



Community Counseling  
Centers of Chicago

# ANNUAL REPORT

## FISCAL YEARS 2019 - 2020



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# We are...

## Strength in Community

### **Our Mission**

Community Counseling Centers of Chicago (C4), a behavioral health advocate and social service provider, offers quality, comprehensive customer-oriented services tailored to the diversity of its consumers.

### **Our Vision**

Community Counseling Centers of Chicago (C4) will be, and will be recognized as, essential to the well-being of the communities we serve.

### **Our Philosophy**

C4 believes that people recovering from mental illness and emotional trauma are able to live, work and thrive in the community.



# Letter From the Board Chair & Chief Clinical Officer

The people of Chicago are emerging from a time that has demanded exceptional strength; individual strength, family strength, and community strength. In the face of complex and compounding traumas, Community Counseling Centers of Chicago (C4) and our clients rose to meet these challenges. Collectively, we faced the Covid-19 pandemic, America's racial reckoning, a spike in gun violence, and an economic recession. We never faltered. We remained steadfast in our commitment to building strength in community by partnering with entire communities, helping people live, work and thrive in their neighborhoods.

When the pandemic quarantine made in-person therapies impossible, C4 clinicians pivoted to telehealth almost overnight and were able to continue and enhance client care. For clients whose challenges were too acute for telehealth, C4 continued to serve them in-person. Our exceptional caregivers were willing to risk their health and lives to do so. When the 216 schools served by C4 closed, leaving children with heightened anxiety and trauma and unavailable to us, we made ourselves available to them.

At the same time we confronted and conquered organizational challenges turning them into exceptional growth. Since assuming our respective roles as Board Chair and Chief Clinical Officer, C4 hired 74 talented staff members to meet the exploding demand for help and services. Our reach expanded on the West and North Sides of Chicago. We now approach the work with a renewed commitment to equity in mental health and preventing trauma exposure before it has a lasting negative impact on people's lives.

In fiscal year '21, C4 was awarded 83% of the grant dollars applied for. We are particularly proud of our partnership with the City of Chicago, enabling us to expand our crisis services and deliver more programs on the greatly underserved West Side.

C4 recently had a much-needed overhaul of its website ([c4chicago.org](http://c4chicago.org)) and reached new clients through a CTA Red Line advertising campaign (page 14). These accomplishments were achieved while also erasing a massive operating deficit of \$684,000. C4 will begin a new fiscal year with cash reserves and fewer liabilities.

This Annual Report for fiscal years '19 and '20 illustrates our many challenges and changes, and the tremendous teamwork which helped 7,000 clients in their time of need. It is our honor to open this report by sharing our renewed optimism for the agency's future, and our collective pride in our clients, communities, and our healthcare professionals. This report reflects human and organizational resilience in the face of societal, cultural, and financial difficulties. We are proud to continue the mission which began almost 50 years ago; to build strength in community.

Sincerely,



Laurel Legler

Chair of the Board of Directors



Patrick Dombrowski

Chief Clinical Officer

# C4's RESURRECTION STORY

In the spring and summer of 2020, America and Chicago were in the depths of the Covid crisis, Chicago's and America's racial reckoning, a spike in urban violence, and a massive leap in unemployment. Our clients and communities, already deeply challenged, were suffering from these compounding traumas. C4's services were needed more than ever before.

Unfortunately, at the same time, C4 itself faced grave financial, cultural, and personnel challenges. Cash flow shortfalls and some complex cultural issues led to a 50% decline in clinical staffing and a similar revenue reduction. These, tragically, led to a dramatic decline in clients served and services offered.

C4's Board of Directors responded in June 2020 with a dramatic leadership change. All six Executive Team members became new to their roles, five of whom were new to the organization, myself included.

We set out to clean things up. The new team focused on three crucial assets - our mission, our people, and our real estate. We had to be honest with the entire C4 community - clients, board, staff, and stakeholders - about both the intensity of the need and the severity of our challenges. And, we had to engage them in reform.

