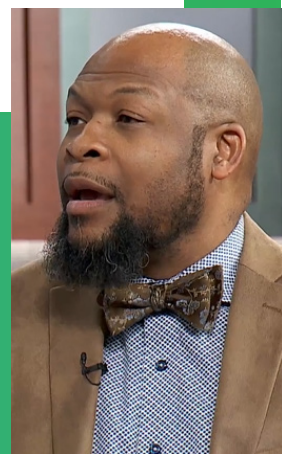
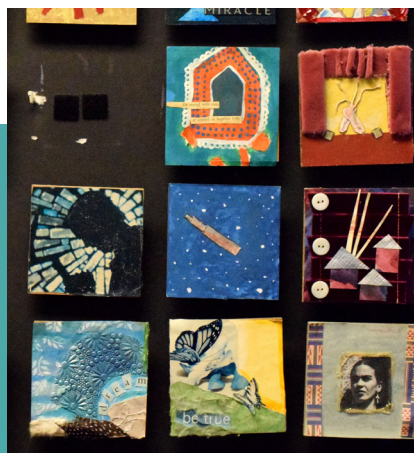
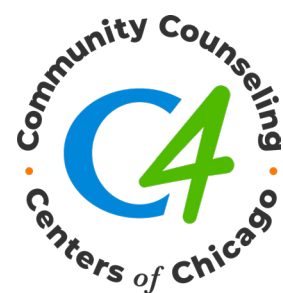




ANNUAL REPORT 2022



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Good Morning, Good People!

Regardless of what time you read this communication, I still say good morning, because here at C4, it's a brand new day! We're on the cusp of the amazing, the extraordinary. Many of you see it, feel it, and have expressed that there is something different going on here. You may or may not have been able to put it into words, but it's real – it's the reason I joined the C4 team, and even more so the reason why, shortly thereafter, I accepted the role of President and CEO.

This past year, during one of the most difficult times in human history, the C4 team has excelled in doing some of the most challenging work on the planet. For that reason, first and foremost, I'll say "Thank you!" to the incredible humans that make the mission and vision of this great organization a reality. Thank you for your continued commitment and dedication. Each day, you face seemingly insurmountable challenges and impose your will on this planet to make it a better place than you found it. Thank you for inspiring me.

The year has not been easy. I'm inspired, but not delusional; the world has thrown us some curve balls: 1) the constant fight to meet the ever-growing needs in the communities we serve; 2) the moral injury from wanting to do more with limited resources and bandwidth. But we had each other, supported each other, and lifted each other up, because that's what we do. We leaned into those trying moments and understood that they provided much-needed opportunities for growth; after all, trying times are an experience that cultivates a return on investment, a pool from which we later draw strength for ourselves and others. From the resilience we have gained, we will look future challenges in the face, undaunted, and grow from them as well.

Good People – as you read this annual report, look deeper. Look beyond the numbers and see the story. A story of mission-driven humans who have chosen the highest calling in life – service to others. During their time on this planet, these incredibly talented people could have done anything; however, they chose to stay in the community and make an impact that will reverberate throughout all time!



A handwritten signature in blue ink, consisting of stylized, flowing letters that appear to be 'Kerri Brown'.

Kerri Brown
Chief Executive Officer

WHO WE ARE

MISSION & HISTORY

For fifty years, C4 has served Chicago as a leader in community mental health under the guiding philosophy that everyone has the capacity to recover and heal. From our beginnings at a small storefront in Edgewater, our reach has expanded to support individuals all over the city. Today, our comprehensive range of services reflects both the numerous opportunities we have been offered to pilot innovative care practices and our commitment to developing responsive and individualized support for all, no matter their acuity.

Our mission: To provide quality, trauma-informed and culturally relevant behavioral health services tailored to the strength, vision, and diversity of the communities we serve.

Our vision: All clients will have the access, care, and tools to recover from mental illness and trauma to live, work, and thrive in the community.



