



AGENCY/PROGRAM APPLICATION FOR FUNDING

Fiscal Year 2022-2023

NAME OF AGENCY			
The Josselyn Center			
CONTACT PERSON AND TITLE			
Caryn Fliegler, Grants Manager			
ADDRESS			
405 Central Avenue			
CITY		STATE	ZIP
Northfield		IL	60093
PHONE		FAX	
224-505-5284		847-441-7968	
E-MAIL			
cfliegler@josselyn.org			
WEB			
www.josselyn.org			
NO. OF YEARS IN EXISTENCE		TOTAL AGENCY FUNDING REQUEST FOR PROPOSED YEAR	
70		\$ 195,700	
PROGRAMS REQUESTING FUNDING	AMOUNT RECEIVED LAST YEAR	\$ AMOUNT FOR PROPOSED YEAR	FUNDED BY TOWNSHIP SINCE? (Estimate of Year OK)
1. <u>Mental Health Services</u>	\$190,000	\$ 197,600	1974
2. _____	\$ _____	\$ _____	_____
3. _____	\$ _____	\$ _____	_____
4. _____	\$ _____	\$ _____	_____



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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)

Agency maintains a personnel policy manual

Agency has a non-discrimination policy

Agency has a sexual harassment policy

Agency has a grievance procedure

Agency has a Strategic Plan

Covers years 2020-22 (<https://josselyn.org/about-us/strategic-plan-2020-2022>)



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- Agency produces an Annual Report
 Most recent report covers period 2020-21

- 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. Please note that we have provided our FY20 audit; our FY21 audit is in process at the time of this application. We will provide you with the FY21 audit once completed.

- Agency maintains general liability insurance coverage and names New Trier Township as additional insurer
 Amount of coverage Each occurrence \$1,000,000 General Aggregate \$3,000,000
 Name of insurer Hanover
 Effective dates of coverage _____

- Agency pays all state and federal payroll taxes

- Agency has a conflict of interest policy.

YES NO OTHER (PLEASE EXPLAIN)

- Agency has by-laws in place
 Date last amended/accepted 3/2/2020

- Agency is accredited by recognized accreditation organization (where appropriate)
 Date of most recent accreditation May 2019
 Accreditation Organization Commission on Accreditation of Rehabilitation Facilities (CARF)

- Agency's board serves without compensation
 Number of board members 25
 Number of Board vacancies 5
 List board sub-committees Executive, Quality and Compliance, Finance, Strategic Planning, Nominating, Building and Grounds
 Schedule of board meetings Quarterly (Subcommittees Monthly)



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- Agency has Auxiliary or other Advisory/Governing Board. If so, please explain:
Josselyn has an Auxiliary Board of 30 members including many NTT residents who focus on community engagement, raising awareness of Josselyn's mental health services, and fundraising. We also have a Junior Board of 50 area high school students, including many from NTHS.
- Agency provides staff with opportunities for training and personal development
- Agency has filed its annual report with the Illinois Attorney General
01-002716
- Agency has filed its annual report with the Illinois Secretary of State
3227-094-8
Federal Tax ID # 36-2217996

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 Director Name Susan Resko, CEO & President

Signature

Date:

Board President Name Pam Martin, Board Chair

Signature

Date:



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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.)

Founded in 1951 by pioneering child psychiatrist Dr. Irene Josselyn, The Josselyn Center is a certified Community Mental Health Center that provides affordable, comprehensive outpatient mental health care to people of all backgrounds—particularly those who are low-income. Josselyn's mission is to provide affordable mental health services that make lives better for our clients, their families, and our community. We envision a world in which ALL individuals and families who are affected by a mental health condition have access to affordable, quality care, regardless of ability to pay.

Josselyn's goal is to be there for the community before the point of crisis. Community mental health increases the chances that people can go to school and work and create a healthy home. More importantly, access to mental health services helps children, adolescents, and adults find the help they need before they experience worsening symptoms and life impacts such as missed school or work and costs a fraction of an ER visit. We provide comprehensive care, which includes individual, group, and family therapy; psychiatric services and medication management; art therapy; an employment service; The Living Room (an alternative to the ER for individuals in crisis); a Drop-In Center; and Camp Neeka, a therapeutic day camp for children ages 8-12. Your funding underwrites a sliding fee scale to ensure cost is not a barrier to mental health care for New Trier Township residents. Our streamlined intake, coordinated care, and diverse staff make us an essential lifeline for New Trier Township residents.

