



# Table of Contents

- Introduction..... 3
- A Note from Our CEO ..... 5
- A Note from Our President ..... 6
- About Brightli ..... 7
  - Subsidiaries ..... 8-9
  - Welcoming, Serving and Celebrating All..... 10
  - The Why Behind Mission Expansion ..... 11
- Igniting Brighter Lives ..... 12**
  - FY23 Outcomes ..... 13
  - Regional Highlights ..... 14-18
  - Program Highlights ..... 19-22
- Igniting Brighter Conversations ..... 23**
  - How We’re Advocating for Our Clients & Communities ..... 24
- Igniting Brighter Employee Experiences ..... 25**
  - Engagement Survey & Action Plans ..... 26
  - Celebrating Our Team..... 26
  - Diversity, Equity & Inclusion ..... 27
  - Talent Acquisition ..... 28
  - Total Rewards ..... 28
  - Keeping Employees Informed ..... 28
  - Be Well at Brightli ..... 29
  - Training & Development ..... 29
  - Clinical Education & Supervision ..... 29
- Igniting Brighter Sustainability ..... 30**
  - Revenue & Expenses ..... 31
- Igniting Brighter Communities ..... 32**
  - A.R.T.C..... 33
  - Sponsorships & Events ..... 34
  - Prevention..... 34
  - Be Well Initiatives ..... 35-36
  - Burrell Foundation..... 37

# Helping Each of Us Live Our Brightest Lives



Photo courtesy of Burrell Foundation's "Art of Being ME" exhibit.

## Meet Eli

I have had anxiety from a very young age. I was bullied in school because of my differences and crying fits. Kids ignored me in fear that if they said the wrong thing, I would burst out in tears and bundle up into a ball.

**“Anxiety makes me so scared to even get close to trying new things, my experience with anxiety is every time I tried to do something, my brain shuts down.”**

I am a perfectionist and because of being gifted I am held to a standard of being good at everything and don't make mistakes, but that's not true. I make the same amount of mistakes as everyone else. The perfectionist inside me tells me that mistakes are not acceptable and I'm not good enough and that's not true. I'm the way I am and I'm perfect that way. It may have taken me several years but I understand that now.

Having anxiety is hard. Anxiety makes me so scared to even get close to trying new things, my experience with anxiety is every time I tried to do something, my brain shuts down and

I think of all the negative and bad possibilities. The problem with anxiety is in a bad situation your brain goes into full shutdown and you barely remember what happened.

One time in first grade my teacher was working with some students and told all of us to not interrupt them. I needed help so I asked her if she could help me, she was mad that I interrupted her, so she stopped everything and put me in front of the class and told everyone what I did wrong. After that my anxiety and perfectionism rose to an all-time high, but therapy helps me so much to overcome that.

Anxiety is the hardest thing I'm dealing with because it stops me from trying new things in fear that I would get hurt or fail. If it's hard to try something new start with something smaller and work your way up.

**“The perfectionist inside me tells me that mistakes are not acceptable and I'm not good enough and that's not true.”**



# Shine Stronger. Shine Brighter.

Stories and experiences like Eli's are why we do what we do. We believe that inside each of us, there is an ember of light. Sometimes that ember is bright and blazing. Other times that ember struggles, at risk of being extinguished. This light is shaped by where we came from, our experiences, how we are raised, our culture, our personalities, and our DNA. That's where Brightli comes in. Through our member organizations' life-changing care, we help all of our embers shine stronger. That way, we can all live our brightest lives.

# A Note From Our CEO

Of the many important conversations I regularly have with my Brightli colleagues, the most interesting—and increasingly frequent—talks, for me, center around the people who work here. When we brought together established, successful companies Burrell Behavioral Health (Burrell) and Preferred Family Healthcare (PFH) under the Brightli parent company early in 2022, we did so knowing full well that our people, not our corporate structure, will ultimately determine the success or failure of this venture.

With that in mind, the second year of the Brightli partnership has been one of alignment and investment in the humans who do amazing work for our communities every single day. Significant and ongoing market adjustments for compensation, roll-out of a system-wide merit increase structure, thoughtful updates to benefits and retirement programs, and alignment of how we reward and incentivize our teams were just a few of the efforts undertaken in 2023.

For the first time we also completed a joint system Employee Engagement Survey, which was completed by a whopping 80 percent of our collective staff. The results of this survey—and the passionate, thoughtful responses and suggestions about how we're doing and how we can be better—were as inspiring as they were enlightening. Our regional and system team leaders spent the fall following up

on these surveys at a more granular level to ensure each and every team member has the opportunity to be heard.

Two years into this Brightli process, it is clear we have much left to do... and it is equally clear that the future of this organization is incredibly bright. The companies we have been in the past are informing a new, vibrant culture for tomorrow. Meanwhile, working together under the Brightli umbrella allows Burrell and PFH—along with our newest Brightli partner, Southeast Missouri Behavioral Health—to bring our collective talent and resources to bear on the most vital issues of the day, challenges that include hiring and retaining the best team in the business. The result will be a total that is even greater than the sum of its considerable parts.

These conversations and others will continue in 2024. There are exciting new possibilities on the horizon, ones I can't wait to share with our clients, the communities we humbly serve, and the invaluable team members without whom our progress wouldn't be possible. **Thank you for a great year, and get ready for another one.**



Dr. C.J. Davis  
CEO, Brightli



# A Note From Our President

When I helped start PFH more than 40 years ago, we were an incredibly tight-knit group. As at most startups, everyone knew everyone! But as the company grew and we established more locations in more cities in Missouri, Kansas, Illinois, and Oklahoma, that unfortunately became impossible.

