2025
ORGANIZATIONAL PERSPECTIVES
ON THE
MENTAL HEALTH LANDSCAPE
IN NORTHERN INDIANA

ECK INSTITUTE FOR GLOBAL HEALTH

MHAM
Mental Health Awareness of Michiana

An affiliate of
MHA
Mental Health America

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Contributors

2025 Organizational Perspectives on the Mental Health Landscape in Northern Indiana was led by Mental Health Awareness Michiana (MHAM) and the University of Notre Dame's Eck Institute for Global Health.

Gabriela Martínez Morales, MHAM Research Intern, led the day-to-day research activities, including survey development and implementation, data analysis, and drafting of the report.

Lisa Kelly, Executive Director of MHAM, and Nydia Morales-Soto, Assistant Director for Research and Partnerships at the University of Notre Dame's Eck Institute for Global Health, provided overall direction and training, and co-authored the report.

Marian Botchway, Assistant Director for Education and Training at the Eck Institute, contributed through ongoing consultation and critical feedback across the research and writing process.

Acknowledgements

We thank the organizational leaders who completed the survey and shared their perspectives, as well as the teams whose daily work underpins these efforts. Their collective contributions made this report possible.

Background

Communities in Northern Indiana face increasing challenges with access to mental health care, including provider shortages, limited resources, and stigma. These challenges are compounded by recent policy decisions that have reduced or are threatening to reduce funding for local mental health programs, leaving many organizations with fewer staff, limited services, and constrained capacity to serve the community. Funding cuts have made it difficult for providers to maintain consistent services, invest in new programs, or expand access to underserved populations. Understanding the current landscape within this policy context is crucial for identifying gaps, opportunities, and strategies that strengthen regional mental health care.

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Purpose

This study was designed to map the current mental health landscape in Elkhart, Marshall, and St. Joseph Counties. By surveying local organizations, the study sheds light on key challenges, identifies available resources, and highlights gaps in staffing and services. With these insights, MHAM and its community partners can work to strengthen mental health support systems and enhance access to care.

Methodology & Data Source

To build a comprehensive picture of the regional mental health landscape, a survey was administered online via Qualtrics in July 2025 to decision-makers from a wide range of organizations across Elkhart, Marshall, and St. Joseph Counties. A total of 32 eligible responses were included in the analysis. The survey collected information about the ability to take on new clients, staffing capacity, populations served, and key challenges and opportunities. Responses were analyzed to identify recurring themes, with findings summarized in this report and used to inform the recommendations presented.

Findings

Overview of Participating Organizations

This section describes the organizations represented in the survey responses, including the type of organization, service capacity, populations served, and geographic reach across the tri-county region (Elkhart, Marshall, and St. Joseph Counties). Organizations included community-based nonprofits, healthcare and mental health providers and clinics, government agencies and public health departments, and organizations that offer mental health-adjacent services.
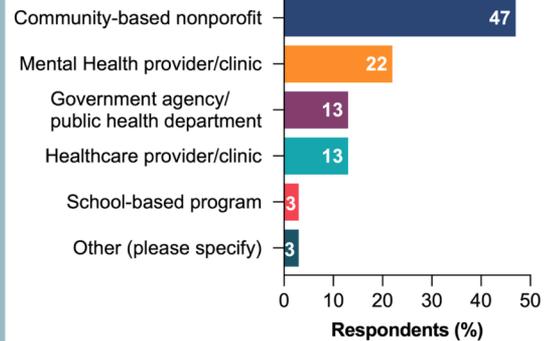
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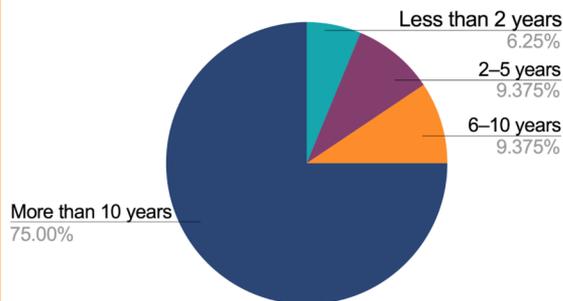
Key Points

Organization Type

Nearly half of the organizations represented (47%) were **community-based nonprofits**, followed by **dedicated mental health providers/clinics** (22%).

