

“We have the responsibility to get to know our clients and families, and then care about what we know.”

- Dr. Erick Alexeyev, Chief Clinical Officer



Allendale

Celebrating 125 Years

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Allendale
**STRATEGIC
PLAN** 2021-2024

Service Quality People



Since its founding in 1897: Allendale has proudly served children, youth, and their families from all walks of life. These children, often victims of abuse, neglect or severe mental and/or behavioral health problems, come to Allendale with the devastating experiences of failure in the classroom, misunderstanding in the home and isolation in the community. Helping these children to heal and prepare for a brighter future requires highly sophisticated therapeutic programs and services. Allendale's educational, residential, clinical, vocational and recreational programs are provided within safe, aesthetically designed facilities.

Allendale is accredited by: Joint Commission (1982); Council on Accreditation of Services for Families & Children, Inc (1982); American Psychological Association -Doctoral Internship Program (1988); Cognia-School Accreditation (1994). The agency is licensed by: IL Dept. of Children and Family Services; IL State Board of Ed; Lake County Health Dept; IL Dept. of Human Services—Developmental Disabilities and Mental Health, and IL Healthcare and Family Services.

Mission: Founded in 1897, Allendale is private, not-for-profit organization dedicated to excellence and innovation in the care, treatment, education and advocacy for families, children and youth with serious emotional, mental and behavioral health challenges.



Hope and healing start here.



SERVICES & TREATMENT

Quality

Allendale will provide high quality and individualized treatment services which are inclusive, trauma-informed, empirically supported and reflect the highest standards of care and established best practice dedicated to the achievement of positive outcomes for youth and families

Goal #1: Allendale services will be provided in a manner that prioritizes the safety and well-being of clients, families and staff.

Goal #2: Allendale will provide trauma-informed therapeutic services that emphasize engagement, compassion, understanding and cohesive service delivery reflecting treatment continuity demonstrated through timely, comprehensive and accurate service documentation.

Goal #3: Allendale services will prioritize the strengthening of connections dedicated to the development of sustainable support systems designed to help children remain in family and community-based settings.

Goal #4: Allendale will strengthen our treatment and educational interventions through continuing training and consultation of both existing as well as new evidenced-based approaches and practical trauma-based clinical interventions. Some examples include, but are not limited to:

- Dialectical-Behavioral Therapy (DBT)
- UKERU
- TCI Utilization
- Think Trauma
- REStArT
- Clinical Intervention Consultation
- Sensory Integration and Co-regulation strategies
- Expressive therapies (music, art, sand tray, etc.)



PROFESSIONAL DEVELOPMENT & WORKFORCE CULTIVATION

People

Allendale is dedicated to cultivating, preparing and developing a diverse and engaged workforce committed to excellence and personal responsibility in the learning and application of knowledge, experience and best practice within the behavioral and mental health field. Allendale endeavors to promote the value of our mission, the virtue of doing work that is worthwhile and the privilege of making a difference in the lives of youth and families.

Goal #1: Allendale will expand its continuing efforts to attract, recruit, develop and retain the highest quality staff across all levels throughout the organization by offering competitive salary and benefits and providing on-going training and professional development opportunities.

Goal #2: Allendale will promote and exemplify a culture of inclusion, professionalism, accountability, appreciation and respect through continuing training, supervision and support and the celebration and recognition of individual and team performance.

Goal #3: Allendale will expand individual and agency initiatives dedicated to providing both formal and informal professional growth through training and experiential learning opportunities to increase proficiency, competency development and promotional aspirations.

Goal #4: Allendale will continue to develop strategies in partnership with staff and leadership dedicated to enhancing work-life integration, timely and consistent performance feedback and recognition promulgated by a principled-driven, culturally diverse and inclusive culture.

DIVERSITY, EQUITY & INCLUSION

Allendale believes that diversity of perspectives, as well as the cultural diversity of staff, foster families, volunteers and our Board of Trustees strengthens our ability to achieve the mission and vision of the agency. Diversity, equity and inclusion lie at the heart of all we do and is the embodiment of our core values that embrace ideals of connection, voice, empowerment and innovation.

Goal #1: Cultivate and enhance an environment that embraces and values Diversity, Equity and Inclusion (DEI) throughout the organization and across all programs and services and among staff, youth and families.