But even though I can no longer name everyone who works for PFH, even at our home offices in Kirksville (nearly 300 strong now!), our commitment to connection has strengthened over time. Since PFH joined Burrell Behavioral Health under the Brightli umbrella, this has become even more important. As president, my best days have been spent visiting locations and talking with our team members about their jobs, questions and successes.

With more than 40 years of such conversations under my belt, there are a few things I can say with certainty about the people who work here, no matter which company in the Brightli family they work for:

- **They work all hours.** So much of our workforce is dedicated to helping individuals live their fullest lives at home and in the community. Still others provide care in 24/7 crisis or residential settings. This means round-the-clock care, holidays and weekends, in service of our mission.

- **They've never worked harder.** We are in a mental health crisis. Rural healthcare needs have never been more serious. The work we do as a system is among the most important that can be done, and our people continue to answer the call. They are heroes.
- **They have passion... so much passion.** Our team members give more back to us in a single visit than we could ever give them.

My message to them is this: We see you, and we are working for you. In addition to the investments C.J. listed on the previous page, in the last year Brightli has held no fewer than eight groundbreaking and ribbon-cuttings for new facilities, with funding thanks in large part to our governmental partners. In 2023 we secured millions in grants to start new programs and keep essential existing ones funded. We continue to work closely with partners in state legislatures and advocacy organizations to ensure the spotlight is always shining on the work you're doing and its importance. You are tireless, so we must be too.

**Thank you for an amazing 2023; I can't wait to see what's next.**



Mike Schwend  
President, Brightli



# About BRIGHTLI

**Brightli is on a mission:** A mission to improve client care. A mission to reduce the financial burden of community mental health centers by sharing resources. A mission to have a larger voice in advocacy to increase access to mental health and substance use care in our communities. And a mission to evolve the behavioral health industry to better meet the needs of our clients. We are doing this by forming a new behavioral health organization under a new model. Under one parent company, multiple organizations are able to collaborate, share resources and system supports, increase recruiting and retention efforts, increase access to specialized care, and meet the growing demand for behavioral and addiction recovery care.

Brightli's top-line subsidiaries include Burrell Behavioral Health (Burrell), Preferred Family Healthcare (PFH), and Southeast Missouri Behavioral Health (SEMO). While these organizations operate independently and are governed by separate board of directors, their operations and services benefit from this model. Alone, organizations may be able to navigate the current tumultuous healthcare environment, but we believe that together we can do so much more than survive. **Our communities need us now more than ever, and by working together we are ready to answer their call for years to come.**

## Executive Team

C.J. Davis <i>Chief Executive Officer</i>	Dee King <i>Chief of Staff</i>
Mike Schwend <i>President</i>	Andrew Schwend <i>Chief Strategy Officer</i>
Jennifer Gagnon <i>Chief Financial Officer</i>	Dr. Garima Singh <i>Chief Medical Officer</i>
Stacey Hudson <i>Chief Human Resources Officer</i>	Tom Weber <i>Chief Administrative Officer</i>

## Board of Directors

Robert "Butch" Berry  
*(Secretary)*

Don Crosby

Anthony Henderson

Dr. Hal Higdon  
*(Treasurer)*

Sandy Kinsey

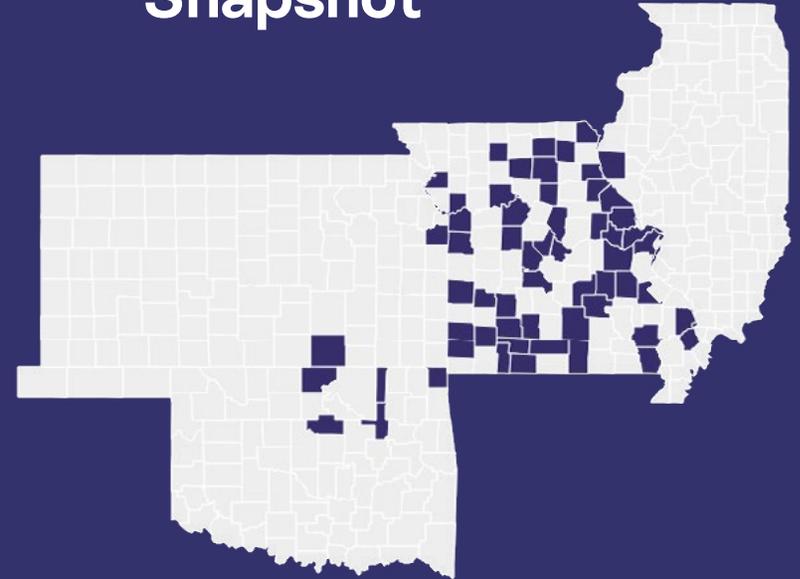
Dr. Nick Sanders  
*(Vice Chair)*

Elphanie "Sissy" Swift

Chief Paul Williams  
*(Chair)*

Phyllis Wolfram

# BRIGHTLI Snapshot



**210+**  
Locations

**5K+**  
Employees

**4**  
States

**\$425M**  
Revenue

**20**  
Subsidiaries/Affiliates

# BRIGHTLI Subsidiaries



**Burrell Behavioral Health** is a growing community mental health center that connects with more than 40,000 clients across 18 counties in Missouri. To learn more visit, [burrellcenter.com](http://burrellcenter.com). In the Kansas City, Mo. area, Burrell operates under the name **Comprehensive Mental Health Services**. Learn more about these services at [themchs.com](http://themchs.com).