Despite a severe shortage of psychiatric providers – a scarcity that is even worse in child and adolescent psychiatry – The Josselyn Center's medical services team is on par with those of top area hospitals and private health providers. We are the only provider of psychiatry to Medicaid recipients in a 375-square-mile area, and the only one in New Trier Township. Clients experience our services in a coordinated fashion: If a therapy client is also receiving psychiatric services, the client's therapist and psychiatric provider share notes in one electronic medical record, discuss the case, and provide coordinated care. Coordinated care is the best approach to mental health care.

Josselyn prides itself on strong partnerships that serve to strengthen community health. We are in weekly communication with Jeanne Rosser at the Township, area police department social workers, and area service agencies to share referrals and to communicate about our services. We have four certified instructors who are teaching Mental Health First Aid trainings in communities across the area, including New Trier High School.

Now is the time to keep our mental health services accessible for New Trier Township residents in need. With your generous support, Josselyn provided mental health services to 213 Township



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residents who received thousands of hours of care. Your support underwrote a sliding fee scale for NTT residents and helped us deliver psychiatric services, which are costly to provide.

(We have attached our Organizational Chart with this application. Please note that it is condensed, in that each staff member on our clinical team is a supervisor or coordinator managing 5-8 clinicians.)

(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?

Josselyn's Governing Board is comprised of 25 volunteers. Our Governing Board includes 10 New Trier Township residents, including our Board Chair, Pam Martin. The Board exercises all general powers and authority. The Board is active through its oversight of the agency's mission of service to the community, financial stability, property management, special events, community outreach efforts, activities and affairs, and the quality and compliance of clinical and supportive programs and services. The Board delegates daily management of Josselyn to the CEO. The Board has the right to vote on all major issues, with each member having one vote. Board members must have familiarity with Josselyn's mission, goals, policies and programs; consistent attendance at meetings; membership on at least one sub-committee; an annual financial contribution; and support of fundraising events.

Agency/Program Funding Request Information

PROGRAM DESCRIPTION

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

Since 1951, The Josselyn Center has provided affordable outpatient mental health services to the New Trier Township community. For many Township residents in need who are low-income, we are the only place to turn for psychiatric services. Josselyn's goal is to be here for the New Trier Township community before the point of crisis. As with physical health, preventative care is more effective and less costly than reaching the point of crisis.

Josselyn's clinical services include:

- Psychiatric Services
- Individual, Couple, Family and Group Therapy
- Community Support
- Case Management
- Supported Employment
- Art Therapy
- Intensive Outpatient Program (opening soon)

Josselyn's community programming includes:

- The Living Room, an alternative to the ER for a person experiencing a mental health crisis



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(free; adults)

- Drop-In Center, for adults seeking support from trained peers who are in recovery from mental illness (free)
- Camp Neeka, our therapeutic summer day camp for children ages 8–12
- Mental Health First Aid training courses

We have expanded our programs to meet the mental health needs of Township residents.

- **Intensive Outpatient Program (IOP):** In September 2021, we are launching the only adolescent Intensive Outpatient Program in north suburban Chicago that is high quality and affordable, with a sliding fee scale and accepting Medicaid. This has been a longtime gap in mental health services for low-income residents of the region; while there are IOP programs nearby, the only available options for low-income area residents are an hour's drive away – a significant financial and time burden for families already struggling to make ends meet, and who may not have transportation of their own. To open this important new program, we conducted extensive research of area needs and purchased a new building at 495 Central with the support of a private donor. The program provides individual treatment and group therapy for several hours each day across six weeks – for adolescents who do not need inpatient hospitalization but require more than weekly outpatient therapy. We anticipate many referrals from area agencies for this important new program.
- **Mental Health First Aid Training (options for adults, adults who work with youth, and teens):** Providing direct services, while essential, comprises only part of our work. We are breaking barriers to care for ALL people by providing community trainings in the form of Mental Health First Aid training courses and destigmatizing mental health through our community outreach. We began providing Mental Health First Aid (MHFA) training courses in fall 2020 and have already trained 625 area residents in this lifesaving program, which equips participants with language and resources to respond to mental health and substance use issues in others. MHFA teaches adults, adults who work with youth, and teens how to recognize the signs and symptoms of a mental health or substance use disorder, how to appropriately respond, and how to refer someone to help. Our program coordinator holds dual master's degrees in education and social work and two AmeriCorps fellows support this program; all are New Trier High School graduates. We welcome the opportunity to provide MHFA trainings to New Trier Township government and organizations in the Township. Initial seed funding for this program was provided by a New Trier resident, and we have a federal grant through Mental Health Awareness Training Grants, Department of Health and Human Services, Substance Abuse and Mental Health Services Administration through 2026.
- **Supported Employment Service:** Our evidence-based supported employment service, Individual Placement & Support, is experiencing high demand and we have expanded it from one to four staff to meet these needs, particularly during the pandemic and its economic aftermath. For many area residents who live with mental health issues, finding and maintaining work that aligns with their skills and abilities is not only deeply satisfying and financially important, but positive for their mental health.