Gold
Transparency
2022

Candid.



C4 maintains accreditation through the Joint Commission, the nation's largest accrediting body in health care. Further, our commitment to transparency and quality is only second to our commitment to inclusivity, made evident by our achievement of GuideStar's Gold Seal of Transparency. Lastly, C4's offices are recognized NHSC sites and support quality care for communities with limited access to care.

WHO WE ARE

THEORY OF CHANGE

The process of moving from trauma to living, working, and thriving, requires tremendous strength – strength we firmly believe is inherent to all we serve. However, the journey requires more than belief and determination. Our Theory of Change identifies these individual needs and the resources required to meet them and establishes the roadmap we've created to ensure that recovery is a right for all.

Root Causes

Broad and systemic influences, including discriminatory public policy, community neglect and disinvestment, and limited economic opportunity, as well as inadequate support systems and limited access to mental health resources, impedes individuals from receiving the appropriate care and resources that promote positive mental health.

Our Goals

1. Equip and inspire clients to heal in their homes and community
2. Increase staff capacity to provide services that reflect the best practices in mental healthcare
3. Practice least restrictive interventions with our clients, in their communities, to reduce rates of hospital-based care and police response

Our Resources & Inputs

1. Masters-trained clinicians with specializations across the spectrum of behavioral health needs
2. Knowledgeable and trusted peers to support engagement and care coordination throughout the journey to wellness
3. Partnerships and referral agreements with local social service providers that enhance client quality of life

Our Services & Outputs

1. Strengths-based therapy that emphasizes treatment as a partnership between the individual, C4, and a network of family and friends
2. Case management services anchored by partnerships and referral agreements with other social service leaders to provide comprehensive wraparound support and a holistic approach to wellness
3. Ongoing training and professional development tailored to feedback from those we serve to support staff, peer agencies, and community members in building a trauma-informed network of support

Our Short-Term Outcomes

1. C4 will reduce barriers to care and mitigate the significant disinvestments experienced by the community through trauma-informed and culturally relevant, holistic treatment
2. C4 staff will demonstrate increased staff capacity to implement traumainformed and culturally relevant practices
3. Individuals experiencing crisis will have the tools to regulate and recover