## Services

- Individual Therapy & Counseling
- Substance Use Recovery Services
- Psychiatric & Medication Management
- Educational & Therapeutic Groups
- 24/7 Crisis Intervention & Walk-In Services
- Medication-Assisted Treatment
- Telehealth Services
- Adult Stabilization
- Community Support Services
- Residential Treatment
- Autism Services
- Diagnostic Testing & Evaluations
- Youth Services, Including School-Based
- Specialty Services, Including Eating Disorders & ADHD

## Board of Directors

- Harry Chapin
- Steve Edwards
- Alex Henson
- Dr. Hal Higdon  
*(Secretary/Treasurer)*
- Sandy Kinsey  
*(Vice Chair)*
- Brooke O'Reilly
- Toniann Richard
- Dr. Nick Sanders  
*(Chair)*
- Krisi Schell
- Stacye Smith
- Chief Paul Williams
- Phyllis Wolfram
- Weldon Webb



# BRIGHTLI Subsidiaries



**Preferred Family Healthcare** is a community-based health care organization that offers a range of services in nearly 100 locations in Missouri, Oklahoma, Kansas, and Illinois. It also includes **Clarity Healthcare**, a Federally Qualified Health Center, housing companies, **Dayspring Community Services**, and **2GetherTech**, a technology solution for independent living for those with disabilities. Learn more about these services at [pfh.org](http://pfh.org).

#### Services

- Individual Therapy & Counseling
- Substance Use Recovery Services
- Supported Living & Employment Services
- Mental Health Awareness Training
- 24/7 Crisis Intervention & Walk-In Services
- Applied Behavior Analysis
- Telehealth Services
- Psychiatric & Medication Management
- Residential Treatment
- Employment Services
- Child Welfare
- Medical Services
- Dental Services

#### Board of Directors

- Jay Benson
- Jim Bergman
- Robert "Butch" Berry  
*(Chair)*
- Sharon Brown
- Don Crosby  
*(Treasurer)*
- Lisa Fairley  
*(Vice Chair)*
- Anthony Henderson  
*(Secretary)*
- Stan Melton
- Elphanie "Sissy" Swift



**Southeast Missouri Behavioral Health (SEMO)** is a not-for-profit human services corporation that provides mental health services, substance use treatment and social services across 12 locations in the southeastern region of Missouri. SEMO joined Brightli at the beginning of FY24. To learn more about their services, visit [semobh.org](http://semobh.org).

#### Services

- Counseling Services
- Psychiatric & Medication Management
- Substance Use Recovery Services
- Medication-Assisted Treatment
- Crisis Services
- Telehealth Services
- Vocational & Employment Services
- Prevention Services
- Community Support Services

#### Board of Directors

- Juanita Chamberlain
- Ben Davis  
*(Treasurer)*
- Terry Heuring
- Charlet Pense
- Ronald Rouggy  
*(Secretary)*
- Michael Schwend
- Robert C. Stillwell  
*(Chair)*
- Kevin Thurman  
*(Vice Chair)*
- Lee Thurman



## Welcoming, Serving, & Celebrating All

Through our subsidiaries, Brightli is dedicated to serving all people, all year long, through learning, collaboration and action. We value and celebrate diversity and inclusion among those we serve, our workforce, and our communities. Our philosophy is that all people deserve the opportunity to pursue a fulfilling career path and have access to competent care in a safe, informed, and respectful environment. We aspire to improve the overall experience for each person, organization, and community that we are able to connect with, with the intent of positively affecting societal change.



# The Why Behind Mission Expansion

## Alone, Centers Are Struggling

Community mental health and addiction recovery centers, developmental disability support providers, community health centers and other nonprofit organizations are facing rising costs, ongoing workforce issues, shrinking margins and new competition from big players. To survive, we must adapt to this new normal and evolve our operations and business strategies. This includes innovating to keep up with the demands to change care delivery to meet our clients' needs. But innovation requires resources, expertise and the ability to take smart risks. As individual centers, we may survive this landscape, but by working closely with other health centers and organizations, we can do so much more. Partnerships under Brightli mean access to vast resources, depth of expertise, and a safety net that allows for innovation and the right risks that lead to long-term sustainability and a renewed competitive edge.

## Together, We Can Do More Than Survive

We are fighting for our clients, our teams and our communities to ensure that personalized community care is a vital, long-term resource for generations to come. We are doing this through partnerships with like-minded health centers and organizations across the Midwest through our parent company model. Partnering organizations have the necessary expertise, scale and backing to be able to thrive in our current and future landscape. By collaborating and sharing resources, we are all able to further our missions and overall impact within our regions, states and the U.S.



**Share resources & expertise**



**Increase access to care**



**Attract & retain talent**



**Have a stronger voice**



**Prepare for the future & take smart risks**



**Create healthier communities**



**Igniting Brighter Lives**

# How We're Serving Our Clients & Communities

FY23 OUTCOMES

BURRELL  
BEHAVIORAL HEALTH

**92%** of clients

reported being satisfied with services during FY23

**9%** increase in clients

**71%** of clients

with moderate or severe symptoms of **anxiety** experienced improvements in these symptoms

**65** new clinicians

hired in an ongoing effort to meet growing demand for services

**80%** of clients

with moderate or severe symptoms of **depression** experienced improvements in these symptoms

PREFERRED FAMILY  
HEALTHCARE

**93%** of clients

reported being satisfied with services during FY23

**115%** increase in crisis services

**91%** satisfaction

reported among clients in the largest program, Supported Living and Employment Services

**29** new clinicians

hired in an ongoing effort to meet growing demand for services

**68%** of clients

with moderate or severe symptoms of **depression** experienced improvements in these symptoms



# Regional Highlights

Brightli operates under a regional model. This means Burrell, PFH and SEMO provide services and programs within a designated Brightli region. Brightli is made up of six regions across four states: **Central Region, Greater Kansas City Region, Greater St. Louis Region, North Region, Southeast Region** and **Southwest Region**. SEMO joined Brightli at the beginning of FY24 and will be highlighted further in the next annual report. The following are program highlights of the FY23 regions.