All area residents are eligible for Josselyn's mental health services. With your funding, NTT residents have a sliding fee scale that provides them with significantly lower fees.

Target Population

Josselyn, with your support, serves more than 200 Township clients' mental health needs and helps ensure their well-being. More than 2,700 children, adolescents, and adults living in north suburban



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Chicago receive comprehensive behavioral health services through The Josselyn Center. Every month 200 area residents turn to Josselyn to begin mental health services. The pandemic and the clear need for affordable mental health service providers have resulted in an outpouring of area residents turning to Josselyn this year.

Josselyn employs a multicultural staff, bilingual clinical providers, and tailored communications and outreach to dismantle barriers to care and reach area residents who are living with mental health challenges. We are closely focused on ensuring all people can access care quickly and comprehensively.

Expanding our ability to serve more clients has stood at the core of our efforts this past year. Whether that has meant working diligently to hire outstanding new staff, to providing telehealth along with in-person care, we are prioritizing reaching more Township residents in need, quickly. This is a strategic decision on our part. In the last 12 months, Josselyn increased our staff by 140% (from 54 to 132) to support a fast-growing client population, including adding two full time child and adolescent psychiatrists (Illinois has a shortage of these providers, further highlighting our commitment to serving needs).



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- (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.

Josselyn is a crucial part of New Trier Township's safety net for residents. Our work with Township residents who are in need fits closely with several Township priorities:

- **Supporting outreach, drop-in, and counseling centers.** The Josselyn Center runs our Drop-In Center to welcome Township residents six days a week, including during the pandemic, through a supportive setting (which is virtual on Zoom during the pandemic). Peer specialists, who are trained and have lived experiences with mental illness, welcome and support those who visit the Drop-In.
- **Supporting living and working in one's local community...particularly for individuals with disabilities, seniors, and those with severe mental illness.** As a Community Mental Health Center, The Josselyn Center was established specifically to ensure area residents can receive much-needed mental health services close to home. Ensuring Township residents have access to mental health care lies at the heart of our mission. We are constantly working to raise the needed funds to keep all of our services available for NTT.
- **Providing leadership to increase awareness of those who are more vulnerable in our community and provide avenues to integrate those residents into the community, allowing others to provide services right in our own neighborhood.** The Josselyn Center sends weekly email communications to our list of 6,000 to raise awareness of our services and the importance of mental health. Further, Josselyn staff frequently participate in community conversations and events. Our team provided a Mental Health First Aid training course to Kenilworth Union Church this past year. We have held a panel discussion with the Township to discuss tele-health services and would gladly do so again given the current context and needs during the pandemic. We would also gladly provide Mental Health First Aid training in partnership with the Township to residents who are interested, including the Board.
- **Foster collaborative partnerships with other organizations, villages, and state-wide initiatives.** We work formally and informally with organizations in and beyond the Township to best serve Township residents. We are a longtime participant in Crisis Response Network of the North Shore. Our CEO & President sits on the board of the Illinois Association of Behavioral Health (IABH) to ensure we have a voice in advocacy at the state level relating to mental health funding and parity. Josselyn has formal partnerships to embed a clinician at Connections for the Homeless, providing individuals who turn to them for help with a direct line to mental health care. We are also proud of our ongoing, strong relationship with New Trier High School, a key organizational pillar in the Township.

Please check each priority you feel the program addresses. (Most programs will address only one or two priorities.)

See our website at www.newtriertownship.com for more information.

- | | |
|--|---|
| <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 checked="" type="checkbox"/> Other <u>Mental Health</u> | |

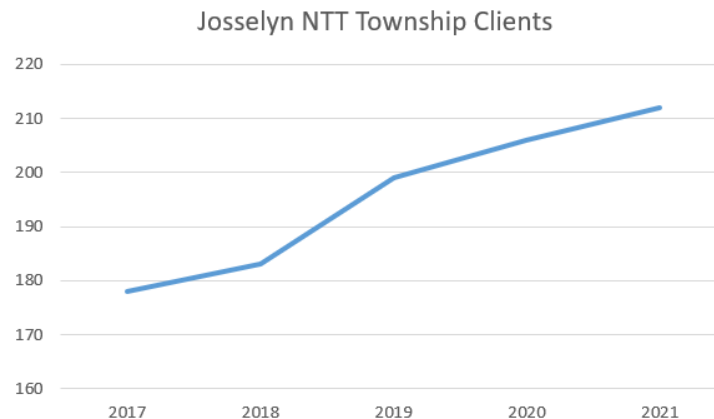


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NEED

- (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.