Q - What type of organization do you represent? Select the best option.

Organizations Represented:

Organization	Respondents (%)
Community-based nonporofit	47
Mental Health provider/clinic	22
Government agency/ public health department	13
Healthcare provider/clinic	13
School-based program	3
Other (please specify)	3

Respondents (%)

Q - How many years has your organization been operating? Select the best option.

- Less than 2 years 6.25%
- 2–5 years 9.375%
- 6–10 years 9.375%
- More than 10 years 75.00%

Years in Operation

Most of the organizations are **well-established**, with 75% having been in operation for over 10 years.

Organization Size

Most organizations had either 1-20 employees or more than 100, with fewer organizations falling in the mid-size range.

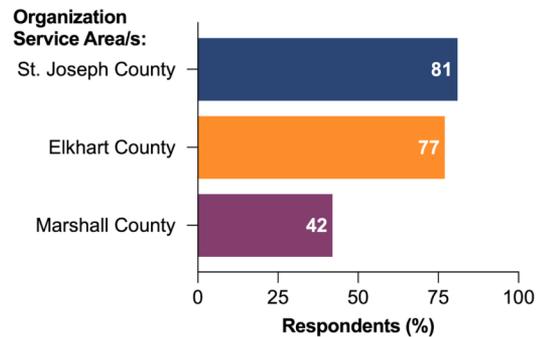**Q - How many total full-time or part-time staff does your organization employ? Select the best option.**

- 100+ 28%
- 1-5 25.0%
- 6-20 28.0%
- 51-100 6%
- 21-50 13%
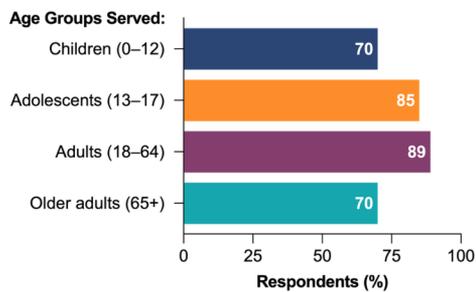
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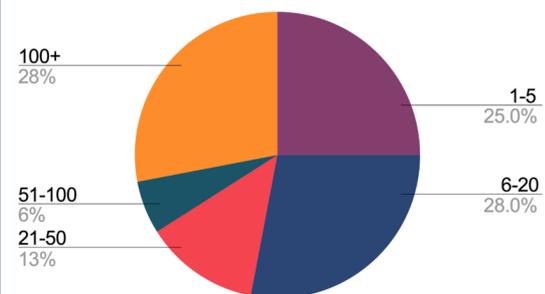
(Findings cont.)

Key Points

Regional Coverage

Organizations reported strong regional coverage in **St. Joseph County (81%)** and **Elkhart County (77%)**, with somewhat **less coverage in Marshall County (42%)**.

Q - Which areas does your organization currently serve or reach through its programs or services? Select all that apply.
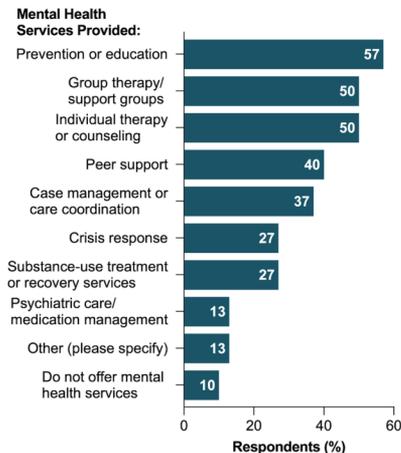
Organization Service Area/s:

St. Joseph County	81
Elkhart County	77
Marshall County	42

Respondents (%)

Q - Which age groups does your organization serve? Select all that apply.

Age Groups Served:

Children (0–12)	70
Adolescents (13–17)	85
Adults (18–64)	89
Older adults (65+)	70

Respondents (%)

Populations Served

Organizations reported **serving a broad range of age groups**, from young children to older adults. Importantly, **70%** of organizations **offer services in languages other than English** (primarily Spanish or ASL).

