

impact

Behavioral Health Partners



STRATEGIC PLAN SUMMARY

Fiscal Years 2022 - 2023



EXECUTIVE SUMMARY

Impact Behavioral Health Partners (“Impact”) has been dedicated to helping **adults with mental illness by providing permanent supportive housing, clinical, and employment services** for over thirty years. From Impact’s founding as a small group of Evanston community members who desired a **safe and dignified alternative to homelessness or institutionalization** for those living with serious mental illness, Impact remains committed to serving this often-marginalized population.

Impact’s passion and expertise is serving those who are considered “hardest to house” because of multiple and complex barriers to stability. To enable participants to stay permanently housed, Impact utilizes a **model of wraparound care** where housing and clinical teams working alongside participants to support their stability and independence. Impact’s **growing Employment Program** works in a similarly collaborative way, not only with those housed with Impact but also with other **behavioral health providers in the greater Chicago community**, including three **Federally Qualified Health Centers (FQHCs)**.

Impact embarked on the **strategic planning process** in 2019 to help articulate and quantify the agency’s goals during an exciting time of program growth. Due to the upheaval and uncertainty in service delivery caused by the COVID-19 pandemic, Impact’s leadership paused the strategic planning process to focus the agency’s energy on its COVID-19 response. What never changed, however, was an enthusiasm for Impact’s work and a **commitment to agency growth**.

When Impact’s leadership resumed the strategic planning process, the focus remained on **growing Impact’s housing, clinical, and employment programs**, as well as **strengthening the agency’s operations and raising community awareness** of the organization. Through this process, Impact’s leadership has identified strategies that will enable Impact to advance its mission. The following strategic plan outlines the resulting goals and strategies that will guide Impact’s work, assess opportunities, and make decisions that align with the agency’s goals for growth.

OUR MISSION

Impact’s mission is to develop and champion opportunities for people with serious mental illness by providing comprehensive services in housing, employment, and clinical support so that each person can live as independently as possible.

ABOUT THE ORGANIZATION

Impact Behavioral Health Partners **was established in 1988 as Housing Options for the Mentally Ill Evanston** in response to a community need for supportive housing for adults living with mental illness as a safe and dignified alternative to homelessness or institutionalization. For over 30 years, Impact has been providing **mental**



health services and affordable supportive housing, growing from a single apartment building with no case management services to possessing **seven buildings** and utilizing an additional **26 scattered site apartments** in privately owned buildings.

In addition to permanent supportive housing, Impact provides comprehensive **employment, clinical, and supportive services** using **evidence-based practices** to support its mission to develop and champion opportunities for people with serious mental illness so that each person can live as independently as possible. All of Impact's programs are **participant-centered, time-unlimited**, and underpinned by the same philosophy of care: we emphasize **client choice and autonomy with individualized, long-term, and responsive services** that adapt to participants' changing needs and circumstances.

In the last year Impact served more participants than ever before, providing resources, support, and stability to **over 300 individuals throughout Chicago and its suburbs**. During this time, the **COVID-19 pandemic** posed significant challenges to those Impact serves, and staff shifted to remote work as much as possible to keep our participants and employees safe. While the greater Chicago community has continued to see progress in vaccination rates and a decrease in community transmission, Impact has altered its service model for the foreseeable future as staff continue to navigate service provision during a global pandemic.

DIVERSITY, EQUITY, AND INCLUSION (DEI)

After the murders of George Floyd, Breanna Taylor, Ahmaud Arbery and others, and the racial unrest following these horrific events, Impact made an explicit **commitment to address racial inequity** and broader issues of diversity, equity, and inclusion (DEI) in agency policies and practices.

Working with the YWCA Equity Institute, Impact leadership embarked on a DEI plan parallel to the strategic planning process.

IMPACT'S STATEMENT ON DIVERSITY, EQUITY, AND INCLUSION

Diversity, equity, and inclusion (DEI) is vital to achieving our mission at Impact. By extending accessible, culturally competent services and **bringing diverse individuals to our staff and board**, we will **foster an inclusive environment that better reflects the participants and communities we serve**.

