<p><b>INITIATIVE 2B</b> Make recommendations for modifications to offered employee benefits to support long term goals of retaining a quality team.</p>	<ol style="list-style-type: none"> <li>1. Add healthcare access to agency staff in 2021.</li> <li>2. Prepare any recommendations for additional healthcare or other benefit changes by spring 2021.</li> </ol>	<p>FSC does now offer access to health and dental insurance to staff. The Board extended the evaluation of cost-sharing benefit options to FY22.</p>
<p><b>INITIATIVE 3A</b> Increase grant writing and corporate sponsorship development</p>	<ol style="list-style-type: none"> <li>1. Identify and secure grant writing expertise</li> <li>2. Add FSC Board and Advisory support to increase grant and sponsorship outreach and support.</li> <li>3. Develop more targeted approach to request funding for specific FSC areas of focus that align with granting agency/business goals.</li> </ol>	<p>The focus on grant and tailored sponsorship cultivation continues in FY22. The new organizational structure will allow for greater resources in this area.</p>
<p><b>INITIATIVE 3B</b> Creation of FSC virtual community to increase opportunities for FSC affiliation – building connection, engagement, volunteers, referrals, and donations.</p>	<ol style="list-style-type: none"> <li>1. Review and upgrade donor software/support and social media presence as needed to be better positioned for online/virtual donation opportunities.</li> <li>2. Develop a recommendation on how to create a potential “membership” to feel connected with FSC – tapping into access to its expertise (articles, programs, presentations, webinars,) connection to others in community when needs arise, influence positive community mental wellness efforts.</li> </ol>	<p>FSC successfully migrated to a new, more robust, donor software tool.</p> <p>The Adopt-A-Rock program was successfully carried through FSC’s 2<sup>nd</sup> successful virtual fundraiser.</p> <p>Continued efforts are in place to develop greater affiliation and access to the expertise at FSC.</p>



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	3. Develop new potential ways for volunteers to connect with FSC (possibly build off of Adopt-a-Rock painting and/or placing events.	
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Utilizing the framework adopted in FY20, FSC has a clear path forward. FSC will continue to follow its strategic plan into FY22 with the following goals (pending board approval on 9/18/21):

**Goal 1: Adapt to Community Needs**

Initiative	Successful outcome will:
A. Better Identify Community Needs through a Strategic Planning Process	1. Allow FSC to better understand needs in the community. 2. Lay out a strategic path forward for our agency. 3. Adopt a process to ensure this is a process of continuous review and evolution going forward.
B. Refine Programming	1. Allow greater access to clinical programming and educational opportunities to those in need by optimizing increased office space. 2. Increase access to mental health education and resources. 3. Allow better navigation of mental health resources through new technologies made more prevalent during the pandemic. 4. Adapt programming to align with priority needs of our communities 5. Allow for a more robust evaluation of counseling services.

**Goal 2: Adapt Infrastructure to Accomplish the Work**

Initiative	Successful outcome will:
A. Adapt FSC Organization to Best Support the Work	1. Recommend best leadership structure for FSC in FY23. 2. Align staff and structure with priority work and organizational goals.
B. Attract & Retain Quality Staff	1. Build a culture that attracts talented people to join our work and support FSC Mission.
C. Adapt Office & Technology	1. Ensure the office is a welcoming and safe environment for all staff, clients and Visitors. 2. Utilize our resources in a way to maximize our ability to serve our mission. 3. Allow for better reporting on key agency aspects and allow for better strategic decisions.

**Goal 3: Outreach and Funding to Further the Mission**

Initiative	Successful outcome will:
A. Define Overall Funding Strategies	1. Allow FSC to better manage and align resources and fundraising efforts to greatest impact of mission.



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	2. Allow FSC to reallocate resources from low impact areas to high impact areas in order to better prioritize agency efforts.
B. Develop a more robust Marketing/ Communications Plan	<ol style="list-style-type: none"> <li>1. Further establish FSC as community mental health experts.</li> <li>2. Increase the % of our service area that feels an affiliation with FSC.</li> <li>3. Increase the awareness of FSC accessibility and range of services.</li> </ol>
C. Refine Grants & Sponsorship Development	<ol style="list-style-type: none"> <li>1. Reduce the resources required to produce quality grants in a timely manner.</li> <li>2. Increase the types/categories of grants and/or business sponsorships that FSC can qualify and secure.</li> </ol>

Co-Executive Director, Renee Z. Dominguez, Ph.D., has been with FSC since 2014, successfully leading the agency and its growing clinical staff comprised of licensed clinical psychologists, licensed clinical social workers, licensed clinical professional counselors and licensed professional counselors.

