



Collaborating for the health of residents in  
Aurora, Batavia, Big Rock, Blackberry, Kaneville,  
Sugar Grove, and Virgil Townships

January 24, 2022

TO THE CITIZENS OF SOUTH KANE COUNTY,

Enclosed is our Three-Year Strategic Plan for the fiscal years from July 1, 2022, to June 30, 2025. Per the Community Mental Health Act, we anticipate doing annual updates for FY24 and FY25 as needed.

INC's board of directors and staff continue to serve the residents of south Kane County and look forward to supporting and improving the local system of service and providers.

Please review this material and feel free to direct comments to INC staff regarding the plan.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken Rojek'.

Ken Rojek  
President

A handwritten signature in black ink, appearing to read 'Dalila Alegria'.

Dalila Alegria  
Executive Director

# FY23-FY25 THREE YEAR STRATEGIC PLAN

## TABLE OF CONTENTS

<b>LETTER</b>	.....	<b>i</b>
<b>FOREWORD</b>	.....	<b>2</b>
<b>PART ONE – MISSION STATEMENT</b>	.....	<b>4</b>
<b>PART TWO – ENVIRONMENTAL SCAN</b>	.....	<b>5</b>
<b>PART THREE – GOALS &amp; OBJECTIVES</b>	.....	<b>7</b>
<b>BOARD AND STAFF</b>	.....	<b>9</b>

## FOREWORD

NC Mental Health Alliance has been proudly serving the residents of south Kane County for close to fifty (50) years. Pursuant to the Illinois Community Mental Health Act, the citizens of south Kane County opted to provide locally funded services for mental health, intellectual/developmental disabilities, and substance use disorders, over and above services available from the State of Illinois. In doing so, voters determined that the intrinsic value of these services benefit not only the individual, but also society at large. We believe that the quality of life for the entire population in INC's service area has improved with the millions of dollars in services provided since the early 1970s.

The Community Mental Health Act mandates that local mental health authorities not only administer local funds to ensure services to its residents but are also responsible for planning and coordinating of services within the local mental health system. We do so through networks and collaborations with agencies, advocates and stakeholders who have an impact on the delivery of local services.

Our legal authority to perform the duties of a local mental health authority originates in the Community Health Act as follows:

**Any county, city, village, incorporated town, township, public health district, county health department, multiple-county health department, school district or any combination thereof, in consultation with and being advised by the Department of Human Services, shall have the power to construct, repair, operate, maintain and regulate community mental health facilities to provide mental health services as defined by the local community mental health board, including services for, persons with a developmental disability or substance abuse disorder, for residents thereof and/or to contract therefore with any private or public entity which provides such facilities and services, either in or without such county, city, village, incorporated town, township, public health**

**district, county health department, multiple-county health department, school district or any combination thereof.**

Systemic planning, especially when the array of services is directed and funded by multiple sources, is often difficult. One must carefully balance factors that can be controlled with those that cannot, then determine where our influence can make an impact. Recognizing our own limitations in that regard, the INC Mental Health Alliance has worked diligently to make the best use of local resources in supporting services for the citizens of south Kane County.

## **PART ONE: MISSION STATEMENT AND STRATEGIC PLANNING**

The INC Mental Health Alliance has taken a proactive role to stay abreast of the needs of the agencies through roundtable discussions and informational updates provided by staff. While board and staff are eager to move forward in producing a Three-Year Strategic Plan for FY23-25 (July 2022-June 2025), they are also cognizant that the pandemic has provided a level of uncertainty for the agencies, residents, and community. Coupled with the uncertainties and changes taking place in the mental health, intellectual/developmental disability, and substance use disorder fields due to workforce shortages, the board has proceeded with a full Three Year Plan this year, mindful of the fact that adjustments may be necessary with One Year Plan updates for FY24 and FY25.

The first step of the strategic planning process involved reviewing INC's mission statement as developed in 2012. Finding the current mission statement to be explicit in its purpose, no changes were made at this time. The mission statement reads:

**To support mental, intellectual, and developmental health and well-being for residents of the seven townships in INC's alliance by responsibly using these local resources to fund, plan, coordinate, monitor, advocate, educate and lead collaborative efforts for a local system of care that provides services to any resident with mental health concerns, intellectual/developmental disabilities and/or substance use disorders.**

## **PART TWO: ENVIRONMENTAL SCAN**

INC staff provided the INC Mental Health Alliance members with multiple sources of data for consideration in their planning, which was, by and large, locally generated. The impact of the COVID-19 pandemic has been widespread and devastating to the health and human services industry. Priorities have shifted for employees, which have changed the employment landscape. People are having to make difficult choices between work and family. Consequently, the Health and Human Services workforce has increasingly experienced a systemic hardship and is on shaky foundation, resulting in conditions that INC cannot significantly influence. The INC Mental Health Alliance and staff, however, remain cognizant of these factors in making local service adjustments.