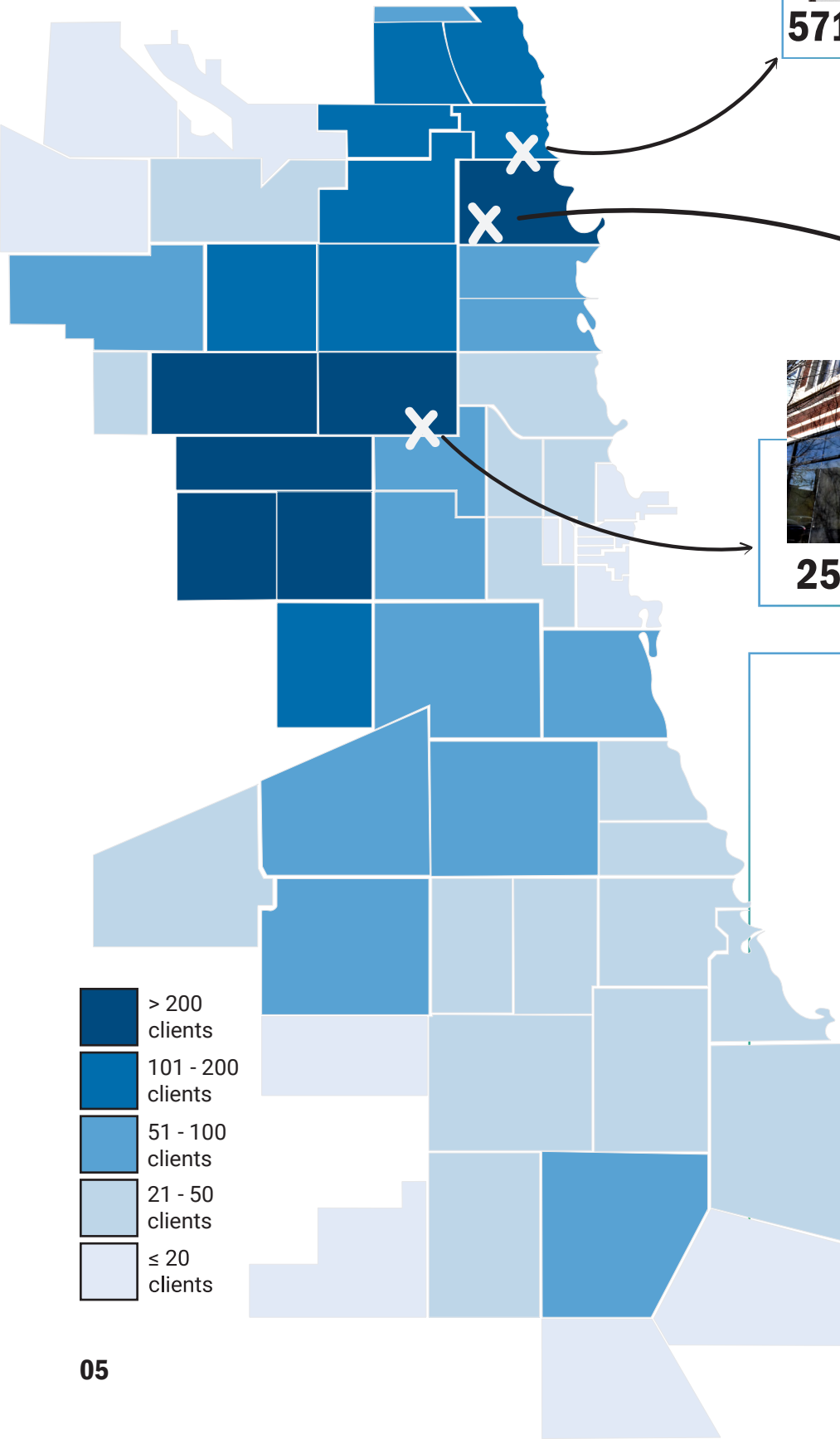
Our Long-Term Outcome and Vision

People recovering from mental illness and emotional trauma are able to live, work, and thrive in their communities.



IMPACT

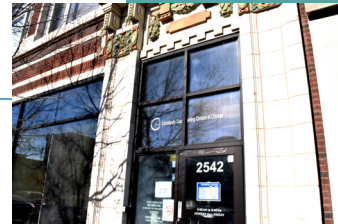
OUR SERVICE FOOTPRINT



5710 N BROADWAY



4740 N CLARK



2542 W NORTH

3
clinical locations

4800
unduplicated clients

55789
total service hours

50+
Chicago zip codes

IMPACT

The Crisis Continuum

In the absence of crisis services and without follow-up care, our communities are forced to rely on interventions that strain our overburdened hospital and emergency systems and yield more costly and less effective services for all. This overreliance often manifests in harmful police intervention and perpetuates a cycle of restrictive hospital stays, readmission, and in many instances, arrests. When properly supported, an integrated crisis care system is the best response for public and patient safety, leading to higher quality of care for those experiencing crisis and reducing strain on emergency resources better suited to other needs.

Our crisis response model comprises four steps: someone to call, someone to respond, somewhere to go, and someone to follow up. Through these four steps, C4 is able to respond to crisis calls, coordinate care, and work collaboratively with clients to identify their needs, goals, and equip them properly with tools avoid a secondary crisis event.



Diversity, Equity, and Inclusion

Recognizing the collective trauma many experienced in the aftermath of the high-profile murder of George Floyd, several C4 staff formed a space to process, grieve, and support each other. From this experience grew a demand that C4 leadership engage the agency collectively in educational experiences that were culturally affirming and reflective of the need to invest in policies that promoted diversity, equity, and inclusion. This past year, C4 dedicated resources to the newly formed D.E.I Taskforce and created a staff-driven approach to strategic alignment and supporting C4's largely BIPOC workforce and community.