## Central Region

The Central Region is led by Regional President Mat Gass and Regional Chief Operating Officer Megan Steen. These highlights represent a year of increased access to care through new clinics and services.

### Burrell

- Opened a 24/7 walk-in Behavioral Crisis Center in Columbia, Missouri
- Opened a new clinic in downtown Columbia, Missouri
- Acquired Phoenix Programs, adding substance use recovery services to the Columbia, Missouri area
- Voted "Best Mental Health" provider by Inside Columbia Magazine two years in a row
- 59 percent increase in school-based services referrals from previous school year
- New partnership with Boys & Girls Club Columbia in five locations
- Voted best mental health provider by Best of Sedalia for the second year in a row

### Preferred Family Healthcare

Clarity Healthcare and Columbia Public Schools signed an agreement allowing Clarity to provide primary care services in Columbia Public Schools and create a pathway to Burrell services in Columbia.



**2 ribbon cuttings**  
in Columbia, Missouri

# Regional Highlights (continued)

## Greater St. Louis Region

The Greater St. Louis Region is led by Interim Regional President Cori Putz and Regional Vice Presidents Beth Sailors and Bryan Quick. These highlights represent a year of innovative and quality substance-use recovery care in the St. Louis communities.

### Preferred Family Healthcare

- Served more than 2,600 unique individuals each month and a total of 8,285 unique individuals in FY23
- Dunnica Sobering Support Center was the recipient of the NAMI Community Innovation Award in November 2022. This center served over 600 individuals in FY23; about 60 percent of referrals were from emergency departments
- Founding member of the National Sobering Collaborative in March 2023
- Awarded \$143,000 in funding from Missouri Behavioral Health Counsel to host 2023 Summer Camps in St. Louis City/County, St. Charles County, and Franklin County, serving approximately 300 youth
- Awarded \$133,000 in funding from DMH to provide crisis services in the wake of the school shooting that occurred at the Central Visual & Performing Arts in the Fall 2022



Served more than 2,600 unique individuals each month and a total of **8,285 unique individuals in FY23**



**\$143,000**  
awarded  
in funding

to host 2023 summer camps  
in St. Louis/County, St. Charles  
County, and Franklin County

**\$133,000**  
awarded  
in funding

to provide crisis services in the  
wake of the school shooting at the  
Central Visual & Performing Arts

# Regional Highlights (continued)

## Kansas City Region

The Kansas City Region is led by Regional President Julie Pratt and Regional Chief Operating Officer Lori Byl. In the Kansas City area, Burrell operates under the name Comprehensive Mental Health Services. These highlights represent a year of increased access to crisis care and an emphasis on community engagement.

### Burrell d/b/a Comprehensive Mental Health Services

- Opened a 24/7 walk-in Behavioral Crisis Center in Independence, Missouri
- Provided school-based services in six school district and 53 buildings, serving more than 700 students
- Led the Blue Springs Youth Alliance in partnership with the Blue Springs Police Department



**\$10,444**  
**raised**

through hosting this year's AcceptZero 5K, which donates funds raised to suicide prevention efforts



# Regional Highlights (continued)

## North Region

The North Region is led by Interim Regional President Andy Schwend and Regional Chief Operating Officer Christy Power. These highlights represent a year of quality, comprehensive care for the communities in Northern Missouri.

### Preferred Family Healthcare

- Served nearly 17,000 clients
- Opened a walk-in Behavioral Crisis Center in Kirksville, Missouri
- Opened a new substance use disorder clinic in Pittsfield, Illinois
- Added vision and hearing screenings to school based services, completing 543 vision screenings and 423 hearing screenings
- Prevention Team awarded a \$75,000 grant for Summer Camps for youth
- Held first Overdose Awareness Day public event in Quincy, Illinois



**543**  
vision screenings



**423**  
hearing screenings

# Regional Highlights (continued)

## Southwest Region

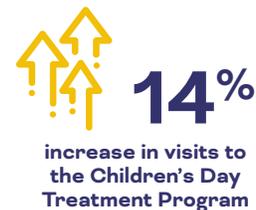
The Southwest Region is led by Regional President Clay Goddard and Regional Chief Operating Officer Elizabeth Avery. These highlights represent a year of an ongoing commitment to excellence and operational efficiencies that lead to increased access to care in our Southwest Missouri communities.

### Burrell

- 34 percent increase in outpatient mental health services
- RecoverED Eating Disorder Services received designation as a Level 5 Center of Excellence, the only facility in Missouri to achieve this designation. It also is the only program in Missouri that accepts Medicaid for the intensive outpatient program
- 41 percent increase in visits to the Connection Center, where new clients can walk in and start their behavioral health services
- 57 percent increase in visits to the Autism Center/Applied Behavior Analysis Services Clinic
- 14 percent increase in visits to the Children's Day Treatment program
- 35 percent increase in visits to the 24/7 walk in Behavioral Crisis Center in Springfield, Missouri
- More than 3,300 clients enrolled in school based services
- Established a new school-based services partner in Chadwick, Missouri
- Established a new partnership with FosterAdopt Connect for the Youth Connect Center which is a drop-in center for school aged youth 13-18 years old
- The Youth Behavioral Health Liaison program connects community partners' clients to our services
- Residential program had a successful discharge rate of 95 percent

### Preferred Family Healthcare

- Awarded nearly \$4M in federal funding to support services to children and families in the Tulsa area through the Oklahoma City-based HALO Project. This program offers a set of programs developed to better serve the needs of foster children aged birth to 18 and their adoptive parents.



# Program Highlights

Through Burrell, PFH, and SEMO, Brightli offers numerous programs to support our clients and our communities. The following are highlights of a few of these programs.