Q - What types of mental health services does your organization currently offer? Select all that apply.

Mental Health Services Provided:

Prevention or education	57
Group therapy/ support groups	50
Individual therapy or counseling	50
Peer support	40
Case management or care coordination	37
Crisis response	27
Substance-use treatment or recovery services	27
Psychiatric care/ medication management	13
Other (please specify)	13
Do not offer mental health services	10

Respondents (%)

Q - Does your organization offer services in languages other than English? Select the best option.

*70% Yes

30% No

*Primarily Spanish with some limitations and American Sign Language (ASL)

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(Findings cont.)

Key Points

Services Offered

Organizations provide a variety of mental health services, including **individual and group therapy (each 50%), peer support (40%), and case management (37%). Crisis management and substance-use treatment are each offered by 27%** of the organizations, while **psychiatric care** is provided by **13%**. Most organizations also offer **mental health prevention or education (57%)**. **Referrals to other organizations are offered by 78%**, highlighting a highly collaborative system.
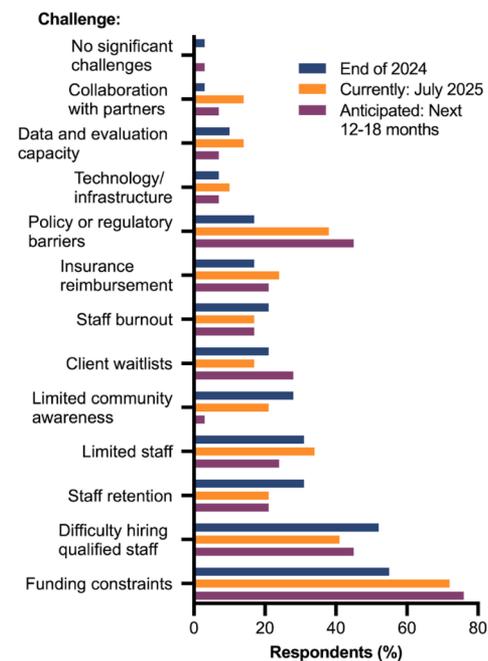
Mental Health Landscape

This section highlights the critical challenges and the perceived stability of the organizations operating within the current mental health landscape.

Key Points

Top Workforce Challenges

The most significant current and anticipated issues organizations are grappling with are **difficulty hiring qualified staff (up to 75%**) and **funding constraints (up to 70%)**. These two issues consistently rank as the top concerns across all periods referenced in the survey.

Workforce Challenges Combined by Referenced Period

Challenge:
- End of 2024
- Currently: July 2025
- Anticipated: Next 12-18 months

(Challenges listed, top to bottom: No significant challenges, Collaboration with partners, Data and evaluation capacity, Technology/infrastructure, Policy or regulatory barriers, Insurance reimbursement, Staff burnout, Client waitlists, Limited community awareness, Limited staff, Staff retention, Difficulty hiring qualified staff, Funding constraints)

Respondents (%)

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(Findings cont.)

Key Points

Organizational Stability Outlook

Most organizations anticipate that these critical issues will significantly impact their operations by the end of calendar year 2025. Taken together, **75%** of respondents indicate these issues are **very likely (29%)** or **somewhat likely (46%)** to impact organizational stability.

Q - Looking ahead to the end of calendar year 2025, how likely is it that the issues you selected above will have a significant impact on your organization's operations or stability? Select the best option.