Dr. Dominguez, collaborating with the FSC Board has helped refine the vision and reshape the strategic path forward for the agency. The impacts of the COVID-19 pandemic including increased mental health needs along with expanded ways of providing service and programs, exacerbated by unexpected staff changes highlighted the need for a new co-leadership structure.

The new Co-Executive Director structure allows Dr. Dominguez to continue to actively practice and maintain a caseload at FSC as a Licensed Clinical Psychologist, which bolsters her ability to effectively address FSC’s clinical operations and provide supervision and mentorship to clinical staff. It also allows FSC to maintain its strategic goal and timeline of expanding its training program by FY23.

FSC’s clinical staff reflects a group of experienced, licensed clinicians with expertise in providing services for a wide range of presenting issues, as well as different types of populations. Further, the highly trained FSC staff regularly participates in professional development, with FSC providing a professional development stipend for all clinicians, as well as funding group-based training for all staff. Notably, FSC continued to support EMDR certification in two clinicians and supported six FSC clinicians in getting trained by the developers of an evidence-based practice, the Resilience Builder Program (RBP).

FSC also maintains an administrative support team that includes a part-time Director of Community Development, two part-time Development and Office Assistants, a part-time Office Manager, and a part-time Accounting and Controls Manager to sustain operations and promote organizational growth.



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### SERVICE STATISTICS/DEMOGRAPHICS

(6) Who is being served by this program? Please provide a statistical breakdown of the number of clients served, the total units of service delivered, and costs per unit of service by filling in the chart below. Please state and define your unit of service for this program and why you chose it. To calculate cost per unit of service, divide the total number of units of service into the total budget for the program. (Suggestions for the appropriate unit of service are included in the proposal in the directions. For some programs you may wish to calculate cost per unit of service in more than one manner.)

(6a) Unit of service definition – FSC Billable Therapy Hours

(6b) SERVICE STATISTICS – Please indicate fiscal year dates for each column

PLEASE INDICATE FISCAL YEAR/DATES IN EACH COLUMN	Prior Year 7/1/20-6/30/21	Present Year 7/1/21- 6/30/22	Proposed Year 7/1/22-6/30/23
Number of persons served (unduplicated count)	271	300	330
Number of units of service	4,608	5,117	5,628
Cost per unit of service	\$774,862*/4,608 = \$168.16	912,069**/5,117 = \$178.24	1,009,739**/5,628 = \$179.41

\*This number reflects 90% of actual agency expenses (on a cash basis), not budgeted or audited numbers (audited are based upon accrual). Due to COVID, FSC responded with new virtual skill building and educational programming at the request of community partners, which generated 10% of the total clinical revenues during FY21. FSC is developing digital as a new program cost center, but did not have this in place for FY21, therefore estimated this programming cost.

\*\* FSC estimates in future years, this form of programming will increase to 15%.

(7) What are the demographics of New Trier clients served in the prior year?  
(breakdown by community).

	Wilmette N=87	Winnetka N=19	Glencoe N=4	Glenview N=3	Northfield N=1	Kenilworth N=2
Gender						
Female	74%	74%	0	67%	100%	0%
Male	26%	26%	100%	33%	0%	100%
Non-Binary	0%	0%	0%	0%	0%	0%
Ethnicity/Race						
Caucasian	72%	53%	100%	67%	100%	50%
African-American	1%	0%	0%	0%	0%	0%



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Hispanic	2%	0%	0%	0%	0%	0%
Asian	2%	0%	0%	33%	0%	0%
Other	0%	0%	0%	0%	0%	50%
Unknown	22%	42%	0%	0%	0%	0%

(8) Total from New Trier Township (unduplicated).

116

(9) New Trier Township clients are what % of total?

42.8%

(10) Units of Service to New Trier clients.