## Brightli Medical Group

### Medical Expertise & Provider Alignment

A key component in any continuum of health care is the vital role played by medical professionals. Brightli Medical Group (BMG) provides integrated services, including psychiatry, addiction medicine, crisis stabilization, primary care, healthcare home, pharmacy, integrated health and a diverse array of specialty care. BMG's physicians, nurse practitioners and physician's assistants prescribe life-changing medications for mental illness, health and wellness, and life-saving doses of buprenorphine for opioid-use disorder. Nurses and integrated mental health professionals supplement our other outpatient service lines, provide compassionate care in clinical settings, integrate with partner organizations for on-site mental health consultations, and engage clients in their homes. Our integrated pharmacy teams offer patient consultation, education and convenient access to medications in our clinic locations or via delivery or by mail.

BMG is one of the largest provider teams among community mental health and community health centers in the nation, and one of the fastest growing, increasing our physicians by 39 percent in the last year. In FY23, this growing team increased psychiatry visits by 12 percent, increased addiction medicine visits by 122 percent and increased crisis stabilization visits with medical services by 260 percent.



## Crisis Services

### Care for Anyone, Anywhere, at Any Time

You can't plan a crisis. That's why Burrell, PFH and SEMO offer crisis care. Crisis care is provided through Behavioral Crisis Centers, mobile crisis teams and crisis phone lines. In 2023, Burrell opened two new 24/7 behavioral crisis centers, one in Independence, Missouri and another in Columbia, Missouri. Burrell also announced the plans to build Missouri's first 24/7 youth behavioral crisis center in Springfield, Missouri. PFH opened a 24/7 behavioral crisis center in Kirksville, Missouri, and continues to operate the Dunnica Sobering Support Center in St. Louis, Missouri. This sobering support center was the recipient of the NAMI 2022 Community Innovation Award in November 2022.

Burrell's Crisis Team answered nearly 7,000 calls to the 988 national suicide crisis line and answered approximately 14,000 calls to the Burrell 24/7 crisis help line. The crisis team also includes the mobile crisis team and a law enforcement co-responder team, with nine teams across Missouri who work with law enforcement to respond to behavioral health needs. The mobile crisis team responded to 125 calls and the co-responders responded to 995 calls. These teams can respond to all counties Burrell serves in Southwest and Central Missouri and the Kansas City area.

# Program Highlights (continued)

## Substance Use Disorders Services

### Fighting the Opioid Crisis

Our communities continue to fight the opioid crisis. According to the CDC, overdose deaths involving opioids have increased by more than eight times over the last 20 years. Burrell and PFH are fighting back by providing overdose education and Narcan distribution (OEND), recovery education, as well as support and treatment services to those in need. Our philosophy and approach are to deliver individualized services that support each person's unique recovery efforts.

PFH offers services for youth and adults, including general recovery treatment services, clinically and/or medically supported withdrawal management, peer services, Medication Assisted Treatment for Alcohol and Opioid Use Disorder, and residential services and programs. PFH has two women and children's programs that allow for mothers to bring children (under the age of 12) with them into residential treatment. PFH also operates the Dunnica Sobering Support Center in St. Louis, Missouri This is a 24/7 clinic where actively intoxicated people can safely recover from acute intoxication while receiving basic medical monitoring.

PFH implemented American Society of Addiction Medicine (ASAM) Criteria and Clinical Practices on July 1, 2022. PFH was the first and only agency in Missouri to implement ASAM on the initial eligibility date and served as the Missouri Department of Mental Health Pilot Provider. PFH was recognized by Missouri Behavioral Health Council in September 2022 for contributions throughout the Comprehensive Substance Treatment and Rehabilitation Program (CSTAR) transformation process and subsequent implementation of ASAM. ASAM rates allowed us to transform services to better meet the needs of those PFH serves as well as increase wages/salaries in an effort to attract, hire, and retain qualified staff.

Burrell offers services for youth and adults, including general recovery treatment services, clinically supported withdrawal management, peer services, and Medication Assisted Treatment for Alcohol and Opioid Use Disorder. Burrell has one women and children's program that allows for mothers to bring children (under the age of 12) with them into residential treatment. Burrell also operates three behavioral crisis centers that offer immediate care for those in substance-use crisis. In addition, all facilities across Burrell and PFH are equipped with Narcan, which is a potentially life-saving medication designed to help reverse the effects of an opioid overdose in minutes.



## DID YOU KNOW?

According to the CDC, overdose deaths involving opioids have increased by more than eight times over the last 20 years.



# Program Highlights (continued)



## Primary Care & Dental Services

Caring for our Clients' Whole Health

PFH offers primary care and dental services through the Federally Qualified Health Center, Clarity Healthcare. Clarity operates 20 clinics in Missouri and Illinois, as well as three mobile clinics and two school-based clinics. Clarity also provides psychiatry, outpatient mental health services, pharmacy, addiction medicine, and employment services. They serve more than 10,000 clients each year

with approximately 48,000 patient encounters. Clarity also provides services to Burrell clients in a shared space in Columbia, Missouri. Burrell also partners with the Federally Qualified Health Center, Fordland Clinic. Fordland provides family practice, dental, and mental health services with a focus on prevention. They operate three clinics in southwest Missouri.



## Community Partnerships

Working Together to Bring Care Where People Are

Everyone deserves quality mental health services. However, many face numerous challenges that prevent them from seeking care, including financial issues, lack of transportation, time constraints, and the stigma around behavioral health. Through integration and partnerships with hundred of organizations, including colleges and universities, K-12 schools, health systems, judicial systems, and not-for-profit organizations, we are able to remove barriers and help our communities receive the care they need to heal, grow and thrive.