The DEI Committee. From left to right (back row): Gerald Muñoz, Tony Williams, Linda Castellanos-Yanez, Diana Castañeda, Becca Gebhart, Kerri Brown, Elliott Jones. Front row: Taylor Sheridan, Elizabeth Tulsky, Cinthia Lopez.

IMPACT

The Peer Model & Engagement

C4 always seeks to avoid restrictive levels of care and maximize clients' agency to lead their recovery, allowing them to heal in their homes and community. Critical to this approach are peers, individuals with lived experience of mental illness, whose training, first-hand experience with recovery, and familiarity with the community and process are instrumental in post-crisis recovery and engagement. C4 employs peers throughout the agency; the mutual trust and respect shared between peer and client fosters hope and is a testament to the capacity in us all to heal and help others.

“Those of us in the mental health field that know that ‘hurt people hurt people’ also know that ‘healed people heal people.’ Peer support is going to play a starring role in the future of community mental health. The research has consistently shown that they are invaluable in closing the gap between need and engagement for people that seek and would benefit from access to mental health and social services.”

Diana Castañeda

Director of Youth & Family Services

COMMUNITY PARTNERS

Through key partnerships with local providers, C4 ensures full continuity of care for our clients.

Behavioral Health Consortium

Bobby E. Wright Comprehensive Behavioral Health

Chicago Children's Advocacy Center

Chicago Department of Public Health

Chicago Police Department

Chicago Public Schools

City of Chicago

Community Behavioral Health Alliance

Collaborative Bridges

Cook County Health
Erie Family Health Centers

Fifth Third Bank

Genoa Healthcare

Habilitative Systems, Inc.

Hartgrove Behavioral Health System

Heartland Health Centers — Chicago

Humboldt Park Health

Illinois Department of Human Services

Illinois Health Practice Alliance

Lurie Children's Hospital of Chicago

PCC Wellness

Behavioral Health Primary Care Learning Collaborative

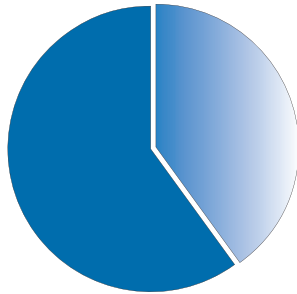
The Loretto Hospital

COMMUNITY & RAPID RESPONSE SERVICES

For most emergencies, you probably know the first responder to call – an ambulance for an injury or a firefighter to extinguish a fire – but whom do you call in a mental health emergency? It is important to know that a mental health crisis can happen to anyone, at any time. A qualified response is essential in this situation, and the options for your support shouldn't be limited by your insurance status. For nearly 35 years, C4 has provided community-based rapid response support for Chicagoans experiencing crisis across the west and north sides. A mental health crisis is not a weakness or character flaw, but rather the result of untreated symptoms and challenges that, without adequate support, inevitably lead to a breaking point. Recognizing this, our teams aim to address socioeconomic stressors and work collaboratively with both clients and their network of family and friends to ensure all are equipped to respond effectively to crisis as part of their journey to wellness.

40%
deflection rate

Creating an alternative to harmful interventions and relying on emergency systems for care is the founding principle of the crisis continuum. This year's performance is a consequence of ongoing disinvestment in crisis response services. A 24/7/365 response model requires time, training, and the ability to build a relationship with the client and their family prior to connecting to a local provider. Without greater investment and long-term holistic support, hospitalization remains the best option for quickly connecting clients to further care, but ultimately perpetuates the cycle of harmful intervention.