2,130

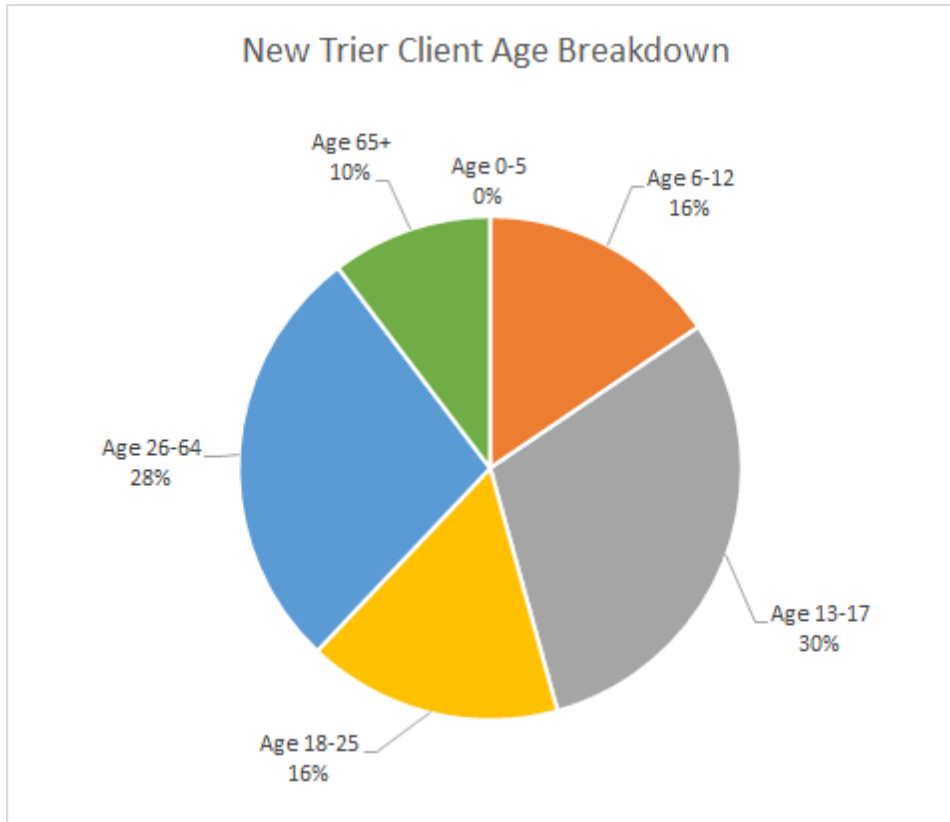
(11) Units of Service to NTT clients are what % of total

46.0%



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(12) New Trier clients age breakdown



### OUTCOMES/EVALUATION

(13) What outcomes did you achieve for your clients in the prior year? Results should be client-outcome based, specify a target level of achievement, the measurement tool that was used, the rationale for setting the target at a certain level, and a timeframe for accomplishment. Detail any changes made in the program as a result of these outcome results.

FSC primarily targets the desired outcome of providing affordable, accessible, and high-quality counseling to children, adolescents, adults and families within the community who are seeking help for a wide range of emotional, behavioral, and relational difficulties. One method in which FSC monitors its success in achieving this outcome is by obtaining client feedback via Satisfaction Surveys. Prompts focus on obtaining information about client perspective regarding quality of care and accessibility, in addition to other aspects of treatment. (See Question 15 below for detailed information about these surveys). FSC's ability to provide accessible care is also demonstrated in its operational hours (i.e., early morning to late evening session availability, seven days a week, that are tailored to fit community member scheduling needs). Additionally, FSC maintains its focus on providing services to community members demonstrating financial needs; therefore, a target goal is to ensure that a majority of clients seen require a subsidized fee. In FY21, the vast majority of all FSC clients received services at a subsidized rate, with 25% of those reporting income, falling within the "Low Income" category.





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Notably, one of FSC's organizational goals for FY22 is to review and select assessment tools in order to be able to more objectively capture client progress in counseling. Ultimately, assessment measures will be administered before and after treatment to evaluate effectiveness. While evaluation of optimal assessment tools is underway, it is likely that anxiety, depression, and self-reported stress levels will be evaluated.

Another outcome measure that FSC considers is its ability to reach the community it serves through outreach and education. During FY21, FSC delivered a six-part series of parent education presentations and follow up discussion groups to Wilmette School District 39. Over 200 parent devices tuned into these programs at the time they were delivered, and many more viewed the webinars after the district posted the recorded versions of them. Additionally, FSC provided a number of presentations to other groups within New Trier Township.