This past year, Josselyn provided mental health services to 213 Township residents who comprised 8% of Josselyn clients. The number of NTT residents we serve has grown by 20% in five years.



Every single month, 200 new clients are turning to Josselyn to begin mental health services, three times the number of new clients who turned to us just two years ago. As demonstrated above, our NTT clients continue to increase year-over-year. This aligns with findings from the [2019 NorthShore University Health System Community Health Needs Assessment](#), which listed access to behavioral health as the top-ranked external factor affecting community health.

Township youth are a high-need population for Josselyn, given a decade-long increase in suicide rates and rates of mental illness combined with the more recent impacts of the pandemic ([Kaiser Family Foundation](#)). The earlier a mental health challenge is recognized and treated, the sooner an individual can gain the skills to heal. Yet the 2021 [State of Mental Health in America](#) report found that among youth with severe depression, only 27.3% received consistent treatment. We are prioritizing youth services by adding two full time child and adolescent psychiatrists and teaching Mental Health First Aid training courses to high school students at NTHS.

Josselyn's services focus on inclusive, affordable access to mental health treatment for NTT youth and adults because serious mental health conditions are associated with lower levels of income (JAMA Psychiatry, 4/2011). We served 213 Township residents in the past year with comprehensive mental health services, including psychiatry, and stand ready to continue to serve more. Of these 213 clients, most are low-income and 30% are unemployed.

Josselyn's services fill a clear need, as Josselyn is the only area provider of mental health services in New Trier Township and beyond that provides a sliding fee scale and accepts Medicaid for therapy and psychiatric services. Without a mental health system that meets the needs of low-income residents, the Township's residents and communities will suffer. Our timely, comprehensive treatment helps prevent school dropout, job loss, incarceration, and even suicide.



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Your support will ensure we can provide the growing number of New Trier Township clients who are turning to us with mental health services. We will provide outstanding services even as we meet increasing demand. Specifically, your funding will enable us to:

- **Continue providing our sliding fee scale for Township residents, so cost is not a barrier to mental health.** Your residents will affordably access not only therapy and psychiatric services but our Supported Employment program, Individual Placement & Support, to help them find and keep jobs; Art Therapy, a proven approach for children and adults; The Living Room (a free service for adults in need of a calming, therapeutic response to a mental health crisis), The Drop In Center (to build connections with peers who have lived experience with mental illness), our support groups, and our summer therapeutic day camp for children.

Serve low-income clients, which is increasing exponentially due to job losses from the pandemic. All mental health services, particularly psychiatry, are in short supply in the region. Your funding goes far in covering the cost gaps we face in providing our sliding fee scale, allowing us to serve Township residents in need.

- (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?

In the last 12 months, Josselyn increased our staff by 140% (from 54 to 132) to support a fast-growing client population, including adding two full time child and adolescent psychiatrists (Illinois has a shortage of these providers, further highlighting our commitment to serving needs). Since we have worked so hard to add to staff, there is not a wait, and the average time between a first call from someone seeking services and their first appointment is 4.18 days. We are in a hybrid model, in which clinicians work in the office 3 days/week and Zoom from home for 2 days/week, so that those who need to be seen face to face, especially children, can be seen in the office.

New/Unmet Needs

Our 2020-22 Strategic Plan calls on us to expand our services for area youth. This has become an even more urgent need, as teen psychiatric visits to the Emergency Room rose by 31% during the pandemic, while other visits decreased ([CDC](#)). To serve growing youth mental health needs we are opening an intensive outpatient program this September. The Josselyn IOP will fill a deep need for affordable intensive outpatient care that is more in-depth than weekly therapy but not as extensive as hospitalization. We seek to serve over 500 adolescents each year once fully scaled out. We will address an unmet need as the first affordable IOP in north/northwest suburban Chicago; the only other such program for low-income teens is more than an hour's drive from our location.

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. Summarize any major changes in staff or personnel.

Josselyn's CEO & President, Susan Resko, a New Trier Township resident, has led the organization since 2015. Susan has over 25 years of change management, executive, marketing and relationship management experience in non-profit organizations and banking. She holds a master's in marketing from Northwestern University's Kellogg Graduate School of Management and a Bachelor of Science in Finance from Miami University in Ohio. Under Susan's leadership, The Josselyn Center has seen tremendous growth:



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	2015	2021	% Change
# of Clients	1,138	2,705	138%
# of Service Hours	12,137	37,296	207%

Josselyn's Vice President of Behavioral Health, Michael Scholl, LCSW, oversees all clinical programming and staff. Mike has over 25 years of clinical practice experience as a clinician, supervisor, and consultant. Mike was Director of Community Care Coordination for Illinois' largest Managed Care Organization and served as director and site supervisor for one of Chicago's largest community mental health clinics. Mike is passionate about providing the highest quality mental health care to clients and being a resource for the community. Mike is a parent of three school age children. Mike holds a Master of Social Work from Loyola University of Chicago and a Bachelor of Arts in Psychology from Northeastern Illinois University.