INC conducted a survey of its 57 community volunteer board members, funded agency staff and board members, and dozens of key stakeholders such as government officials, provider agencies, advocacy groups, etc. The findings of the surveys on both the needs of the community as well as the purpose and operation of the INC Mental Health Alliance, as the largest local funder of human services in the area, were shared with the Board and discussed at the strategic planning session.

The INC staff also summarized and shared the portions of the Kane County Community Health Assessment done in 2020-2021 pertaining to mental health issues and substance use as well as other contributing factors such as poverty, social determinants of health, and access to services. The Health Assessment also included additional sources of data to provide a snapshot of COVID-19 in Kane County. The Assessment was completed using a MAPP framework and was conducted using three zones of the county, with the “south” zone roughly correlated to INC’s service area, giving us directly applicable data. The full assessment data book can be viewed online at: [www.kanehealthcounts.org](http://www.kanehealthcounts.org).

The INC staff also summarized and shared portions of the Illinois Partners of Human Service report. The report identified factors most affecting the health and human services workforce in

the wake of the pandemic. The full report can be viewed online at: <https://illinoispartners.org/resources/research/>. Finally, INC staff reviewed the Latino Policy Forum Years of Potential Life Lost (YPLL) Report. This report summarized the number of years of life lost prematurely within Black and Latino communities in Illinois who have been disproportionately affected by the pandemic. The full report can be viewed online at: <https://www.latinopolicyforum.org/>. All these documents were discussed and examined for important data facts prevalent to the work of the INC Mental Health Alliance.

Having reviewed all this data, the Board proceeded to discuss long range goals and future potential directions for the organization and its tax-payer-owned assets. The following Goals and Objectives are the results of those discussions in early 2022 and approved at the March 28, 2022, INC Mental Health Alliance meeting.

As indicated earlier, we invite you to review and comment on the Three-Year Plan. Please direct any comments to INC staff which will share them with the Board.

## **PART THREE: GOALS AND OBJECTIVES**

### **FY23-FY25 PLANNING YEARS**

#### **THREE YEAR GOALS:**

- GOAL 1: Sustain a comprehensive network of services while identifying barriers to access and developing strategies to meet the needs of our residents in current challenging fiscal and social environments.
- GOAL 2: Emphasize access to defined core services and promote funding support to new initiatives that provide services to identified gaps.
- GOAL 3: Explore methods to increase the number of mental health professionals in INC service area.
- GOAL 4: Follow, act, and adjust as needed to legislative, planning and policy efforts impacting INC Mental Health Alliance.
- GOAL 5: Enhance and expand local awareness activities for targeted needs affecting our residents.
- GOAL 6: Maintain a sustainable funding model to address the needs of our service area.



**FY23 OBJECTIVES:**

- OBJECTIVE 1:** Support INC Mental Health Alliance funded agencies through continued flexibility when allocating and managing grant allocations. (Goal 1)
- OBJECTIVE 2:** Encourage outcome-based program growth and/or sustainability to align with fund allocations. (Goal 1)
- OBJECTIVE 3:** Create synergies in partnership with funded agencies to address ongoing shortage and availability of services in Spanish. (Goal 2)
- OBJECTIVE 4:** Expand Core Services and support to reach underserved populations, such as those in our rural service area, seniors, and those who are bilingual. (Goal 2)
- OBJECTIVE 5:** Review and analyze existing workforce incentive programs utilized in other underserved areas to replicate within our service area. (Goal 3)
- OBJECTIVE 6:** Offer professional development opportunities to build capacity in existing workforce. (Goal 3)
- OBJECTIVE 7:** Advocate at the local, state, and federal level to bring awareness of workforce shortages in behavioral health and intellectual/developmental disability sectors. (Goals 3 & 4)
- OBJECTIVE 8:** Support system efforts to prevent opiate overdoses, promote harm reduction strategies, and expand treatment and recovery support options. (Goal 5)
- OBJECTIVE 9:** Implement a plan that will utilize funds from the pending sale of INC-owned properties for the best long-term interests of the residents we serve. (Goal 6)



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## **INC MENTAL HEALTH ALLIANCE MEMBERS & STAFF**

### **EXECUTIVE COMMITTEE:**

**President:**

Ken Rojek  
Big Rock, IL 60511

**Vice President:**

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**Treasurer:**

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