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Jewish Child and Family Services

Fiscal Year 2013 Program Scorecard – Community Counseling Centers

	FY11	FY12	FY13	Change from Previous Year	Target	Difference from Target
SERVICE DELIVERY						
<i>Clients Served</i>						
1. Clients Served (#)	1,414	1,481	1,357	-124	-	-
a. Family Members	1,808	2,269	1,913	-356	-	-
2. New Clients (#)	705	835	584	-251	-	-
3. Closed Clients (#)	623	729	508	-221	-	-
4. Mean Length of Stay (years)	2.1	1.8	2.1	+3	-	-
5. Jewish Clients (%)	70%	76%	75%	-1	-	-
6. Poor Clients (%)	55%	52%	52%	0	-	-
<i>Community Participants</i>						
1. Info and Referral Recipients	2,482	2,056	1,439	-617	-	-
2. Organizations Served	36	35	55	+20	-	-
3. Consultation Participants	248	400	701	+301	-	-
4. Community Program Participants	1,027	1,510	2,096	+586	-	-
PROGRAM PERFORMANCE						
Compliance and Service Utilization						
1. New Case Documentation Compliance	89%	82%	87%	+5	90%	-3
2. Ongoing Case Documentation Compliance	83%	92%	89%	-3	90%	-1
3. Closed Case Documentation Compliance	100%	87%	87%	0	90%	-3
4. Appropriateness of Service Delivery	93%	96%	87%	-9	90%	-3
Client Satisfaction						
1. Satisfaction with Services (%)	99%	96%	97%	+1	-	-
2. Needs Have Been Met (%)	98%	91%	90%	-1	-	-
3. Satisfaction with Agency (%)	98%	95%	97%	+2	-	-
Client and Community Impact						
1. Children will increase emotional adaptive functioning upon discharge	44%	59%	60%	+1	55%	+5
2. Adults will experience relief from presenting problems/symptoms	61%	61%	59%	+2	58%	+1
3. Adults will increase emotional adaptive functioning upon discharge	64%	70%	71%	+1	58%	+13
PROGRAM MANAGEMENT						
Personnel						
1. Annual Turnover Rate (%)	14%	11%	14%	+3%	-	-
2. Budgeted Positions (#)	54.95	52.08	53.71	+1.63	-	-
3. End of Year FTE (#)	49.11	48.11	43.99	-4.12%	-	-
Financial						
1. Total Annual Budget					-	-
2. Public Revenue (%)	9%	6%	8%	+2%	-	-

Program Description

- Population:** The Counseling program serves people of all ages, religions, ethnicities, and socioeconomic backgrounds. The population served is able to function independently within the community and is not in need of regular psychiatric inpatient care. The program typically serves an English speaking population; however it also serves some Russian- and Hebrew-speaking clients.
- Capacity:** 55% of provider time is allocated to direct service hours, which includes individual, couple, family and group counseling, consultation, case management, Education and Support Group (ESG) services, and/or crisis services.
- Census:** There are currently 887 clients (208 youth, 679 adults) receiving services through the CCC offices (as of 6/30/13).
- Services:** Intake Assessment, Clinical Assessment, Counseling (individual, couples, family, group), Divorce Mediation, Case Management, Psycho-educational Groups, Advocacy, Financial Assistance and Consultation. A TDD phone line is also available for deaf and hearing-impaired clients.
- Goals:** To increase resilience, strengthen, and promote adaptive functioning within adults, children and families.

Resources

Senior Manager & Program Director: Margaret Vimont, Ruth Fruehauf, Ed Reed

Total Positions: 53.71 FTE (This includes CCC and Virginia Frank due to staffing overlap between VF Counseling and Therapeutic Nursery programs)

Staffing: Counseling services are provided by MA level clinicians or higher, or MA level interns. There is a total of 51

Community Counseling Center staff includes: 2 FTE Program Directors, 4.9 FTE Service Directors, 2 FTE Assistant Directors, 1.9 FTE Clinical Supervisors, 28.53 FTE Clinicians (19 Full-time, 16 Part-time totaling 9.53 FTE), 4 FTE Case Managers, .9 Coordinator of Clinical Services to the Orthodox Community.