Impact values the broad spectrum of intersecting identities and experiences of our participants, our staff, and the communities we serve. Through the work of our **in-house Equity Team**, we have explored and gathered recommendations to guide improvements in agency policies and practices. We strive to offer our employees and participants an environment that is informed and inclusive of differing views and lived experiences.

We are committed to **advancing social equities at all levels** of our organization. We are dedicated to offering our participants services that acknowledge the social equities, stigma, and structural racism impacting their lives. We will be mindful in creating agency policies and practices that reinforce racial equity for our staff and participants.



Impact will proactively continue to advocate for services that consider our participants' specific identities and experiences while offering exceptional housing, clinical, and employment services. We will continue to empower the communities we serve by **providing culturally competent services** while operating through a lens of **cultural humility**.

We recognize that improving our practices is an **ongoing process** and Impact is fully committed to doing the work.

CLINICAL SERVICES GOALS

Fiscal Year 2022

Articulate success through data

Implement **goal achievement metrics** to help quantify/articulate the success of the Clinical program, to facilitate goal setting and achievement for Staff, and to drive fundraising efforts

Access to high quality clinical services

Implement and refine intake process for new community referrals to Clinical and Employment • **Build relationships** with community partners to get the word out about our available clinical services

Support to Permanent Supportive Housing programs

Begin services for **housed families**, develop general expectations for clinician's role in serving families by assessing the process after the first three families are housed and engaged in services • Develop **consistent referral partners** among housing and homelessness organizations that will benefit from our services

Expand the Clinical Services program's capacity and improve infrastructure:

Expand clinical team to accommodate growing waitlist and planned housing program growth • Identify **community spaces throughout the clinical service area** that are appropriate for in-person therapy

Fiscal Year 2023

Articulate success through data

Analyze new data that comes from new tracking of short-term goals during FY22 to determine a benchmark success rate among participants

Respond to the demonstrated need for the Clinical Services program

Assess partnerships with housing and homelessness organizations, expand partnerships as services return to all in-person • Assess and **build upon FY22 outreach** to continue to establish notoriety to take community referrals in Evanston



EMPLOYMENT SERVICES GOALS

Fiscal Year 2022

Develop and support existing referral partnerships

Enroll up to 500 participants to the BEES research study • **Expand Impact's relationship with Erie Family Health Centers** through increased integration with Erie's behavioral health teams • **Expand Impact's relationship with Lutheran Social Services of Illinois** by offering services to additional programs • **Support the growth of Impact's clinical program** and maintain capacity for those program participants also interested in employment • **Solicit referrals** to Impact's intake coordinator from Connections for the Homeless • **Ensure capacity for service provision** meets the demand created by growth

Develop and support new referral partnerships

Begin and develop a partnership with **Howard Brown Health Center** • Maintain partnership with **Association House** and continue effort to provide employment services for Williams and Colbert members

Improve data quality

Develop **effective metrics and data collection** to measure programmatic success and improve communications with funders and grant applications.

Fiscal Year 2023

Develop and support existing referral partnerships

Continue service provision for BEES Study participants • **Maintain, strengthen, and grow** relationships with Impact's referral sources

Develop and support new referral partnerships

Capitalize on familiarity gained in the PCC Wellness Centers Service area by reaching out to mental health or housing providers in that region

Explore new opportunities to support program growth

Maintain communication with **SAMHSA consultants** regarding an opportunity for applying for funding • Maintain relationships with the **IPS Research Center and MDRC** and assess any future research opportunities



HOUSING GOALS

Fiscal Year 2022

Revise Policies and Procedures to address newer housing portfolio and participant demographics

Assess existing policies and identify areas of improvement • Identify new policies and procedures utilizing best practices

Maintain excellence in property management

Achieve 100% compliance on all external inspections

Lay groundwork for future housing expansions

Explore new opportunities to expand housing portfolio via IHDA or something comparable