FSC was able to capture the impact of its services directly from those we partnered with to serve the community during the pandemic for its 2021 Virtual fundraiser. Hear directly from FSC partners and the impacts made to their constituents:



**Resilience in Our Schools.** Hear from FSC partners at Glenbrook North High School, Wilmette School District 39, and Glenview School District 34 as they share the challenges they experienced, and responses to those challenges over the past year when they partnered with FSC to support students, parents and staff. [Resilience in Our Schools](https://youtu.be/lSaWAyDMaLk) (<https://youtu.be/lSaWAyDMaLk>)



**The Power of Prevention.** Hear from Allison Ewing, LCSW, as she shares her past experiences and the evidence of what a critical role qualified and seasoned clinicians make in a community. A belief so strong, that it resulted in her Inspired Life Tapping Foundation making a very generous \$40K donation to FSC, as well as matching gift of up to \$10K of donations as part of the Rock On! Fundraiser. [The Power of Prevention](https://youtu.be/lyCzN375u9k) (<https://youtu.be/lyCzN375u9k>)



**Support for Essential Workers.** Hear from those at the Northfield Township Food Pantry about how they collaborated with FSC to provide support for their team and the ripple effects beyond the sessions they participated in. [FSC Supports Essential Workers](https://youtu.be/iaUtLKMMaJs) (<https://youtu.be/iaUtLKMMaJs>)



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- (14) What results are you committed to achieving in the present year? (If outcomes are the same as above, simply state that we hope to improve upon the past year's results)

**Service Delivery Goals for FY22 for the New Trier Township community are as follows:**

- 1) FSC will work to meet its organizational goals as outlined in question 5.
  - 2) FSC will continue to provide outpatient counseling services to individuals across the lifespan (i.e., children, adolescents, young adults, adults, and older adults), as well as to families in need. Services will be provided on a subsidized fee basis for those who demonstrate financial need.
  - 3) FSC will continue to participate in outreach and education and will deliver invited presentations to the community.
  - 4) FSC will collaborate with District 39 to support parent education efforts by delivering a parent education webinar series.
  - 5) FSC will complete Health and Safety Assessments
  - 6) FSC will collaborate with community partners to develop and deliver programming to meet the rapidly shifting and evolving needs of the community.
  - 7) FSC will continue to participate on collaborative committees that function to support New Trier Township residents (i.e., Crisis Response Network of the North Shore & Coalition for a Drug Free Community/KEY Coalition).
  - 8) FSC intends to offer the Resilience Builder Program to New Trier township residents in the spring of 2022.
  - 9) Increase access to mental health education and resources and allow better navigation of mental health resources through new technologies made more prevalent during the pandemic.
- (15) Are there any other program effectiveness/evaluation measures you think are important, such as customer/client satisfaction surveys, quality of service measures, or other indicators? Please describe.

For nearly two decades, FSC has used client satisfaction surveys to gauge the effectiveness of its services. Since 2015, in coordination and agreement with Brian Leverenz, FSC, FSG, and CCNS have collected client satisfaction survey feedback.

Due to COVID, the timing and delivery of satisfaction surveys shifted. This past fiscal year the surveys were administered during a three-week period in August and were blind e-mailed to clients. Clients were informed that their responses were anonymous and that they would automatically become part of a collective data set of responses once they hit the "submit" button. Ten surveys were mailed out to clients whose therapists identified them as needing a printed copy to complete.

Overall, the majority of client responses were very positive. Some of the notable positive experiences clients indicated on the surveys included: client felt heard, understood, and respected in sessions; client was actively involved in setting treatment goals with the therapist; the therapist worked on or talked about what the client wanted to address; therapist's approach was a good fit for the client; client experienced improvement in overall functioning; and Family Service Center respects client's privacy and actively takes steps to honor and protect client's confidentiality. Notably, the majority of



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clients surveyed perceived treatment as helpful, and 93% of respondents said they would seek help at FSC again and would also recommend a friend and/or family member to seek help at FSC.

As FSC contemplates the role of telehealth in its plans for ongoing service delivery, client feedback about their experiences utilizing telehealth was surveyed. The majority of clients reported they were confident that their communication using telehealth was private and secure; that they received the same quality of care using telehealth as they would from in person sessions; that telehealth sessions were easier to fit into their schedules than in-person sessions; and that they were, overall, satisfied with their treatment experiences using telehealth.