# Program Highlights (continued)

## Supported Living and Employment Services

### Life-Changing Services for Children and the Developmentally Disabled

PFH's Supported Living and Employment Services provides child welfare, employment services and services for the developmentally disabled. Child welfare services include support to children in foster care. Employment Services provides job and career assistance to individuals with various disabilities, both developmental or physical in nature, as well as employers throughout our service areas. Intellectual and developmental disabilities services focus on care that is individualized, community-based, and designed to enhance an individual's quality of life. PFH supports people in building their own lives, in their own homes, and in their own communities by: improving physical health and development, improving language and communication, learning social skills, achieving increased levels of learning and reasoning, meeting health and safety needs, participating in community activities, learning household and independent living skills, accessing jobs, and learning to advocate for themselves.

In FY23, this team was the largest single provider of Missouri Vocational Rehabilitation Summer Work Experience services in Missouri, opened a new day program in El Dorado Springs, Missouri, and received exemplary scores in their annual fidelity reviews.





# Igniting Brighter Conversations

# How We're Advocating for Our Clients & Communities

Building and maintaining relationships with elected officials is vital to our ability to advocate for or against critical legislation, secure and maintain essential funding, raise awareness of our company's mission and issues, and, ultimately, save lives. As a joint system, one of the largest community healthcare providers in the state, Brightli is poised to be leaders in the public policy arena.

We are fortunate to have elected officials—from our various cities and counties to Jefferson City to Washington D.C.—who understand and value the impact of mental health. In 2023, we engaged a number of these leaders to educate them on our programs and needs and to show appreciation for their leadership.

From hosting the Burrell Foundation's Art of Being ME exhibit at the Missouri State Capitol and numerous groundbreaking ceremonies across Missouri, Brightli has made a commitment to engage stakeholders from across the state. At these and other engagements, Burrell and PFH staff spent time building relationships with elected officials, including Greene County Commissioners, Lieutenant Governor Mike Kehoe, Springfield city council members, State Senators Lincoln Hough and Curtis Trent, numerous state representatives, and executives from the Missouri Department of Mental Health, including Director Val Huhn.



**“ It is important for us to build and strengthen these relationships to ensure that policies are created in the best interest of our communities and the individuals we serve. ”**

**– C.J. Davis, Brightli CEO**

**We extend a heartfelt thank you to Governor Mike Parson, the Missouri Department of Mental Health and to all our legislators for their vital support.**

They have empowered us to broaden our services and reach more people who need this life-saving care. Thank you to our elected officials, statewide and local, for being champions of change and for investing in the wellbeing of our communities. Your support has been instrumental in our growth and in serving more people who rely on our services. Together, we are making a difference.



# Igniting Brighter Employee Experiences

# How We're Caring for Our Teams



**80% participation**

rate of Burrell and PFH employees in the FY23 employee engagement survey



**73% satisfaction**

and favorability expressed by Burrell and PFH employees who participated in the FY23 engagement survey

The services and healing change provided through Burrell, PFH, and SEMO come down to one thing: our people. The people who dedicate their lives to these respective missions are the reason why we can create access to critical behavioral health services and inspire hope, courage, and healing. We believe it is important to care for team members by asking for feedback and implementing real change to provide a meaningful work experience. Human resources services are provided to these organizations through Brightli, who cared for our employees in the following ways:

## Engagement Survey & Action Plans

Receiving employee feedback, and making positive changes based on that information, is key to building culture and employee engagement. To do this, Brightli's Human Resources team leads an annual engagement survey process. Employees are asked to provide anonymous feedback on a variety of employment topics, such as management, compensation, benefits, daily work life, career growth, communication, and more. Management then works with department leaders to use this feedback to create action plans to address employee concerns and implement their ideas.

Action plans are shared with teams, and the progress is monitored throughout the year to see how employees are reacting to changes. Not only does this process work to increase employee engagement, it in turn leads to positive business outcomes including reduced turnover, improved safety, better client care, and increased attendance and productivity.

## Celebrating Our Team

Whether it's a personal accomplishment or a team success, we love celebrating our wins together! At Burrell, employee appreciation and recognition are led by the Burrell Employee Engagement Team (BEET). This group hosted its annual "Above and Beyond" Award Luncheon, recognizing employees nominated by their peers for going above the call of duty to serve our clients and our teams.

At PFH, Celebrating and Recognizing Employees (CARE) teams create and promote opportunities for staff interaction, team building, associate engagement, and staff appreciation. These areas of positive feedback included recognition of teamwork, gratitude, customer service, accountability, and competence.

# How We're Caring for Our Teams (continued)



## Diversity, Equity & Inclusion

Brighttli values and celebrates diversity, equity, inclusion, and belonging among those our member organizations serve, our workforce and our communities. Our unwavering commitment to inclusion is rooted in neuroscience, with recognition that serving our health and well-being mission is only possible with inclusion at the heart.

### In 2023, The Office of DEI:

- Created the Brighttli Inclusion Statement
- Created the Brighttli DEI Strategic Plan
- Hosted 19 community trainings
- Provided 30 employee trainings
- Hosted five Brave and Safe Space sessions
- Added a language services coordinator to the team
- Launched a new translation service for clients, Language VRI
- Expanded DEI support to PFH
- Added DEI office hours for team members
- Launched a client demographic dashboard
- Launched DEI and LGBTQIA+ resource pages



Launched DEI & LGBTQIA+ resource pages



Hosted a total of **49 trainings** for the community & employees

# How We're Caring for Our Teams (continued)

## Talent Acquisition

The talent acquisition team includes a director and regional recruiters and talent acquisition specialists. Because of this team's hard work, Burrell received nearly 4,000 applications and PFH received more than 20,000 applications, with 800 new hires at Burrell and 1,300 new hires at PFH.



**800 new hires**  
at Burrell Behavioral Health

**1,300 new hires**  
at Preferred Family Healthcare

## Total Rewards

New for FY23 was a total compensation scorecard for team members to allow them to quickly see their total rewards, including compensation, benefits and incentives.