The Josselyn Center is a strong steward of New Trier Township funding. Our billing capabilities are strong, allowing us to leverage federal and state funds to minimize human service expenses for the Township. This partnership with you maximizes our administrative and clinical strengths while keeping NTT communities healthy.

We use innovations to keep our services sustainable and fiscally responsible. Psychiatry is by far the costliest service we offer, given low reimbursement rates as compared to the cost of care. We recruited a fifth Josselyn Champion this year (a leading psychiatrist who donates time to treat clients).

We have been hiring in our organization consistently in 2020-2021 to ensure we can provide mental health services to the skyrocketing number of residents turning to us for care. This strategic decision has, in turn, allowed us to serve clients during a historic time of need, which we anticipate will continue due to increased public awareness of and support for mental health. Importantly, we have hired and retained a diverse staff that represents the backgrounds of the clients we serve.

Lastly, Josselyn is accredited by the Commission on Accreditation for Rehabilitation Facilities (CARF), a gold standard for outpatient mental health care providers. Josselyn is also a certified IL Dept. of Human Services provider, which holds us to a high standard of care.

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 – Mental Health Service Hours

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

PLEASE INDICATE FISCAL YEAR/DATES IN EACH COLUMN	Prior Year 2020	Present Year 2021	Proposed Year 2022
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Number of persons served (unduplicated count)	1,710	2,705	Estimated 5,000
Number of units of service	22,000	37,296	Estimated 55,000
Cost per unit of service	\$110	Varies. Free-\$150	Varies. Free-\$150

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

Glencoe	12
Glenview	3
Kenilworth	5
Northfield	25
Wilmette	138
Winnetka	30

(8) Total from New Trier Township (unduplicated).
213

(9) New Trier Township clients are what % of total?
8%

(10) Units of Service to New Trier clients.
3,463

(11) Units of Service to NTT clients are what % of total
9%

(12) New Trier clients age breakdown

2-17	18-59	60+
45	139	29
21%	65%	14%

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.

Josselyn's Quality Dashboard focuses specifically on access and the impact of our services. Our staff gather data for these measures through the client intake and appointment process, and through HIPAA-compliant, anonymous client surveys. Our client surveys measure program success through



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client ratings and qualitative feedback. Josselyn's Quality Improvement Department of three, led by our Director of Quality Improvement, oversees the compilation and assessment of all Quality data. The Director is a member of Josselyn's Senior Management team and provides regular reports to Senior Management and our Governing Board. Josselyn's Quality and Compliance Committee meets monthly to review data and discuss needed improvements. The committee includes our CEO & President, VP of Behavioral Health, Director of Quality Improvement, fully licensed mental health professionals, and a high school counselor.

Our FY2021 results were strong. We have provided our client-centered data below:

Goal		Outcome Measure	Result
Josselyn will positively impact the lives of clients, providing compassionate care thereby helping clients achieve progress in their recovery. Clients will report improvement in mental health.	Measurement Tool: Semi-annual client satisfaction survey	87% of clients surveyed will "strongly agree" or "agree" that their mental health has improved because of services through Josselyn.	75% of clients strongly agreed or agreed that because of services received at Josselyn, they feel their mental health has improved. (We'd like to note that due to significant client growth during the grant term, several respondents to our client survey were new to Josselyn and have not yet had time to experience and attribute improvement in mental health to our services.)
Josselyn will respond to requests for new services for new and current clients. Clients will experience fast access to care.	Measurement Tool: Intake form	90% of clients will be scheduled for an initial assessment within 30 days of initial contact.	The average time between first phone call to Josselyn and first assessment is under 5 days.
Clients will report satisfaction with Josselyn services.	Measurement Tool: Semi-annual client satisfaction survey.	How likely is it that clients would recommend The Josselyn Center to a	Our Net Promoter score, measured by responses to this question, is 40.51.