As detailed above, one of FSC's organizational goals for FY22 is to review and select assessment tools to be able to more objectively capture client progress in counseling. Ultimately, assessment measures will be administered before and after treatment to evaluate effectiveness. While evaluation of optimal assessment tools is underway, it is likely that anxiety, depression, and self-reported stress levels will be evaluated.

### CHANGES/CHALLENGES

1. What changes or challenges (legal, socio-economic, demographic, financial, political or other) did the agency, program, and clients face in the prior year? How did you respond? What challenges or changes do you anticipate in the present year? (If changes/challenges were the same for all programs, do not repeat).

Even before COVID-19 emerged as a chronic traumatic stressor, the prevalence of mental health issues was staggering and growing at unprecedented rates with onset of symptoms occurring at increasingly younger ages.

FSC has continued to respond quickly to increased referrals from individuals and requests for services from organizations/systems (e.g., Northfield Township, School Districts). We anticipate that the need for mental health support will further continue to grow, as the COVID-19 pandemic's emotional and economic impact will far outlast the time it physically affects people.

Throughout this proposal FSC has referenced both challenges and responses to keep mission-focused - not only during the past fiscal year, but in our planned investments going forward. To recap:

#### Challenges:

1. Pandemic
  - a. Service delivery
  - b. Client and staff safety
  - c. Inability to perform in person safety assessments
  - d. Waitlists for counseling (at many agencies)
  - e. Increased misinformation and other barriers to receive reliable services
2. Staffing – hiring and retaining clinical experts
3. Funding – cancellation of in person gala (largest fundraiser) for 2<sup>nd</sup> year, community-wide financial challenges



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#### Changes:

1. Infrastructure adaptation to meet staffing shifts and additional capacity needs – both in physical space with larger offices.
2. Leadership and staff structures creating broader areas of expertise and support.
3. Expanding services:
  - a. Counseling capacity
  - b. Development of new ways to support the community –expanding skill building programs and digital education and navigation.
4. Taking on a large learning curve to adapt to virtual fundraising as well as new virtual programming and service delivery options.



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### RECOMMENDATION RESPONSES

- (16) How did you respond to the recommendations made by New Trier Township, if any? Please describe in detail. (These are contained in the funding letter you received in June).

New Trier Township recommended that FSC return to the delivery of Health and Safety Assessments as soon as was feasible. FSC is now offering these services.

### RESOURCES/BUDGET



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- (17) What non-financial resources are required to deliver this service? Specify staffing/volunteer requirements, budgetary needs and other resources, inputs, and/or community partners that are needed for this program. If the Township is unable to fund this program at the desired level, what will the impact be on services? Describe how your program will or will not continue without investment by the Township. Complete the attached budget forms. Were any cost reduction measures implemented in the prior year? If there is a sliding fee scale for this program, please attach it and indicate how many clients paid each fee level.

#### **Non-financial Resources:**

FSC's key volunteers are our Board of Directors. We currently have fifteen Directors serving on the Board who are each charged with identifying the needs in their community. Each Board Member serves as an active advocate and ambassador for FSC's mission and vision, attends monthly board meetings, serves on at least one standing committee, and helps support the charitable operation of the organization (i.e., identifies and cultivates relationships to support the organization as donors, volunteers, and advocates; gives an annual financial contribution to the best of personal ability; and sponsors or fills a table at FSC's annual benefit.)

FSC's 21-member Advisory Council is also a volunteer group that supports the vision and mission of FSC. Members of the Advisory Council serve as ambassadors for FSC within the community, provide expert advice to the FSC Board or agency as requested, and make a personal donation during FSC's annual fundraising appeal.

FSC extended the opportunity for community volunteers as we, again, asked the community to "Adopt" "Keagan's Rocks," a movement that was started by a mother whose son, Keagan, died by suicide. Volunteers from a variety of groups within the community painted rocks with messages of hope and affixed suicide prevention resources on them. These rocks were "adopted" by FSC supporters and placed out into the community by volunteers.

Lastly FSC does receive in-kind donations from many local businesses and services who generously provide goods and services that FSC is able to use at its fundraising events to raise the critical funds needed.

#### **An Unfunded Mission:**

FSC must continuously obtain diverse sources of financial support in order to fulfill its mission. Should New Trier Township be unable to continue their support of Family Service Center, it would create uncertainty in FSC's ability to sustain its services to the community at large over the long term. It would require FSC to evaluate its sliding scale, consider staffing implications along with any shifts in service area. Strategic initiatives would require an extended timeline or possible postponement or discontinuation.