## Keeping Employees Informed

We know from employee feedback that you can never have too much communication when it comes to organization news, updates, vision and plans. To help our employees stay informed, the Marketing and Communications team sends weekly emails highlighting events, news, and coming changes, as well as new employees, work anniversaries and team member shout outs. This team also works with regional presidents to host monthly Zoom calls, titled All Systems Go. During All Systems Go, employees get to hear news and updates from their regional presidents and other organization leaders, as well as have their questions answered during a Q&A period at the end of each call. And back by popular demand, Brightli CEO C.J. Davis leads a zoom call, Brightli Systems Go, for all employees under the Brightli umbrella once a quarter. Similar to the regional calls, this is an opportunity for all employees to hear about the mission and vision of Brightli and have their questions answered in real time.



# How We're Caring for Our Teams (continued)

## Be Well at Brightli

Be Well at Brightli is a system support that offers mental health experiences for Burrell, PFH and SEMO employees. These experiences are rooted in self-care, connection and evidence-based practices to help employees reduce and manage stress, and ensure they're taking time to care for their health and wellness throughout the daily challenges of life. Let's Be Well together!

## Training & Development

Brightli Human Resources created the Training & Development (T&D) team to develop T&D strategies and oversee T&D initiatives for Brightli. A Training Needs Survey was sent to all staff within Burrell and PFH. T&D is using the results to develop training programs and resources to address the skills and competencies Burrell and PFH employees want and need the most.

## Clinical Education & Supervision

The Brightli Clinical Education & Supervision Department oversees the continuing education, growth, and professional development of our system's clinical providers. This includes end-to-end coordination, hosting, and support for a monthly speaker series and other educational opportunities for attaining continuing education credits required for professional licensure; oversight, coordination, and support of clinical supervision for student trainees from a vast array of disciplines and degree programs, pre-doctoral psychology interns, provisionally licensed providers, and individuals pursuing BCBA internships throughout the system; and other special training events.

In addition, Burrell is proud to collaborate with Missouri State University (MSU) on a Doctor of Psychology (Psy.D) program in Springfield, Missouri. Several Brightli leaders currently serve alongside MSU Psychology Department faculty as part of the Collaboration Advisory Board, which steers high-level aspects of the partnership related to the program. As part of the Psy.D program, Burrell provides the clinical opportunities and training support for Psy.D students throughout their four years of seated coursework and practicum experiences. Students participate in a minimum of five practicum rotations in Burrell facilities in addition to other on-site opportunities, and Burrell staff serve as part-time faculty for the program.





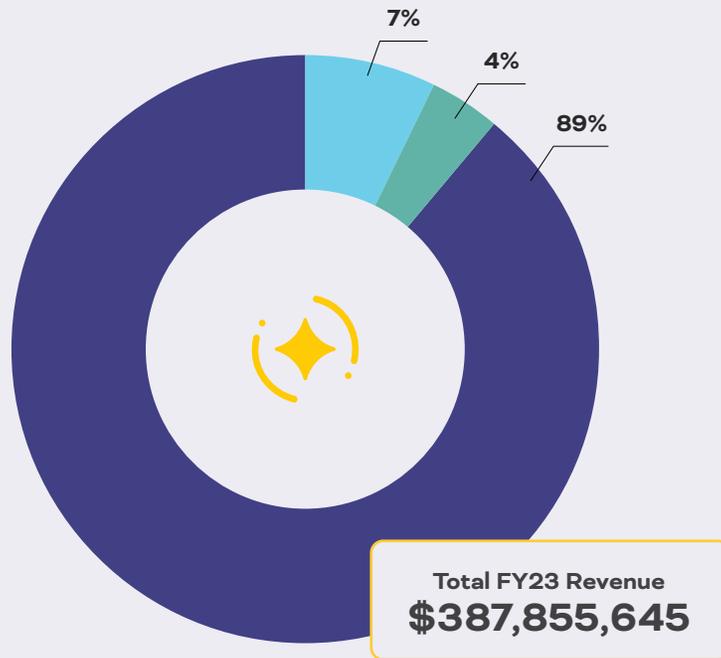
# Igniting Brighter Sustainability

# How We're Ensuring Our Future

We take pride in our sound business decisions and financial expertise, which allow us to protect our financial stability. This stability is directly tied to our ability to fulfill our mission and serve our clients and communities.

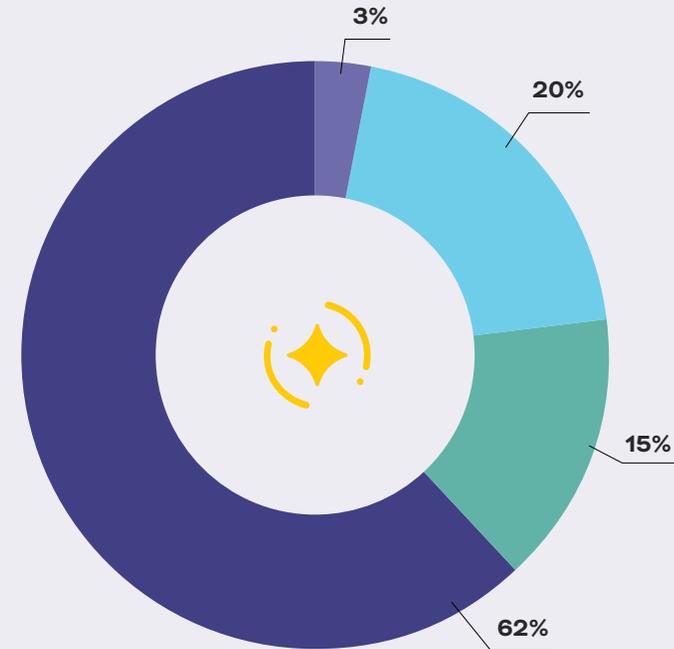
## Financial Statement of Activities

July 1, 2022 – June 30, 2023



### Revenue

- Net Client Service Revenue
- Rent & Other
- Grant & Contribution Revenue



### Expenses

- Salaries & Wages
- Supplies, Purchased Services & Professional Fees, & Other
- Rent, Building, Depreciation & Interest
- Employee Benefits

\*Excludes SEMO. SEMO data will be included in the next Annual Report.