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		friend or colleague?	
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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)

We focus on the following to document impact:

- Improvement in our clients' mental health (as documented through HIPAA-compliant client surveys);
- Brief wait times from intake to first appointment (averaging about 4 days), achieved through strategic additions to our clinical capacity;
- Growth in our treatment hours and number of new clients, ensuring we are reaching more area residents every month;
- Growth in job placements for clients of our supported employment program, because employment has positive mental health and life impacts;
- Growth in the number of teens and adults we train in Mental Health First Aid, so hundreds of area residents are equipped to respond when they see symptoms of mental health and substance abuse issues in their peers or those they serve;
- Growth in number of Camp Neeka attendees, so more area children can benefit from a summer day camp like their peers do, but with therapeutic supports built in.
- Growth in revenues: We have also grown the administrative functions of our organization, so that we can reach and serve more clients well and ensure a strong foundation of revenue.
- Growth in community outreach: We have further defined our marketing and communications functions to ensure constantly increasing awareness of our services.
- Growth in serving ALL in need: We now accept more forms of insurance and can therefore serve more clients throughout the Township.

Managing our growth is also essential to our impact on clients and community mental health in New Trier Township. In 2021 we implemented Key Performance Indicators (KPIs) so we have fine-tuned, transparent measures of growth, quality, and accountability that are shared across our Board and staff. These KPIs are in addition to our Quality Dashboard, which is focused on client impact. Our KPIs measure organizational metrics such as number of new clients each month, number of open positions, and funds raised.

(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.

We conduct an annual client survey to gather several measures of satisfaction and feedback about the quality of care our clients experience.

CHANGES/CHALLENGES



AGENCY/PROGRAM APPLICATION FOR FUNDING

Fiscal Year 2022-2023

- (16) 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).

The pandemic is a mental health pressure cooker of historic proportions. The Josselyn Center has experienced the following this year:

- **Current clients coming to us for more help** because their existing mental health conditions have worsened. Our service hours are up by 86% over last year.
- **More new clients.** We have 58% more clients (2,705 unduplicated clients) than a year ago.
- **More suburban Chicagoans who are low-income** and have few places to turn that are affordable.

The Josselyn Center's services sit at the intersection of poverty, racial unrest, and a historic mental health crisis, all exacerbated by the COVID-19 pandemic. We have responded in several critical areas that we expect to continue moving forward:

- **Providing virtual services.** We have seamlessly delivered services through secure online and phone platforms since mid-March. Our several years of prior experience providing telepsychiatry prepared us well for virtual services on a larger scale. We plan to keep virtual options available long-term, in tandem with in-person options, should IL law continue to allow for it.
- **Growing our diverse staff** of therapists, psychiatric service providers, employment specialists, mental health nurse practitioners, and peer specialists. Hiring additional staff, while costly to us, ensures we can keep wait times low while accepting many new clients. Extended wait times typically lead to worsening symptoms, and the possibility of the client giving up on treatment.
- **Expanding our supported employment program.** We recently added a fourth Employment Specialist to our team to provide ongoing job search support and coaching for a growing number of clients. Many of our supported employment clients also receive therapy and/or psychiatric services, creating a coordinated and holistic support system of care through Josselyn.

However, 2021 presented a challenge in fundraising with not being able to host our traditional fundraising events. We executed online events and an individual giving campaign to supplant the lost revenue.



AGENCY/PROGRAM APPLICATION FOR FUNDING

Fiscal Year 2022-2023

RECOMMENDATION RESPONSES

- (17) 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).

We foster collaborative partnerships and conduct community outreach to share referrals and raise awareness of our mental health services, which are of particular importance during pressures posed by the pandemic. We are regularly working with other organizations in and beyond the Township to ensure the best and most efficient services possible for residents. We are proud of our ongoing relationship with New Trier High School (a majority of our Junior Board members are New Trier students, and our Youth Outreach Lead, a graduate of NTHS herself, provided Mental Health First Aid training for NTHS staff and students).

You recommended that we create separate cost centers for our Northfield and Waukegan locations. We are keeping track of costs and metrics by location. Our auditor advised not to separate by location for our audit.

RESOURCES/BUDGET

- (18) 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.

Josselyn's three volunteer boards incorporate the valuable talents and experiences of New Trier Township residents and ensure strong governance of our organization as well as support for our fundraising and events. Our three Boards include the following:

- Governing Board: 25 volunteers who financially support Josselyn. Many of our Board members reside in the Township and volunteer their skills and time to Josselyn.
- Auxiliary Board: 30 volunteers who support fundraising and awareness-building.
- Junior Board: 50 area high school students who engage in mental health education and raise awareness among their peers. The Junior Board includes students from NTHS.

We have worked hard to be the efficient, effective organization we are today, including by expanding our volunteer base through our Boards and pro-bono Josselyn Champion psychiatrists. To allow anyone to forego necessary mental health care could be catastrophic to them personally, as they may only have Josselyn to turn to for affordable mental health services that include psychiatry. It will also have negative impacts on the community at large over time.