FSC would continue to steward existing relationships that support its mission. Specifically, FSC will continue to seek funds from villages (Northbrook & Glenview) and townships (Northfield). FSC will also continue to seek out expanded support from local foundations and donors that represent an affiliation and/or shared area of focus with FSC's mission (e.g., Wintrust Financial Corporation, CIBC, Village Treasure House, places of worship, local rotary clubs, women's and men's clubs, private family foundations, and individual donors).

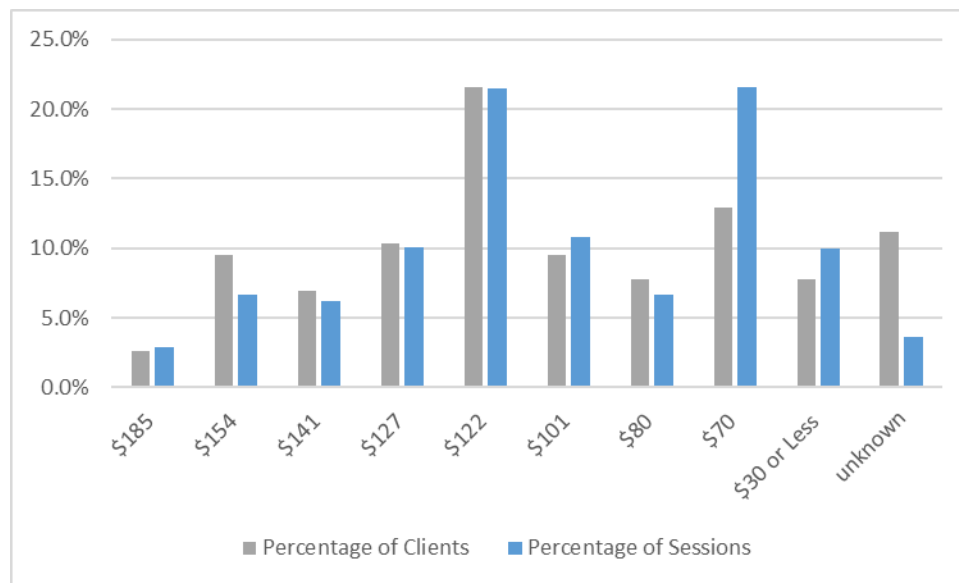


# AGENCY/PROGRAM APPLICATION FOR FUNDING

## Fiscal Year 2022-2023

### Breakdown of New Trier Township Counseling Service Fees

Fee	Number of Clients	Percentage of Clients	Number of Sessions	Percentage of Sessions
\$185	3	2.6%	61	2.9%
\$154	11	9.5%	142	6.7%
\$141	8	6.9%	133	6.2%
\$127	12	10.3%	214	10.0%
\$122	25	21.6%	458	21.5%
\$101	11	9.5%	231	10.8%
\$80	9	7.8%	141	6.6%
\$70	15	12.9%	459	21.5%
\$30 or Less	9	7.8%	213	10.0%
Unknown**	13	11.2%	78	3.7%
	116	100.0%	2130	100.0%



\*\* In February 2021, FSC transitioned Electronic Health Records from Psyquel to Simple Practice. Due to this migration, some information on client billing was unrecoverable and therefore not included in the overview above.



## AGENCY/PROGRAM APPLICATION FOR FUNDING Fiscal Year 2022-2023

- (18) If your program or agency budget request represents an increase from last year, please explain the reason for the change and what the increase will be used for.

FSC continues to be a crucial resource to New Trier Township residents for counseling, crisis response, outreach and education services. As documented throughout this proposal, COVID-19 has had a significant impact on the emotional health of individuals, families and communities. FSC anticipates a greater demand for services this next fiscal year from more people who have sustained the stressful environment of pandemic impacts since March of 2020. FSC is continuing to look at new ways to adapt to meet these needs and invest in digital connections that became more widely adopted in response to COVID. We will continue to explore and invest in new ways to increase our capacity, while also developing increased flexibility to create programming to meet the evolving needs of the community. **This past fiscal year, the number of New Trier Township residents served by FSC for counseling increased by 8.4% and the number of sessions increased by 42%. In light of the continued demand and additional capacity, we are requesting a modest increase in funding of 8.4% or \$5,600.**