“ One of the most important things our teams do is find ways to stabilize folks within their communities, without restrictive levels of care. We're consistently looking for ways to improve our current deflection rate to the best practice standard of 70 percent. ”

Kelsey DiPirro

Director of Community & Rapid Response Services

4028
unduplicated referrals

81%
completed

In schools, group homes, and out in the community, our staff interventions are focused on de-escalation, resolution, and care coordination, so that a higher level of care is not necessary. Despite the increase in call volume and lowest staffing in recent years, the team was successful in responding to 81 percent of these requests.

40
community partners

C4 attended to assessments in collaboration with 40 community partners across the city including hospitals, shelters, and other social service and behavioral health providers.



YOUTH & FAMILY SERVICES

Our Youth & Family Services department enhances protective factors through a collaborative approach with caregivers and schoolteachers to foster an environment centered on youth growth and wellness. Through these endeavors, our staff work to ensure both home and school environments are fully supported by offering individualized workshops to schools and family therapy and wraparound care to caregivers. At the core of the program is youth wellness with therapeutic interventions centered on social-emotional growth, understanding trauma, and experience that promote positive cultural and self-identity. Over the past year, the department provided services to 656 youth and their families, making significant progress toward intergenerational healing and equipping youth with invaluable skills to set and achieve their goals.

“By providing services directly in schools, our clinicians are able to build meaningful relationships with school staff to create a collaborative and community-oriented approach to youth wellness.”

Elizabeth Tulsky

Associate Director of Youth and Family Services

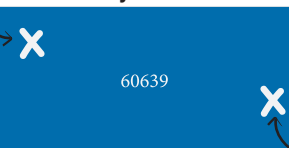


656
clients & families

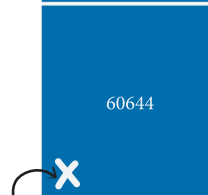
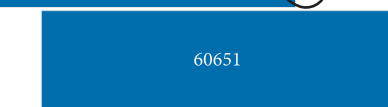
4
partner schools

Youth mental health and wellness has been given long overdue attention following the pandemic, particularly within the context of the classroom. This past year, the Community-based Clinician Team formed relationships with four schools and co-located clinicians, who address the growing demand for resources and support by working directly with youth, caregivers, and teachers.

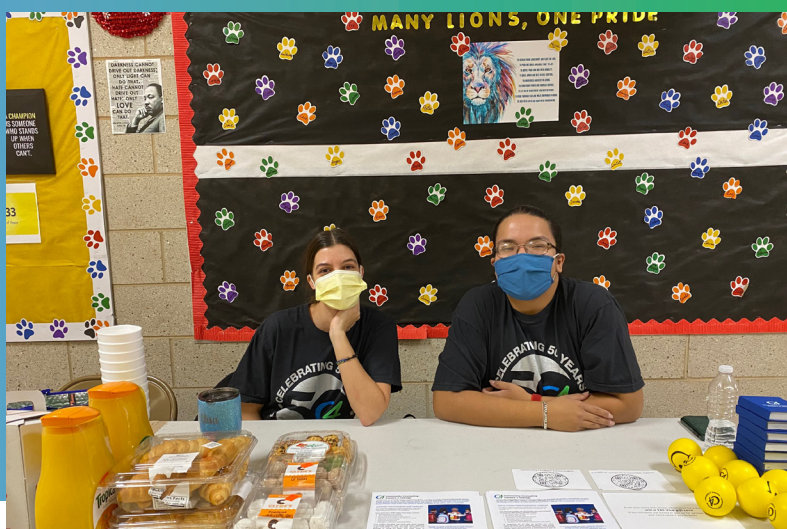
**Belmont-Cragin
Elementary**



**William P.
Nixon
Elementary**



**George Rogers
Clark Elementary
Lawndale
Community
Academy**



In addition to individual and family therapy, C4's school-based staff host resource fairs and workshops to create healthier school climates and enhance staff and families' ability to support mental health needs independently.