Goal #2: Commitment to the incorporation of DEI within the agency's Core Values and Guiding Principles.

Goal #3: Conduct an agency-wide assessment in partnership with a consultant to help facilitate an agency assessment and help educate our leaders and guide training and development efforts that lead to strategies that are inclusive, promote equitable access to programs and services and combats social injustice.

Goal #4: Establishment of a standing DEI Committee comprised of staff at all levels and representation from all departments as well as Allendale's Board of Trustees to review, revise and update the organization's by-laws, policies, procedures and practices to ensure they reflect DEI principles and represent population and communities served.

PROGRAM DEVELOPMENT

Service

Allendale remains committed to the development, implementation and expansion of programs and services, directly and through community partnerships, that respond to the needs of children and families designed to strengthen connections, increase access and provide support enabling individuals to achieve their highest potential through efficient and maximum utilization of diversified funding opportunities and available resources.

Goal #1: Allendale will expand in-home program capacity to serve and empower youth and families which focus on the identification, access and utilization of community resources and supports leading to greater self-sufficiency and independence. Such programming may include:

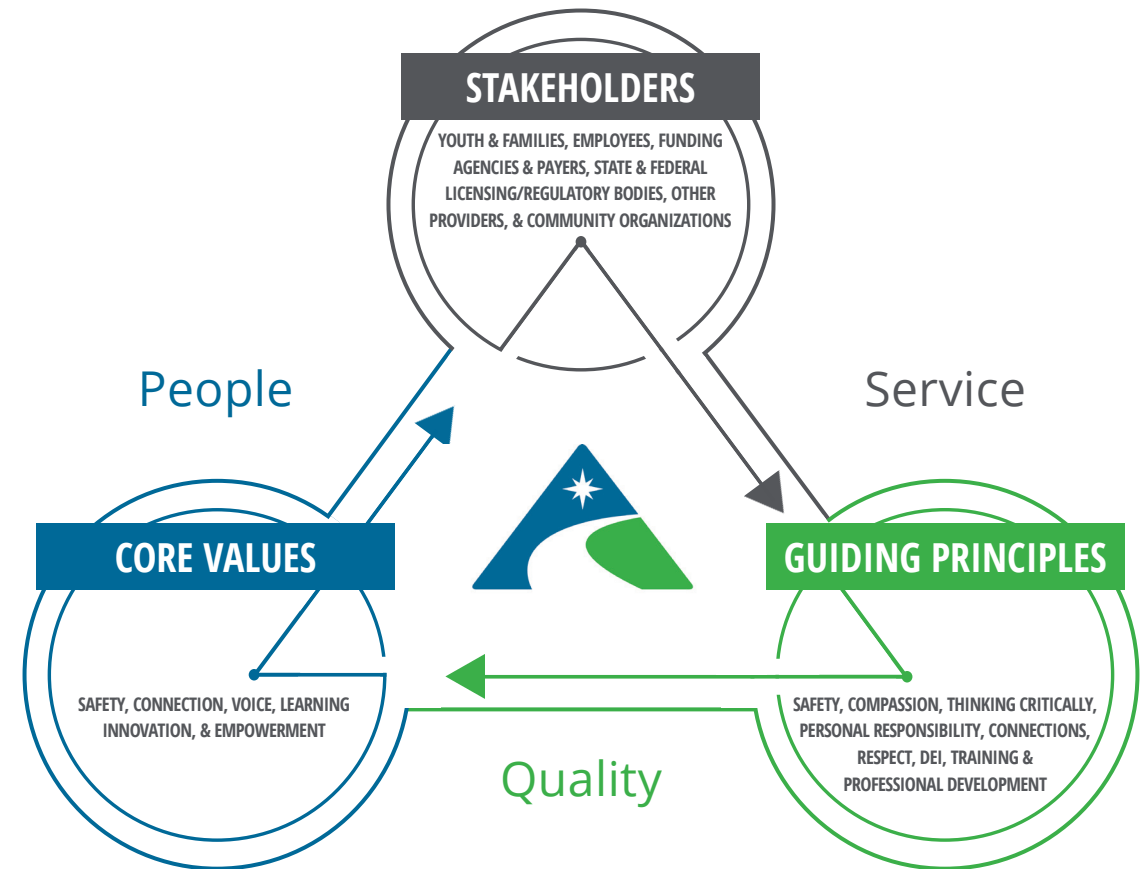
- Community integration for transitional age youth (18-21)
- In-home counseling, case management, crisis stabilization and community integration and support services
- Comprehensive discharge plan development, implementation and aftercare service provision