It is of our strong belief that mental health services, including for low-income residents, is part of the community safety net in New Trier Township. Your funding ensures we can provide a sliding fee scale for NTT residents with lower fees than for any other clients. If we overly rely on private sources, we will find ourselves on less stable footing just as we serve more NTT residents, due to the unpredictable nature of private giving. Your funding, including a small increase of \$5,700 to reflect



AGENCY/PROGRAM APPLICATION FOR FUNDING Fiscal Year 2022-2023

that we are serving more NTT residents this year (and anticipate continued increases based on the past five-year trend), is an essential plan in our strong, diversified fundraising plan. Without full funding, our ability to serve the surging need could be compromised.

We view the Township government as an important partner in social services for low-income residents. Should you decide not to fully fund our request, we strongly welcome a conversation with you to learn more about why, and how we can discuss the alignment of our services to your residents' needs.

- (19) 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.

Thank you for your respectful consideration of The Josselyn Center's request for \$195,700 in funding. In the past year, The Josselyn Center experienced a 3% increase in New Trier Township clients. As such, we are requesting a 3% increase in funding to enable us to serve these new clients. Your funding keeps mental health services available to your community during these especially challenging times, which are weighing heavily on the mental health of so many.

We recognize that we are your largest granted agency. This 3% increase in funding would ensure Josselyn can continue to offer a sliding fee scale to New Trier Township residents that is far below the actual cost of their care, so they can access services as low-income residents. Further, your funding will ensure we can continue to provide a sliding fee scale specifically for New Trier Township residents and fill the large cost gaps in providing affordable therapy and psychiatric services to your residents.

New Trier Township has long recognized the importance of mental health services to the well-being of their residents and their community. New Trier Township funding is the bedrock of our ability to provide therapy and psychiatry services to Township residents. We provide much needed, and rare, psychiatry services, which can be quite difficult to access from providers in our service area. The Township's investment in Josselyn's services is an investment in your residents.

**NEW TRIER TOWNSHIP
ANNUAL FUNDING REQUEST FORM**

2022-2023 TOTAL AGENCY BUDGET FORM

AGENCY NAME: The Josselyn Center			
	FY2020	FY2021	FY2022
	PRIOR	PRESENT	PROPOSED
	YEAR	YEAR	YEAR
AGENCY REVENUES			
New Trier Township	\$188,000	\$195,500	\$ 196,000
Federal Government	\$0	\$0	
State Government	\$192,767	\$537,529	\$ 1,355,904
Local Government/Townships	\$152,180	\$144,820	\$ 274,500
Client Fees	\$1,973,446	\$3,017,213	\$ 8,024,662
Grants: Foundations, Corporate, Religious	\$1,326,026	\$811,300	\$ 2,939,000
Individual Contributions	\$327,939	\$285,000	\$ 195,000
Special Events	\$236,487	\$60,000	\$ 295,000
United Way	\$51,445	\$0	
Sales			
Other Revenues	\$8,950	\$207,000	\$ -
TOTAL REVENUES	\$4,457,240	\$5,258,362	\$ 13,280,066
AGENCY EXPENDITURES			
Program Staff Salaries, Benefits, Taxes	\$1,844,368	\$3,222,920	\$ 8,138,405
Administrative Staff Salaries, Benefits, Taxes	\$361,562	\$613,890	\$ 2,399,974
Fundraising Staff Salaries, Benefits, Taxes	\$260,394	\$259,273	\$ 345,589
Professional Fees/Contractual Services	\$172,470	\$376,341	\$ 562,600
General Operating Expenses	\$222,441	\$243,038	\$ 260,814
Occupancy and Utilities	\$121,737	\$249,232	\$ 546,365
Specific Assistance to Individuals	\$0	\$0	\$ -
Major and Minor Equipment	\$30,335	\$30,879	\$ 173,187
Major Capital Expenses	\$0	\$0	\$ -
Other Fundraising Expenses	\$0	\$0	\$ 102,998
Other/Miscellaneous	\$435,906	\$796,201	\$ 348,536
TOTAL EXPENDITURES	\$3,449,213	\$5,791,774	\$ 12,878,468
SURPLUS (DEFICIT)			
NET GAIN/LOSS FROM OTHER FUNDS			
SURPLUS (DEFICIT)			
TOTAL FUNDRAISING/ADMIN COSTS	\$823,159	\$1,042,519	\$ 3,321,436.33

SR
Susan Resko
The Josselyn Center NFP
6 Direct Reports

MS
Michael Scholl
The Josselyn Center NFP
19 Direct Reports

SC
Snezana CERDA
Director of Quality Improvement
The Josselyn Center NFP
3 Direct Reports