First, we increased the rigor of our financial management, caught up on \$1.7 million in old collections, reduced by half the time it took us to bill insurance companies and negotiated new terms with many of our business partners. At the same time, because our clients and communities could not wait for a turnaround, we embarked upon a dramatic growth campaign. We expanded to the badly underserved West Side, focusing on crisis services. We increased our time serving clients by 30%. We rebuilt old programs,

especially those that strengthened the community, and we launched new ones. To do this, we added nearly 80 new staff members; improved morale (according to 71% of staff in an anonymous survey), reduced staff turnover by two-thirds, and launched a carefully staged Covid reopening plan (endorsed by 76% of staff).

We funded this predominantly by winning numerous grants. **C4 is now providing people 30% more services than we were at the beginning of the year and our cash on hand has gone from nearly zero to approximately \$3,000,000.** And, we have been tracking and measuring everything, sharing our challenges and our triumphs with our entire community. We have new goals to carry us into the future.

We are committed to:

- Providing the best quality behavioral health services in Chicago by measuring and steadily improving the results for our clients and communities.
- Being the best, most mission-driven workplace in Chicago behavioral health, according to both the C4 community and broader measures.
- Returning ourselves to financial sustainability.

We have a number of challenges ahead, both in completing our turnaround and managing our new growth, but there is no doubt that we are building strength in community by building strength in ourselves.

We will keep you posted on our progress.



Wm. Patrick Nichols  
Interim President & CEO

# WORKING AT C4



C4's goal is to "become the best, most mission-driven workplace in Chicago behavioral health." These are not merely words at C4, this is a commitment endorsed by the Board of Directors and owned by every member of staff, from the CEO to the newest clinician.

At C4 we offer each other an opportunity to be a part of building a new organization - a new, open, diverse, inclusive and participatory culture - on a fifty-year tradition of quality. We are building an environment in which the client and quality of care are central; direct service time is fundamental because it measures the time we serve clients and the quality of our support to clinicians.

C4's culture is the reason our staff retention has improved by 67%. It is the reason that we have been able to hire nearly 80 new staff members since June. It is the reason that over 70% of our personnel, in an anonymous survey, said that staff engagement is improving. It is the reason that nearly 80% of them endorsed our Covid response plan.

C4's relationship with our clients is about building strength in community. It is supportive and therapeutic. The relationship among the C4 community - board, staff, donors, other stakeholders - is client-focused, transparent and engaged. That is how C4 is committed to building strength in community.

"Providing Clients an outlet to voice their concerns, develop skills to function and working towards achieving their goals/dreams gives me a feeling of satisfaction and pride."

"The respect C4 has for all of its employees, and the input that everyone from front line staff to executive team has in decision making is a breath of fresh air. ..."



"Working at C4 is very gratifying! I consider it an honor to be involved in an organization that is focused on clients that have been diagnosed with a mental illness. Working with this population has been a life-long journey for me. C4 is a safe haven for our clients and I'm proud to have a role in assuring mental stability and improving their quality of life. It brings me pure joy!"

“Humor is celebrated here and used appropriately. You see that among the staff, among the clients and between staff and clients. It helps build bridges and fosters trust.”



“Kind caring staff; wonderful clients; everyone works hard but the atmosphere is light and laid back.”

“You never have to apologize or feel self-conscious about taking care of yourself while taking care of your clients. Self-care is encouraged.”



“You know I have worked here 35, going on 36 years, and I have never worked with a group of people as phenomenal as [this Executive Team]. I just take my hat off to you for turning this agency around as you do and its outstanding”

“The new Executive Team is showing what the word ‘transparency’ really means and are actively soliciting - and listening to - input from ALL levels of the organization so that C4 operates to the best of its ability in service to our clients and communities that we serve.”



“The respect C4 has for all of its employees, and the input that everyone from front line staff to executive team has in decision making is a breath of fresh air. ...”

“We have a current administration that is working diligently so that staff have the tools and resources to ensure that our customers’ needs are being met.”

# COMMUNITY PARTNERS



C4 is proud to partner with the following organizations which have supported our mission for years, or even decades. Having these wonderful businesses and foundations as our partners in Chicago truly embodies strength in community.