Goal #2: Allendale will develop a broader array of programming in response to state-wide needs that promote inclusion and equitable access for children and families to obtain needed treatment, services and supports. Some examples may include:

- Community integration, skill development, family support and vocational training
- Emergency shelter, diagnostic assessment and placement support services
- Sub-acute residential treatment for youth discharging from inpatient psychiatric hospitalization
- Therapeutic residential services for LGBTQ+ youth

Goal #3: Allendale will increase its capacity to serve children and families by deepening and expanding internal and external communications that celebrate the organization's 125 years of innovation through the relaunching of Allendale's brand, building upon our service continuum and value proposition.

Goal #4: Allendale will actively partner with other professional organizations across all levels (national, state and local) to provide education and advocacy that champions sufficient resource allocation to effectively support children and families accessing needed services and supports.



UNDERSTANDING OUR CORE VALUES

SAFETY - is fundamental for clients, families and employees.

CONNECTION - to our community, families and one another is multi-faceted and indispensable.

VOICE - is our guiding light that drives both the organization and the treatment we provide.

LEARNING - is reflexive and on-going.

INNOVATION - is promoted through research, assessment and best practice.

EMPOWERMENT - is essential to serving youth, families and to fostering a confident and highly skilled workforce.

UNDERSTANDING OUR GUIDING PRINCIPLES

SAFETY: Everything begins with ensuring safety for our clients, our families and our teams. It is always our #1 Priority.

COMPASSION: We look upon those we serve with patience, tolerance and understanding through empathic and compassionate listening, free from judgement or blame.

THINK CRITICALLY: Compassionate understanding compels us to think *critically* so we can truly understand our clients and families unique needs to help them achieve their individual goals.

PERSONAL RESPONSIBILITY: We each have a personal responsibility to help clients and families within our respective "sphere of influence" in identifying and building their protective capacities and cultivating sustainable and supportive partnerships.

CONNECTIONS: Forge and strengthen CONNECTIONS within and around families with a circle of people that surrounds them providing guidance, support and comfort.

RESPECT: We shall respect our clients and families' own unique circumstances and individual treatment needs and recognize and accept that they are the "experts" about their lives to which we lend our expertise and follow their lead.

DEI: It is the diversity of perspectives, ideas and cultural diversity that *strengthens* our ability to achieve the mission and vision of and is the *embodiment* of our core values.

TRAINING & PROFESSIONAL DEVELOPMENT: This is a *shared* responsibility in which the organization provides on-going learning and professional development opportunities that teams then integrate into programs to better serve our children and families.

We inspire hope in the
midst of adversity,
by all means possible.



Allendale Lake Villa Campus

Service Locations: The main campus in Lake Villa, Illinois houses the Elizabeth Morse Special Education School, the Bradley Counseling Center and our largest residential treatment program serving youth 6 to 18 years of age and specialized program for children on the autism spectrum.

Allendale has additional locations consisting of therapeutic residential programs in both North Chicago and Waukegan, IL, a transitional group home also in Waukegan, IL, outpatient counseling center in Gurnee, IL and a therapeutic day school program in Woodstock, IL. Additional services consist of home and community-based crisis stabilization and support services and traditional and specialized foster care providing foster home recruitment and licensing, case management, counseling and therapeutic supports to children and foster families leading to permanency.

Strategic Plans: Departments across Allendale identified and developed targeted strategic priorities following an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) from their particular perspectives as well as feedback and input from their respective staff and teams. Goals, Tasks, Responsible Persons, and Timeframes were established from these SWOT analyses and are reviewed quarterly as part of the agency CQI process and reviewed annually by executive leadership and Board of Trustees.

THE 2021-2024 STRATEGIC PLAN:

Allendale emphasizes Service, Quality and People through agency priorities:

- DIVERSITY EQUITY & INCLUSION • PROGRAM DEVELOPMENT • SERVICES & TREATMENT
- PROFESSIONAL DEVELOPMENT & WORKFORCE CULTIVATION