Uncertain
7%

Not very likely
28%

Very likely
29%

Somewhat likely
46%
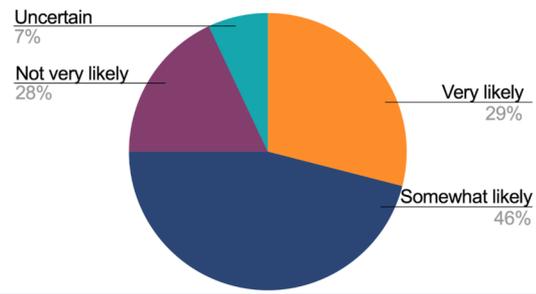
Q - If your organization were to face funding cuts, which positions would be most at risk for reduction or elimination? Please select up to 5 of the positions most at risk.
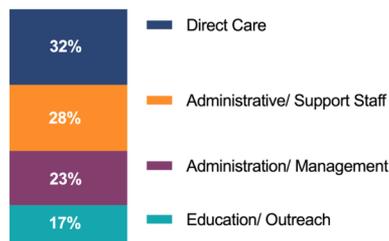
32%	Direct Care
28%	Administrative/ Support Staff
23%	Administration/ Management
17%	Education/ Outreach

Positions Most At Risk

If budget or staffing reductions become necessary, organizations indicated that **direct care (32%)** and **administrative/support staff (28%)** positions are most at risk for reduction or elimination.

Implications of Budget Cuts

This section focuses on financial and policy concerns affecting organizational stability and highlights their potential impacts, particularly on staffing.

Key Points

Positions Most At Risk

If budget or staffing reductions become necessary, organizations indicated that **direct care (32%)** and **administrative/support staff (28%)** positions are most at risk for reduction or elimination.

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(Findings cont.)

Key Points

Funding as a Core Challenge

These external uncertainties directly translate into the leading internal challenge: **funding constraints**, which are identified as a top workforce challenge by up to 70% of organizations across all periods assessed.

Impact on Service Capacity

Financial pressures threaten the workforce, particularly **direct care (32%)**, **administrative/support staff (28%)**, and **administration and management (24%)** positions. This highlights how external funding pressures directly impact the essential human resources needed to deliver mental health services and manage nonprofits.

Team Confidence & Morale

This section highlights staff morale and confidence of teams across counties, reflecting the personal toll of operating under consistent external uncertainty and shifting policies.

Key Points

Confidence in Meeting Needs

Despite challenges, organizations express strong confidence in their ability to meet anticipated community needs over the next 12–18 months, with **97% expressing confidence.**
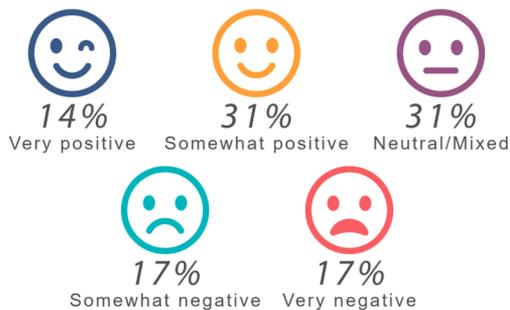
Q - How confident are you in your organization's ability to meet anticipated community needs over the next 12-18 months? Select the best option.

48.5%	48.5%	3%
Very confident	Somewhat confident	Not confident

(Findings cont.)

Key Points

Q - How would you describe your team's overall morale given recent changes in public policy, funding, and the broader political landscape? Select the best option.

14%
Very positive

31%
Somewhat positive

31%
Neutral/Mixed

17%
Somewhat negative

17%
Very negative

Mixed Team Morale

External pressures are affecting teams, with **45% reporting positive morale**, while **55% report neutral/mixed (31%)** or **negative (34%) morale**, indicating the toll the current operating environment is taking on teams.

Community Partnerships & Collaborations

This section summarizes organizations' existing partnerships and referral networks, highlighting reported successes and challenges, while also identifying opportunities for deeper collaboration and shared support.

Key Points

Partnership Engagement

Most organizations are actively engaged in partnerships, with **86%** currently collaborating and **71%** reporting **successful partnerships or referral networks** over the past year.

Q - Is your organization currently partnering with other mental health or community-based organizations to deliver services, coordinate care, or support shared goals? Select the best option.

86%
Yes

7%
No

7%
In Development

Q - Would your organization be interested in broader partnership or coordination efforts with other organizations? Select the best option.