Facilities:

216 W. Jackson Chicago, IL 60606	3525 W. Peterson Ave, Suite 400 Chicago, IL 60659	3145 W. Pratt Chicago IL 60645
10 East 22 nd Street, Suite 215 Lombard, IL 60148	255 Revere Drive Northbrook, IL 60062	3033 W. Touhy Ave. Chicago, IL 60645
5150 Golf Road Skokie, IL 60077	1156 W. Shure Drive, Suite 180 Arlington Heights, IL 60004	

Equipment: Computers and software; toys, games and equipment; office equipment and supplies; curriculum; transportation; audio visual equipment; clinical training; assessment and psychological testing supplies; psychiatric, psychological and social work consultants; volunteers.

Successes:

The strength of the Counseling program continues to be the commitment and dedication towards clients that is demonstrated by staff at all levels. Notable successes in FY13 include case documentation rates continuing to meet the 90 % agency benchmark in quarterly utilization reviews and continued increases in clinicians' productivity in the counseling offices.

Challenges:

The major challenge confronted by the program is lower overall fee revenues than budgeted. Decreased revenue at two offices with increased staff turnover and lower insurance reimbursement rates by a commonly used insurance carrier significantly impacted revenue, with uncollected insurance reimbursement increasing. Another

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challenge is finding the right balance between the clinical work and the activities that keep the agency running, such as agency work groups and committees, community collaborations, and quality trainings. The program is beginning to look at direct and indirect service activity and will continue to explore this in FY14.

Financials

The financial data below includes all Community Counseling Centers and Education and Support Groups (ESG).

	FY12 Actual	FY13 Unaudited	FY14 Budget
Revenue			
Contributions and Grants			
Government Agencies			
Jewish Federation Allocation and Grants			
Auxiliaries			
Program Service Fees			
Fund Distributions			
Other			
Total			
Expenses			
Salaries and Benefits			
Client Supplies & Direct Expenses			
Occupancy			
Misc - Other			
Total			
Surplus (deficit) before Management & General			
Mgmt. Revenue Allocated to Programs			
Mgmt. Expense Allocated to Programs			
Total after Management and General Allocation			

The following are the revised operational principles as articulated in the FY13 Strategic Plan. The responses use metrics adopted from the JCFS Program Portfolio Analysis, allowing for consistent measurement over time and across programs. The Portfolio Analysis was based on FY12 data. Ratings are based on a 3-point Likert scale, with 3 being the highest rating in each area. For principle #2, programs were assigned a yes/no rating based on whether the program/service location is within one of the top three geographical concentrations of the Jewish population.

Alignment With Operational Principles	Rating
1. To what degree is this initiative consistent with our mission, vision, core values, and strategic priorities? How? (Source: 2013 Program Portfolio Analysis, Target Population)	3
2. Is this initiative located in a community in which there is a Jewish presence? What data support this claim? (Source: 2010 Metropolitan Jewish Community Study)	Yes
3. To what degree does this initiative serve unmet needs? Does this initiative duplicate one already being provided by JCFS or another agency? How? (Source: 2013 Program Portfolio Analysis, Responsiveness to Need)	3
4. To what degree does this initiative have clearly articulated goals and measurable outcomes? Can this initiative produce its intended outcomes? How? (Source: 2013 Program Portfolio Analysis, Outcome Achievement)	3
5. What core competencies are required to successfully achieve the intended outcomes? Do we currently have these competencies? If not, could we feasibly develop them?	Data not collected
6. What are the risks/benefits associated with this initiative? If this initiative did not exist, who would be harmed (e.g., individuals, community, JCFS, the brand)? (Source: 2013 Program Portfolio Analysis, Risk)	2
7. Are the infrastructure, funding, and resources available to begin, maintain, and sustain this initiative over the long-term? (Source: 2013 Program Portfolio Analysis, Net Contribution)	1

FY14: Annual Plan and Review
Status of FY13 Goals

Goals	Status
Enhance clinical practice, including exploring alternative service delivery options and continue embedding evidence-based treatment models in the program.	Met
Increase job satisfaction within the CCC program.	Met
Increase fee collection throughout counseling offices.	Partially Met
Begin planning for reallocation of resources and office sites and assess needs in Jewish communities in identified geographical areas.	Met

FY14 Goals

Goals	Target Date(s)	Priority Status
Grow revenue and diversify revenue sources, including exploration of revenue with changes in healthcare and working with Development.	June 2014	
Plan for reallocation of resources and office sites.	June 2014	
Continue to enhance clinical practice by further developing specialized service centers and addressing integration of evidence-based treatment models.	June 2014	
Develop career pathways for CCC staff at all levels.	June 2014	