- Aetna Better Health of Illinois
- AMITA Health
- Behavioral Health Consortium
- Chicago Children's Advocacy Center
- Chicago Department of Public Health
- Chicago Police Department
- Chicago Public Schools
- City of Chicago
- Community Behavioral Health Alliance
- Erie Family Health Centers
- Fifth Third Bank
- Genoa Healthcare
- Grant Healthcare Foundation
- Habilitative Systems, Inc.
- Hartgrove Behavioral Health System
- Heartland Health Centers - Chicago
- Humboldt Park Health
- Illinois Children's Healthcare Foundation
- Illinois Department of Human Services
- Lloyd Fry Foundation
- Lurie Children's Hospital of Chicago
- PCC Wellness
- Primary Care Behavioral Health Learning Collaborative
- The Chicago Community Trust Foundation
- The Loretto Hospital
- Weiss Memorial Hospital Foundation

# CLIENTS



"I want to do more to tell C4's story. Seeing what's going on here is like something from a movie, you wouldn't believe it until you see it."  
--Rich, headed to college to play football when he suffered a traumatic brain injury and its mental health effects.

"Thank you for keeping [C4's] work going, particularly [now] when we really need it...I have had nothing but good encounters with the folks at C4 [from my therapists to the front desk personnel to the Drop In Center to the CEO]."  
--David, professional musician and 25-year member of the Grammy Awards Academy who credits C4 with keeping him out of hospitals since 2015.



"Other [mental health providers] are hard to understand. If I'm not feeling good, I come to C4 and I am."  
--Ivory, diagnosed paranoid schizophrenic who, after years in and out of hospitals and nursing homes, now has an apartment, a steady job of 3 years, and a long-term boyfriend.

# CLIENTS

"Life is great now...[I come to C4] to feed off the vibe and motivation of others...I like that people are not timid about talking about mental health issues here."  
- Bill, who was placed on sedatives for years in a nursing home.



"I've started opening up to people,"  
(something she never would have done previous to C4.)  
-Vicky, spent years in nursing homes for her diabetes and mental health issues.

"[C4 is a] dream come true...I thought there was no hope for me."  
-- Alan, recovering alcoholic who suffers from serious depression, upon finding C4.



# To Our Donors

Our donors are vital to C4's efforts to build strength in community. Because you put our clients and their quality care first, so can we.

Like all of us, you are subject to trauma, especially in the multiple crises facing our city and our country. That is why we say to you, "Get help if you need it, give if you can."

The demand for our services is now enormous and growing every day. We have had tremendous successes, but we need to hire more therapists and case managers. Medicaid, which serves 99% of our patients, barely covers our basic operating costs. It leaves no money for investing in recruiting, hiring, and training the essential personnel

we so desperately require, much less the cost of keeping our technology current, educating the public, etc.

During the pandemic you doubled your giving, and we are grateful. Eleven board members and executive staff at C4 gave a special gift to help cover Covid-19 pandemic costs, along with many new donors joining us. That is how much we all believe in our clients and in making C4 a greater success for the community.

Please, do get help if you need it, and give if you can.



Shir Limazati and Chance - Another Chance Training

## **Community Donor Honor Roll 2020**

### **GOLD DONORS**

Yuk Ming Liu  
Peter M. Gotsch and Dr. Jana L. French  
Samuel & Grace Gorlitz Foundation  
Shir Limazati - Another Chance Training

### **SILVER DONORS**

Margaret Sullivan & Chuck Elliot  
Sheila Applegate  
Elizabeth Fama

### **BRONZE DONORS**

Mikhail Fedyukov  
Meredith C. George  
Marc Atkins  
Kaitlyn Cullen  
David & Cindy Pogrund Charities LTD  
David L. Shapiro  
Richard & Karen Weiland



“It is quite apparent clinicians who work here are committed to making certain clients are provided with the best care possible, care based on the client’s own unique needs, preferences and mindful of cultural variables.”

“...leadership at C4 is collaborative, progressive, dedicated to the wellbeing of clients, and innovative in achieving and maintaining relationships within the community.”

“[What’s great about working at C4 is the] flexibility, independent and teamwork balance, friendly environment, [and] opportunities for growth.”

# KEY SERVICE AREAS

## **What we do for our clients and communities**

C4 builds strength in community one client at a time, but with a very wide variety of services customized and blended to the needs of the client.