79%
Yes

21%
Maybe

Interest in Collaborations

Interest in collaboration is high, with **79%** of organizations expressing a desire for **broader partnerships or coordination efforts**.
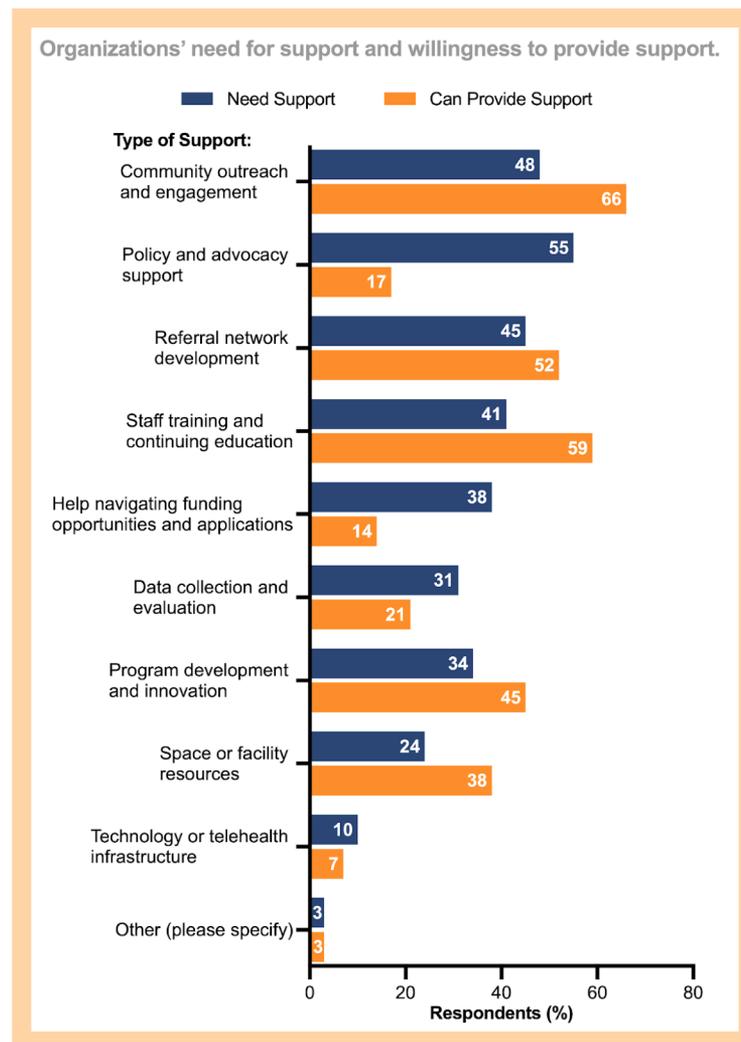
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(Findings cont.)

Key Points

High Need for Support

Organizations reported the greatest need for additional support in areas requiring high-level coordination and expertise, including **policy and advocacy support (55%)**, **community outreach and engagement (48%)**, and **referral network development (45%)**.

Highest Contribution Areas

Organizations reported the greatest willingness to contribute expertise in **community outreach and engagement (66%)**, **staff training and continuing education (59%)**, and **referral network development (52%)**. This alignment highlights clear opportunities for peer-to-peer capacity building.

Organizations' need for support and willingness to provide support.

■ Need Support   ■ Can Provide Support

Type of Support:

Type of Support	Need Support	Can Provide Support
Community outreach and engagement	48	66
Policy and advocacy support	55	17
Referral network development	45	52
Staff training and continuing education	41	59
Help navigating funding opportunities and applications	38	14
Data collection and evaluation	31	21
Program development and innovation	34	45
Space or facility resources	24	38
Technology or telehealth infrastructure	10	7
Other (please specify)	3	3

Respondents (%)