Fiscal Year 2023

Expand Impact's housing portfolio

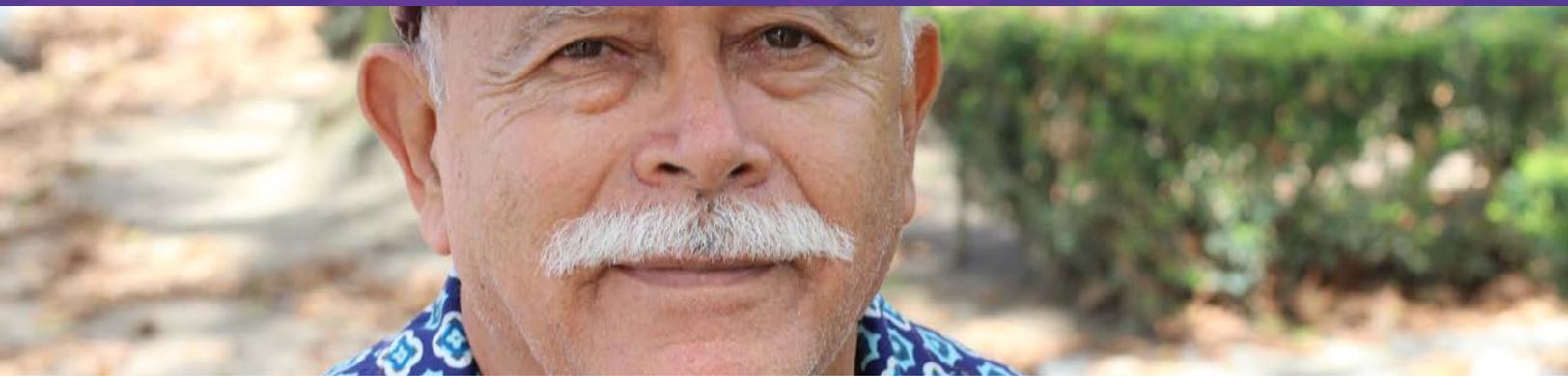
Achieve 100% occupancy of Laramie building with Impact participants by end of Q1 FY23 • Achieve 90%+ completion of Floral construction by end of Q3 FY23

Identify long-term funding solutions for Laramie building

Research three funding options

Expand housing program to serve families

Convert existing 2-bedroom and 3-bedroom units into family apartments



DEVELOPMENT GOALS

Fiscal Year 2022

MARKETING AND COMMUNICATIONS

Increase awareness in the community of Impact's mission and ensure a clear understanding of the important work being done by the agency

Develop materials that will make a positive impression on donors, funders, and sponsors • **Educate Board members** to promote and advocate for Impact • Ensure all communications reflect **Impact branding** look and feel (web, social media, marketing materials) • Create and launch a **Planned Giving Society**

FUNDRAISING

Diversify and expand our fundraising efforts

Steward donors at the \$1,000 level and higher • **Identify 10 current donors** who might be significant donor prospects and develop a plan for cultivation • Develop a comprehensive **grants program** to a) increase total funds raised in FY22 by \$40,000; and b) secure grants from four new funders raising a total of \$20,000 • Implement effective **direct mail campaigns** in the spring and at year-end adding 25 new donors and re-engaging 25 lapsed donors in FY22 to maximize the funds raised by direct mail and online campaigns • Introduce a **virtual event** and several **house parties** to raise unrestricted funds • Keep the **new 16-unit building** in Skokie at the forefront of donors' minds throughout FY22 and alert donors that giving opportunities will be available in FY23 • Explore government, private and corporate **donations to purchase buildings**

ADMINISTRATIVE

Ensure that the scaffolding for proper data collection, donor stewardship, and a consistent record of procedures is in place

Review the **database management system** to ensure that it can be used effectively to maximize data collection so that the resulting information can be used to enhance our fundraising activities • Develop and maintain **standard operating procedures (SOPs)** for every aspect of our development activities • Create SOPs to explain each activity so that if a staff member leaves, SOP's will explain 80% of their duties

Fiscal Year 2023

MARKETING

Hold 2 events for the **Leadership Circle** members

FUNDRAISING

Identify a fundraising event that can be an **annual signature event** • Develop a campaign for the New Build that will include **naming opportunities** • Increase giving levels of 10 donors who give at the \$500 level to the \$1,000 level