GH
Georgia Heisinger
Sr. Director, HR and Talent Acquisition
The Josselyn Center NFP
3 Direct Reports

CW
Clyde Walter
VP of Mission Advancement
The Josselyn Center NFP
5 Direct Reports

SV
Shelly Vanover
VP of Finance/ Controller
The Josselyn Center NFP
6 Direct Reports

SL
Steve Levy
Sr. Director of Marketing and Experience
The Josselyn Center NFP
4 Direct Reports

JACQUELINE SWIETOCZKOWSKI
The Josselyn Center NFP
6 Direct Reports
[View Team](#)

JS
Jen Stranski
Intake Coordinator
The Josselyn Center NFP
2 Direct Reports
[View Team](#)

AS
ANGELITA SANCHEZ
Medical Records Specialist
The Josselyn Center NFP

AS
Aurora Sanchez
Camp Counselor
The Josselyn Center NFP

EF
ELIZABETH FRUTH
Employee Relations Manager
The Josselyn Center NFP

BK
BERNADETTE KALETA
Sr. Hr & Recruitment Manager
The Josselyn Center NFP

MN
Margaret Nash
Therapist/Youth Outreach Coordinator
The Josselyn Center NFP

RD
Robin Doerge
The Josselyn Center NFP

WI
WANDA IRBY-COLEMAN
Revenue Cycle Manager
The Josselyn Center NFP

CC
Cindy CARR
Accounting Manager
The Josselyn Center NFP

AA
Ashley Alford
Sr. Manager, Service and Experience
The Josselyn Center NFP
6 Direct Reports
[View Team](#)

KM
Karyn Mistrik
The Josselyn Center NFP

VM
Veronique Morales
Clinical Supervisor
The Josselyn Center NFP
8 Direct Reports
[View Team](#)

CB
CHLOE BRODNER
Clinical Supervisor
The Josselyn Center NFP
6 Direct Reports
[View Team](#)

ZF
Zara Felli
Quality & Compliance Data Analyst
The Josselyn Center NFP

BK
Brian Kaiser
The Josselyn Center NFP

Caryn Fiegler
The Josselyn Center NFP

LR
Langston Roberson
Data Services and Development Operations Manager
The Josselyn Center NFP

PG
PAULA GIOVACCHINI
Credentialing Manager and Billing Specialist
The Josselyn Center NFP

JV
JoAnn Virgines
Part Time Billing Specialist
The Josselyn Center NFP

SR
Sonia Rana
Marketing and Communications Manager
The Josselyn Center NFP

JS
Jessica Sleck
Development and Communication Associate
The Josselyn Center NFP

SB
STELLA BARRUTIA
Clinical Supervisor
The Josselyn Center NFP
9 Direct Reports
[View Team](#)

AF
Ana Ferraz-Castilho
Clinical Supervisor
The Josselyn Center NFP
4 Direct Reports
[View Team](#)

TN
Tamara Newell
Therapist
The Josselyn Center NFP

AA
Alejandra AVILA
Bilingual Supported Employment Manager
The Josselyn Center NFP
3 Direct Reports
[View Team](#)

SB
Sharon Berlin
The Josselyn Center NFP

AR
Ana Reyes
Manager of Clinical Operations
The Josselyn Center NFP
11 Direct Reports
[View Team](#)

AL
ANNA LYDKA
The Josselyn Center NFP
10 Direct Reports
[View Team](#)

LW
LINDA WEISS
Clinical Supervisor
The Josselyn Center NFP
9 Direct Reports
[View Team](#)

NM
Ninfa Martinez-Aguilar
Supervisor of Child & Adolescent Services
The Josselyn Center NFP
6 Direct Reports
[View Team](#)

SG
Shannon Garrison
Intensive Outpatient Program Director
The Josselyn Center NFP
4 Direct Reports
[View Team](#)

HK
Heidi Kalman
Clinical Supervisor
The Josselyn Center NFP
1 Direct Report
[View Team](#)

VW
Vanessa Wolters
Clinical Supervisor
The Josselyn Center NFP
4 Direct Reports
[View Team](#)

NM
Niesha Myles
Intake/Clinical Operations Specialist
The Josselyn Center NFP

NB
Nina Becker
Clinical Director, Waukegan
The Josselyn Center NFP

ED
EVELYN DALENHEIM
The Josselyn Center NFP

JC
Jessica Catlin
Philanthropic Engagement Manager
The Josselyn Center NFP

EV
Emilie Villaume
Billing Specialist
The Josselyn Center NFP

FR
Frannie Rutstein
Billing Specialist
The Josselyn Center NFP