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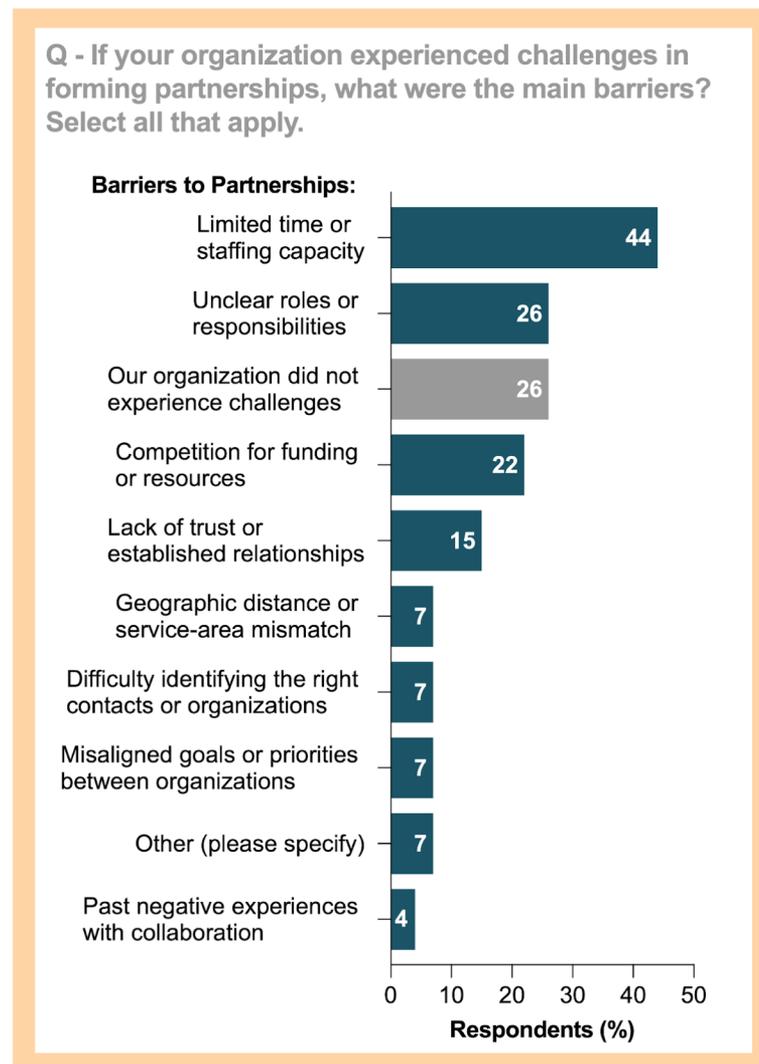
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(Findings cont.)

Key Points

Operational Barriers

The primary challenges in forming partnerships were internal, with **44%** of the organizations reporting **limited time or staffing capacity**. Other notable barriers included **unclear roles or responsibilities (26%)** and **competition for funding or resources (22%)**.

Collaboration Opportunities

Organizations identified clear opportunities for future collaboration, highlighting a strong willingness to support peers in high-demand areas such as **advocacy** and **community outreach**.

Q - If your organization experienced challenges in forming partnerships, what were the main barriers? Select all that apply.

Barriers to Partnerships:

Barrier	Respondents (%)
Limited time or staffing capacity	44
Unclear roles or responsibilities	26
Our organization did not experience challenges	26
Competition for funding or resources	22
Lack of trust or established relationships	15
Geographic distance or service-area mismatch	7
Difficulty identifying the right contacts or organizations	7
Misaligned goals or priorities between organizations	7
Other (please specify)	7
Past negative experiences with collaboration	4

Respondents (%)

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Conclusions & Recommendations

Survey respondents represent a diverse cross-section of Michiana's mental health service providers, including small and large, newer and well-established organizations serving the tri-county area. Collectively, these organizations offer a wide range of mental health and related services.

Policy, political, and funding uncertainties are key concerns for organizations as they work to meet community needs.

Workforce shortages and funding reductions are overwhelmingly shared concerns for nonprofit leaders, with many also worried about how these pressures may affect organizational stability. Leaders expect funding cuts will chip away at the infrastructure of nonprofits, from direct service staff to management and support staff.

Community partnerships and collaborations are active across Michiana, and there are clear opportunities to build on these efforts by leveraging the expertise and capacity of local nonprofits. Supporting these efforts through targeted coordination and policy advocacy can help reinforce organizational stability, expand service capacity, and improve access to mental health care across the region.

For more information about this report, please email info@mhamichiana.org.

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