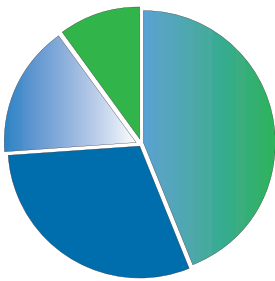
ADULT SERVICES

C4's Adult Services department truly captures the essence of our "No Wrong Door" policy, providing a universal entry point for individuals seeking therapy and tailoring services depending on their needs and goals. Several teams live under this umbrella: Older Adult Services, Sexual Trauma Awareness and Recovery Services, Threads of Compassion, Community Support Individual, and Adult Outpatient. The multidisciplinary team demonstrates that mental health services are not "one size fits all," and is a testament to the diversity of expertise found at C4.

852
unduplicated clients

44%
enrolled in STARS

At C4, we are committed to offering a comprehensive range of therapeutic interventions and wraparound support to address the diverse range of challenges that our clients face. Challenges, however, evolve; rates of both sexual and domestic violence have increased during the pandemic. At present, nearly half of our clients within the Adult Outpatient program are engaged by the STARS team, who, with the support of their peers and loved ones, receive holistic support to equip them on their path to healing and resilience.



Scarves knitted for Threads of Compassion, a program that provides survivors with scarves hand-knitted by other survivors and their supporters. Threads of Compassion fosters community and peer support among survivors of sexual violence while allowing individuals to maintain anonymity.

“ About half or more of our clinicians’ caseloads are STARS clients. We use a trauma-informed approach toward all our clients, meaning we look first at what happened to them, not what’s wrong with them. The focus is on empowerment. ”

Yvette Arnoux
STARS Supervisor



SPECIALIZED SERVICES

No matter where they may be in their ongoing journey to wellness, C4 seeks to provide services to all community members in a setting that nurtures autonomy and is centered on the inherent dignity and strength all possess. The clients engaged by the Specialized Services department often have the highest level of acuity, yet each of our programs provides individualized support anchored by a strength-based approach. Over the past 50 years, the Specialized Services department has built its programs and teams to ensure there was a community-based response for those with the highest needs; the department is home to the following programs: Drop-In Center, Community Support Team, Art & Group Therapy, and Psychiatric Services.



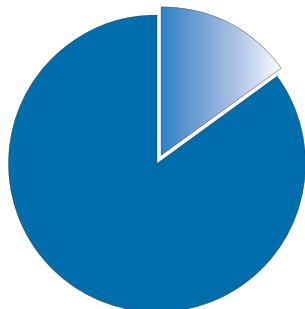
The drop-in center averaged...

550
clients per month

10-15
process recovery group
attendees per day

15%
walk-in clients

Individuals living with serious mental illness are often difficult to engage in ongoing treatment, especially those from underserved racial and ethnic communities. Fifteen percent of those who access services out of our Broadway office are not enrolled in C4 services, making the office a vital entry point for individuals without support in seeking therapy and recovery services.



“ For many of our clients, Broadway is a place where they feel safe and cared for. In addition to the front desk staff always being warm and welcoming, treatment staff are willing and able to do whatever it takes to help clients lead full and meaningful lives. ”