## **Behavioral Health Services**

C4 provides strength in community for children, adolescents, and adults. We help people live, work, and thrive in their communities despite behavioral health issues, substance use/abuse and traumas, including sexual assault and abuse.

### **Services include:**

#### **Our Trademark Community Services**

- Assertive Community Treatment (ACT)
- Pre-Admission Screenings (PAS)
- Community Support Team (CST)
- Community Support - Individual
- Drop-In Center, for Socialization and Treatment
- Employment Services

#### **Mental Health Crisis Services**

- Crisis Services & 24-hour Crisis Intervention
- SASS (Screening, Assessment and Support Services) for Children, Adolescents and Adults
- Mobile Response
- Walk-in Crisis Assessment
- Post Crisis Stabilization Therapy
- Counseling and Therapy
- Sexual Trauma Awareness and Recovery Services (STARS)
- Art and Expressive Therapies
- Counseling/Therapy in Individual, Couple, Family, and Group Settings
- School-Based Services for Children
- Home-Based Services for Older Adults
- Substance Use Disorder (coming in 2021)

#### **Psychiatric Services**

- Medication Monitoring
- Psychiatric Evaluations

#### **Social Services**

- Community Support
- Mental Health Case Management
- Representative Payee Services
- Vocational Rehabilitation, Including Supported Employment

#### **Education and Advocacy**

- Youth Mental Health First Aid courses
- Advocacy for People with Mental Health Problems
- Parental Advocacy
- Sexual Assault and Abuse Advocacy
- Education about Mental Illness for Families
- Life Skills for Youth (Alcohol and Drug Use Prevention)

# BOARD OF DIRECTORS

## Officers

Laurel Legler, Chairperson  
James Hallberg, Vice Chairperson  
Evan Freund, Treasurer/Past Chairperson  
Jack Quigley, Secretary  
Pat Nichols, Interim President & CEO

## Directors

Mimi Alschuler  
Michael Anderson, M.D., MBA, FACEP  
John Franklin, M.D.  
Philip Handal  
Will Jenkins  
Brent Pruiem, J.D.  
Patrick Thompson, AIA, LEED-AP  
Steven Z. Routburg, J.D.

Board Member Emeritus  
Joyce Dugan

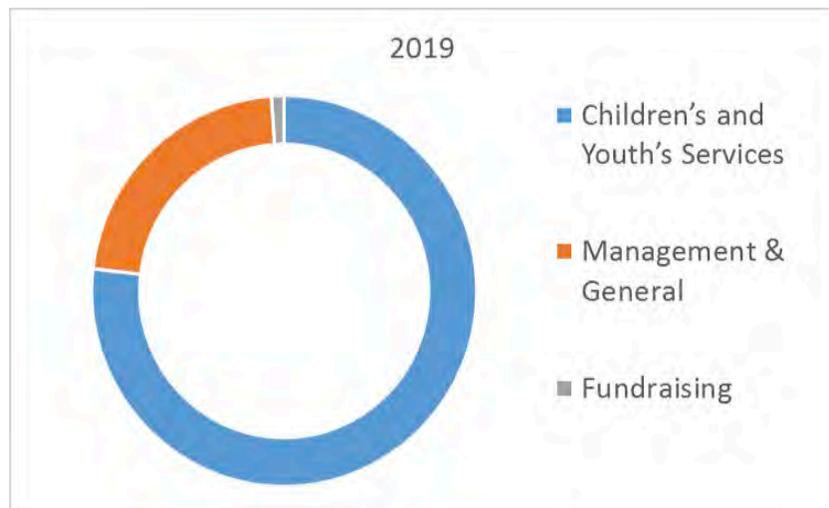
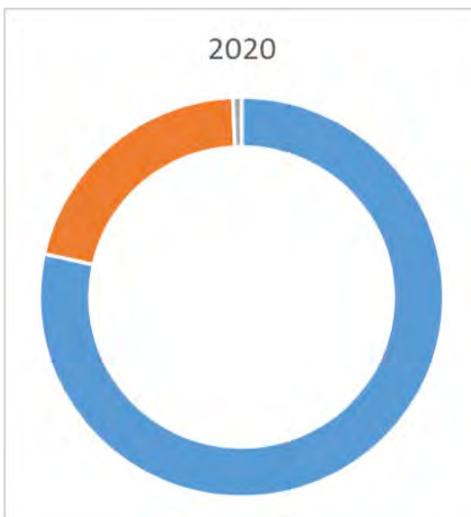
On Leave from Board  
Megan Mills, Ph.D.  
Director term thru 2021