FINANCE GOALS

Fiscal Year 2022

CASH RESERVES

Reach a 6-month cash reserve over the next 5 years

Track reserve drawdowns from 6/30/21 reserve/budget of 16% and **budget** for a cash reserve in **FY23 of at least 16%** of FY23 budget, approximately 2 months of cash reserves • Work with Investment subcommittee of the Finance Committee to find **stable investment strategies to grow invested funds** • Work with development for **funding increases** and with departments to **keep expenses within projected income**

DATA AND REPORTING

Provide program directors and managers with meaningful financial and other data at least quarterly

Provide current **salary ranges for categories of employees** to establish our current baseline • Request employee **demographic data from all employees** (participation voluntary) to allow finance & HR to **look at current salaries within demographic categories/years of experience/education levels** • **Track Medicaid billing** hours by program with avg/employee • **Track use of continuing education funds** to allow managers to encourage those not utilizing continuing education opportunities

HUMAN RESOURCES

Add designated HR employee

Achieved with the hiring of a **combined position for HR and operations October 2021** • HR employee will handle employee related issues and handle day-to-day benefits and HR related tasks • Collect employee demographic information to allow for monitoring **merit increases and promotions for equity** in compensation and opportunities for all employees

Fiscal Year 2023

CASH RESERVES

Budget for minimum 16% cash reserve in FY23 budget if level falls below that in FY22 • By FY24 grow reserves to 3-month level of FY24 budget

HUMAN RESOURCES

Competitive compensation base

Research current Chicago area nonprofits' compensation and compare to current Impact staff compensation • **Provide COLAs** (Cost of Living Adjustment) to our current staff so that in FY24 Impact staff has a salary/benefits package that meets or exceeds those of other nonprofits in our area • Monitor all **promotions and merit increases** across demographic categories to **ensure equity** across demographic categories



BOARD GOALS

Fiscal Years 2022 - 2023

OVERARCHING GOAL

Board will provide **effective governance leadership** on behalf of our participants, to ensure Impact focuses on its Mission and purpose, resulting in long term stability • We/the board understand that for Impact to provide high quality housing, clinical, and employment services, we need a board of directors that individually, and as one, is **committed to the highest standards of diversity, equity, and inclusion at all levels** of the organization

BOARD EQUITY WORK

Ensure Impact **board members, leadership team, and staff represent the diverse participants and the communities we serve** in the areas of race, ethnicity, gender, sexual orientation, abilities, and age • Work to understand systemic inequalities and challenges to carrying out the work of Impact • Celebrate and **value differences in opinions and thoughts**, and fostering an environment that encourages tough questions and frank and respectful discussions • Expand and develop our own understanding of diversity, equity, and inclusion issues, and exam our own biases

INCREASE BIPOC MEMBERSHIP

Annually **review board makeup, demographics** to determine gaps (race, ethnicity, gender, sexual orientation, age, abilities) • Expand and explore more innovative **board recruitment methods** • Remind all board members that part of their board service includes helping the governance/nomination committee identify potential members by submitting name of people who fall into the above categories • Address equity barriers for board membership • Continue to **provide remote/Zoom as an option** for board members to attend meetings

IMPROVE BOARD ORIENTATION

Ensure **each board member receives board orientation** to Impact and is assigned a mentor/buddy for his/her/their first year on the board • Prioritize social interactions for board members to foster a better understanding of other board members and different perspectives • Offer **diversity and inclusion training** annually for board members • Board orientation will be revised/updated (both initial meetings and board packet)

IMPROVE BOARD EDUCATION

Board will receive **financial information/education** throughout the year • Board will receive education on **Service Line Programs** (housing, clinical, employment) throughout the year (along with comprehensive program reports for board meetings) • Staff will provide board with **success stories of participants** • Board will be informed about/help with **external advocacy efforts** • Facilitate ethical practices to assure funders/donors/stakeholders that **governance is active and accountable** • Review by-laws annually • Board will explore housing expansion utilizing large corporate donors in concert with development department • Board will receive human resources information to examine **competitive compensation and benefits** for staff