

# FY25 Strategic Plan

## Strategic & Operational Goals



### CORE PILLARS

**Speak with a Collective Voice for the Health and Human Service Sector.**

We start by listening to our community-based partners. We then amplify and strengthen the collective voice of human services so we can break down silos, compel investment in a stronger sector, and create thriving communities.

**Advocate for Robust Public Investment in Health and Human Services.**

Our state budget is a moral document; it represents the belief our government must invest in the well-being of all Illinoisans. We press decision-makers to boldly and equitably fund all human services, with the knowledge that a well-supported sector is essential to community health and well-being.

**Promote the essential value of Human Services in our society.**

Human services matter to everyone in every community. We strive to be a leader in developing key resources that advance equity, increase awareness of the issues facing the human services sector, and reframe public perception of the impact of these essential services in our communities.

**Address the root causes of inequity in our sector.**

Structural inequities built into society and our sector must be addressed to achieve meaningful systems change. Our advocacy must acknowledge the role of systemic racism within state government, within health and human service workforce and delivery systems, and in the communities our coalition partners serve.

COLLABORATION

ADVOCACY

EQUITY

CONNECTION

### CORE VALUES



## Policy & Advocacy

### Long Term Commitment:

We will advocate for continual, increased state funding of health and human services, year over year and push for equitable policies that address the needs of the sector and promote community well-being.

### Short Term Targets (July 2024 - June 2025):

- Work in partnership with ISAC to successfully launch and distribute the totality of the Human Service Professional Loan Repayment Program appropriation (\$5.25M).
- Secure renewed appropriations to sustain the Human Services Professional Loan repayment program.
- Reintroduce Equitable Pay Act.
- Reintroduce the Community Partner Fair Contracting Act.
- Implement Planning Period for Pilot Project on Workforce Related issues in Human Service Sector.

### Equity Commitment:

- Center the experiences of Black and Brown Frontline Human Service Workers in Policy Priorities.
- Ensure and track participation of organizations that are historically underrepresented at our LAC meetings, advocacy days and HHS Coalition. These include organizations led by people who are Black/African American, Latiné, Asian, Middle Eastern or North African, and/or leaders who have a disability, as well as small organizations (budgets less than \$5M) and underrepresented human service sub-sectors.

### Partner Engagement Commitment:

- Re-launch quarterly LAC meetings and connecting with existing collaboratives across the state.
- Build additional partnerships within the Health & Human Services Coalition to ensure the full human services sector and their priorities are represented.
- Represent and support the human services sector at key working groups, policy tables, and advisory councils

### Indicators of Progress:



- # of cosponsors of legislation
- # of participants in calls to action
- # of slips in support of legislation
- # attendees at LAC meetings
- Amount of money distributed to frontline workers from the Human Service Professional Loan Repayment Program
- Enhanced data collection protocol to capture demographic markers such as race/ethnicity of executive director, major race/ethnicity of populations served, ability status, and number of people employed



## Trainings



### **Long Term Commitment:**

Offer training opportunities that support our coalition partners, strengthen our sector, and address root causes of inequities.



### **Short Term Targets (July 2024 - June 2025):**

- Provide virtual and in person training for human service professionals on reframing strategies, as well as frameworks for advancing racial equity in our sector and communities.
- Offer technical assistance and resources to help coalition partners implement strategies.
- Use a combination of surveys and interviews to gather input from our coalition partners to inform and improve training opportunities.
- Explore partnerships to offer continuing education credits for human service professionals and increase participation in our trainings.

### **Equity Commitment:**

- Establish intersectionality and equity as core components of our curricula and training opportunities.
- Engage guest facilitators and trainers with professional and lived experience and belonging to communities who have been historically marginalized based on race, ethnicity, gender, sexual orientation, age and disability.
- Implement an equitable fee-based model for participants in our training program and a compensation model for guest facilitators and trainers.

### **Partner Engagement Commitment:**

- Expand outreach efforts among coalition partners and supporters.
- Create and support a community of practice for partners to share experiences, lessons learned, and innovative approaches.

### **Indicators of Progress:**



- # of participants
- # of training sessions
- Increase in training participants seeking technical assistance to implement strategies
- Feedback from training participants on value of trainings in their organizations

## Research



### **Long Term Commitment:**

We will provide relevant, meaningful research that sheds light on current challenges and opportunities for human services, supports and promotes the value of human services, and informs Illinois Partners' advocacy on behalf of the entire sector in Illinois.

### **Short Term Targets (July 2024 - June 2025):**

- Release a report that builds on previous research and provides foundational data to promote the human services sector in Illinois. Possible areas of interest may include:
  - Reimbursements rates;
  - State-run vs Community-based human service comparisons;
  - The true costs of providing services;
  - The "Myth of Overhead" and its impact on the human service sector.
- Complete and release the report within our prescribed time frame and ahead of the legislative session to best support policy and advocacy efforts.

### **Equity Commitment:**

- Enact broad-based recruitment of research participants to ensure inclusion of voices that reflect the diversity of our coalition and the human services sector as a whole.
- Seek out input from underrepresented leaders and sub-sectors of our coalition to ensure participation at every phase of research development and implementation.

### **Partner Engagement Commitment:**

- Secure partner feedback at every phase of research development.
- Incorporate a variety of strategies to distribute the report to as many entities as possible, including legislators, coalition partners, and media outlets; leverage social media platforms for wider distribution.
- Offer opportunities and resources to deepen partner understanding of research results through targeted releases and events, like webinars and presentations.
- Support coalition partners to utilize research data in collective advocacy efforts and for their own organizational priorities, including legislative outreach.

### **Indicators of Progress:**



- # of research participants (further delineated by demographic and geographies data, as well as areas of service of provision)
- # of opportunities offered to share and present findings in forums facilitated by other entities
- # of research citations and references made by external parties including media outlets, state government officials, sector leaders, and legislators



## Financial Stability & Growth

### Long Term Commitment:

We will focus on increasing fundraising capacity and revenue streams to strengthen our impact.

### Short Term Targets (July 2024 - June 2025):

- Maintain increased budget for FY25 including all current funders
- Build relationships with 2 new foundations
- Seek sponsorship and funding opportunities to support our training program
- Reach FY25 Partner Support Goal

### Equity Commitment:

- Offer scholarship opportunities for trainings that reduce financial burden and increase access

### Partner Engagement Commitment:

- Engage one-on-one with partners who have lapsed in partner support and/or who have had recent leadership transitions.

### Indicators of Progress:



- Amount of \$ raised
- Number of new funders engaged
- Number of financially contributing partners
- Amount of scholarships for trainings funded and offered



## Organizational Transformation

### Long Term Commitment:

We will model equitable organizational practices by prioritizing collaborative leadership and a strengths-based approach to board and team member participation.

### Short Term Targets (July 2024 - June 2025):

- Practice and implement the advice process in decision-making among IL Partners team members
- Utilize annual in-person staff and board retreats to engage in team-building activities that foster trust, encourage cross-departmental communication, develop relationships and boost morale.

### Equity Commitment:

- Ensure our board and leadership team reflect the diversity and lived experiences of the human service sector
- Promote individual and collective well being of our team and board

### Partner Engagement Commitment:

- Garner feedback from partners on the ways IL Partners team engages with and amplifies the experiences of our coalition and prioritize outreach based on this feedback

### Indicators of Progress:



- Assessed Board Composition and Representation
- Board member participation
- Annual staff feedback and satisfaction rating