# FINANCIALS

## REVENUES

	2020	2019
Contributions	\$ 134,278	\$ 237,473
Grants from Governmental Agencies	\$ 1,541,502	\$ 2,326,658
Program Service Fees	\$ 6,266,170	\$ 8,031,480
Payroll Protection Plan Loan	\$ 1,527,500	\$ -
Other Income	\$ 207,185	\$ 185,195
<b>Total Revenues and Other Support</b>	<b>\$ 9,676,636</b>	<b>\$ 10,780,806</b>



## EXPENSE

	2020	2019
<b>Program Services</b>		
Children's and Youth's Services	\$ 8,130,277	\$ 10,155,103
<b>Supporting Services:</b>		
Management & General	\$ 2,161,212	\$ 2,885,695
Fundraising	\$ 69,313	\$ 146,115
<b>Total Expenses</b>	<b>\$ 10,360,803</b>	<b>\$ 13,186,913</b>
<b>Net Deficit</b>	<b>\$ (684,167)</b>	<b>\$ (2,406,107)</b>

Note: C4 projects a surplus the year that ends 6/30/21.

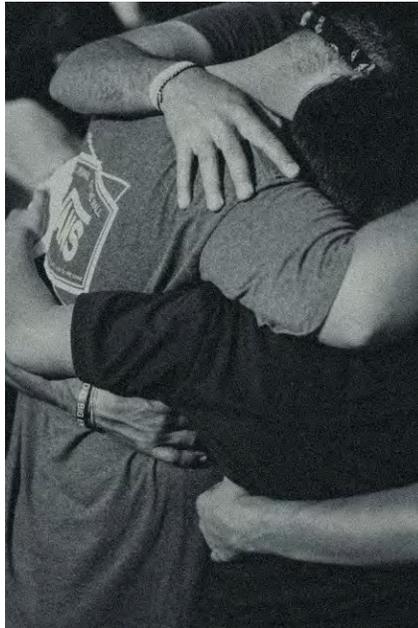
# IMPACT STATEMENT

**Get help if you need it, give if you can.**  
**[www.c4chicago.org](http://www.c4chicago.org)**

C4 has seen firsthand the tragic consequences of decades of systemic racism and social inequities.

C4 raises awareness and educates about mental health treatment services in underserved communities and assist individuals in their recovery.

C4 develops prevention programs for individuals, families, and communities hit hardest by problems related to alcohol and drug use, mental health disorders, parent/child conflict, abuse and neglect, and exposure to violence in the home and community.



Programs are provided in the community, school, home, workplace, or other settings.

C4's services in the community often the most effective engagement strategies, allowing community stakeholders to trust our staff and address barriers that would prevent individuals from receiving services in-office.

With police and fire mental health calls transitioning from 911 to a new 988 number, C4 is ready.

As Illinois supports a comprehensive mobile-crisis support for everyone, regardless of ability to pay, C4 is ready.

As students return to school after a long, difficult year, C4 is ready.

**The world is hurt and seeking healers.**  
**We are ready.**

Even throughout the troubles of 2020, we were ready and continued our services virtually and in-person, always putting client care first.

**We need your help more than ever before.** The need and demand for mental health services has never been greater, and we need your trust in us to provide dignity and ensure equity to the communities and clients we serve.

**We are strength in community.**



# Community Counseling Centers of Chicago

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773-728-1000**

**4740 N Clark Street  
Chicago, IL 60640  
773-769-0205**

**2542 W North Avenue  
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773-365-7277**

**Executive Office  
2014 W Belle Plaine Avenue  
Chicago, IL 60618**

## Visit Us

[www.c4chicago.org](http://www.c4chicago.org)



**You Tube**