Ron Sumpter
Director of Specialized Services



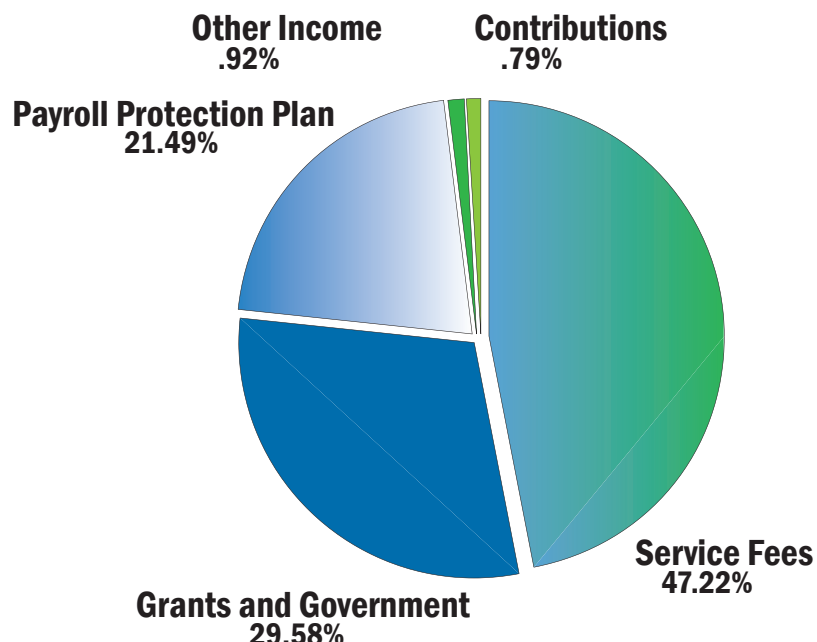
Drop-In visitors have access to free food, coffee, and internet and computer access, as well as a range of special events planned by a Peer Advisory Council.

FINANCES

We are pleased to present the financial section of our annual report, providing a transparent overview of the fiscal strength and stewardship of our community mental health center. As a nonprofit organization, we understand the critical importance of financial accountability and responsibility in achieving our mission of providing accessible and high-quality mental health services to those in need. This section highlights our financial performance, investments in programs and resources, and the invaluable support we have received from donors and partners that enables us to make a lasting impact in the lives of individuals and families within our community.

REVENUE

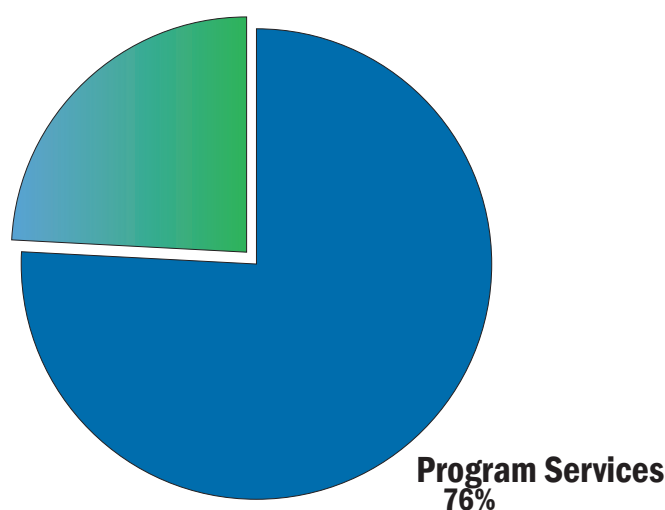
In FY22, C4 brought in \$13,000,791.13, representing a 14 percent increase from the last fiscal year. C4 operates on a fee-for-service model, and the majority of our revenue comes from Medicaid reimbursements. Our second-largest source of revenue was grants, with substantial support coming from new federal and state mental health service programs. C4 is also enrolled in a Payroll Protection Program that ensures the agency's ability to pay staff salary in case of falling short of revenue projections. At less than 1 percent, individual contributions make up the smallest portion of our revenue – an indicator of the challenging economic times we all continue to experience.



EXPENSES

EXPENSES

In FY22, C4 spent \$14,386,640.27. The biggest expense was program services, which comprises clinical staff salary, training, equipment, and tools that support client wellness. C4 spent \$10,933,846.61 on program expenses, representing 76 percent of our total expenditure for the year. Although C4 continued to operate with a budget deficit, the additional expenses were strategic in nature and a pre-requisite to achieving not only the economy of scale that will support ongoing sustainability, but fully respond to the need for mental health services in Chicago as well.



DONORS

\$1,000,000 +

Substance Abuse and Mental Health
Services Administration (SAMHSA)
Illinois Department of Human
Services

\$240,000 - \$249,999

City of Chicago

\$50,000 - \$99,999

Lloyd A. Fry Foundation

\$10,000 - \$49,999

Grant Healthcare Foundation

\$5,000 - \$9,999

Douglas Myers

\$1,000 - \$4,999

Shir Limazati
Fifth Third Bank
Sheila Applegate
Patrick Nichols
Steven Routburg
Jan Viscum
Miriam Alschuler
Peter & Jana Gotsch French
Margaret Sullivan
Martin & Barbara Perry Williams

\$500 - \$999

Gorlitz Foundation
Megan Mills
Natalie Buchar
Douglas Eaton
David Butowski
Megan Hobson
James Hallberg
Community Foundation of Greater
Chattanooga
Bob & Loretta Cooney
Lisa Centone
Richard Weiland

\$100 - \$499

Jill Lyons
Sean Scanlon
Katherine Maitha
Nancy Rodin
Julia Shell
Rich & Linda Sieracki
Eric Davidson
Christine Sliwicki
Amy McCormack
Ulrike Lengyel
Daniel & Alisa Zucker
Maryanne Burgess
Diane Fellin
Mindy Malkin
David Zott
Juliet Bromer
Marion Walsh
Alison & Tom Hafner
Friend of C4
Michelle Gittler
Daniel Brennan
C4Chi Houston
Jennifer Perkins
Robert Yelton
Floyd Mandell
Thomas Demas
Marc Atkins
Joshua Arneson
John Culver
Judith Childrey
Rhond Ruffolo
James P. Kelly
Lisa Bierman
Ryan Gutterson
Leslie Mishel
Liz Buhai-Jacobus
John G. Levi
Martin Fine
Laura McAlpine
Terry Iverson
Michele Zindars
Shanti Nagarkatti
Traci Kurtzer
John Davidoff
Adrienne Claerbaut

Up to \$99

Jeremy Avant
Patricia Arredondo
Andres Consoli
Milton Fuentes
Robin Deutsch
Olivia Moorehead-Slaughter
Bryan Lorentzen
Patrick & Judith Lauth Casey
Martha Chaman
Laura Humble
Herbert Nelson
Rabiah Harrison
Rhonda Ruffalo
Hani Mahmassani
Nicholas Terrell
Azara Santiago
Artie L. Harris
Nancy Reinberg
Hayley Riccio
Anil K Bidani
Diane Jordan Saper
Matthew Alschuler
Kathleen Schmidt
Peter Tortorice
Matt Stone
Melanie Domenech Rodriguez
Kurt Kramer
Brian McNeill
Dayna Bender
Samuel Kinser
Isaac & Elaine Daniel
Michael P. Cohen
Ruth Nishimura
Therese M. Rowley
Victoria Yu
Elliot & Tamar Frolichstein-Appel
Sarah Schaefer
Marissa De La Cerda
Rochelle Levin
Ruth Carroll Brookdale
Thomas Danahy
Ruth Carroll
Tyheisha Singleton

LEADERSHIP

SENIOR LEADERSHIP

Kerri Brown

Chief Executive Officer

Laurie Mullin

Executive Assistant to the Executive Officer

Patrick Dombrowski

Chief Clinical Officer

Katherine Maitha

Controller

Gerald Muñoz

Director of Development and Marketing

Lara Pawlak

Vice President of People

Steve Trolinger

Director of Information Systems

CLINICAL LEADERSHIP

Kelsey DiPirro

*Director of Community &
Rapid Response Services*

Becky Straub

*Associate Director of Community &
Rapid Response Services*

Diana Castañeda

Director of Youth & Family Services

Elizabeth Tulsy

Associate Director of Youth & Family Services

Carol Carpenter

Director of Adult Services

Ron Sumpter

Director of Specialized Services

Herbert Cobbs

Associate Director of Specialized Services

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Chairperson

James Hallberg

Vice Chairperson

Kerri Brown

Chief Executive Officer

Mimi Alschuler

Michael Anderson

John Franklin

Philip Handal

Brent Pruim

Patrick Thompson

Steven Routburg

William Jenkins