# Igniting Brighter Communities

# How We're Engaging with Our Communities

We believe that community engagement is at the heart of our mission to promote mental health and well-being. For Burrell, PFH, and SEMO, this commitment goes beyond providing direct care to clients. It means actively participating in our communities and leveraging resources to create greater awareness around mental health issues, while fostering a culture of overall health education. Through strategic sponsorships and events, curated experiences and community involvement, these teams are able to give back and make a meaningful impact in the lives of those who need it the most. By promoting conversations around the tough issues surrounding mental health and overall health disparities, we are proud to be a driving force of change in our communities.

## A.R.T.C.®

PFH's Achieving Resiliency, Responsibility & Recovery Through Creativity (A.R.T.C.®) program combines prevention education and treatment by using client-chosen creative strategies, such as visual arts and music. A.R.T.C.® provides creative opportunities for all clients in substance use recovery services and behavioral healthcare programs through groups, individualized treatment plans, and community events showcasing client talents. This program is then brought to our communities by showcasing client artwork in public spaces, such as community events and art fairs.



# How We're Engaging with Our Communities

(continued)

## Sponsorships & Events

PFH and Burrell are both passionate about giving back to their communities. We believe that by supporting those who are doing meaningful work, we can amplify the impact of our collective efforts and make a real difference. We are grateful for the opportunity to support the important work of other community agencies and look forward to continuing to do so in the future. In FY23, Burrell provided more than 90 sponsorships and PFH provided more than 110 sponsorships and donations.



**90+ sponsorships**

provided by Burrell Behavioral Health in FY23

**110+ sponsorships**

and donations provided by Preferred Family Healthcare in FY23

## Prevention

PFH and Burrell, through Comprehensive Mental Health Services, both operate prevention teams. These prevention teams are part of the Missouri's Division of Behavioral Health's prevention initiative. The goals of the prevention teams are to reduce alcohol, tobacco and other drug use among youth and adults within communities served, and to assist communities in developing and maintaining coalitions, tasks forces, and teams to combat substance use issues through prevention practices, programs, and policies. These teams work with youth, schools, and other agencies, as well as running special social media pages, to share information and tools to help prevent the use of drugs and alcohol.





# How We're Engaging with Our Communities

(continued)

## Be Well Initiatives

Through intentional self-care and connection, Burrell's Be Well Initiatives brings brain science to life to help our communities experience hope and healing. This includes experiences and resources for our communities through social media, private experiences and wellness engagements for team members under the Brightli umbrella, businesses and organizations, and the Be Well Community Movement, which installs Be Well Bells throughout our communities.

Be Well Bells ring in a new narrative about brain health. Designed by local artists and displayed at local businesses, the bells start conversations about brain health and feature QR codes that can connect viewers to immediate mental health resources. The Be Well Community Movement and the Be Well Bells aim to inspire hope for a better tomorrow. In FY23, the team added nine new bells, two of which celebrated the one-year anniversary of 988 and were painted collaboratively by Burrell staff and clients. These bells are displayed in Brightli's Central and Southwest Regions.

Be Well Initiatives also provides meaningful support to team members as well as participates in community events to help make brain health, self-care and overall wellness a part of everyday life, including an ongoing partnership with Springfield Cardinals.

# How We're Engaging with Our Communities (continued)



BE WELL ALSO PROVIDED



Estimated

**5,600 total**  
**Be Well Contacts**

(not including large-scale events)



**45% reduction**  
**in stress rating**

during Be Well experiences



**72 hours**  
**of brain**  
**health support**



**1,400 minutes**  
**of mindfulness**

practice in the community



**69K reach**

on [@burrellbewellcommunity](#)  
Instagram, an increase of 77%  
compared to FY22

investing in the Brightli team's  
wellbeing through Be Well  
segments, experiences,  
and wellness pop-up stations

# How We're Engaging with Our Communities (continued)



## Foundation

Promoting mental well-being and enriching lives in our communities is the mission of the Burrell Foundation. As the philanthropic arm of Burrell, the Foundation works to support the advancement of behavioral health and inspire hope in our communities through connection, advocacy and philanthropy. Provided below is a brief look at the work our Foundation completed in 2023.

For more details, see the Foundation's Impact Report at [burrellfoundation.org/report](https://burrellfoundation.org/report).

In 2024 the Burrell Foundation will be expanding to serve all organizations under Brightli and operating as the Brightli Foundation.

### FY23 HIGHLIGHTS



**\$42,050**  
in grants secured



**\$87,236**  
in monetary donations



**\$106,581**  
in in-kind donations



# BRIGHTLI



## Live Brightli

Live your brightest life by prioritizing your mental health.  
Learn how at [livebrightli.org](https://livebrightli.org).

## Partner Brightli

Interested in partnering or becoming a member of Brightli?  
Contact us at [info@livebrightli.org](mailto:info@livebrightli.org).

## Give Brightli

Give back to your community by investing in community mental health.  
Visit [burellfoundation.org](https://burellfoundation.org) to learn more and give.

[Livebrightli.org](https://livebrightli.org)

**Member Organizations:** [burrellcenter.com](https://burrellcenter.com) | [pfh.org](https://pfh.org) | [thecmhs.com](https://thecmhs.com) | [semobh.org](https://semobh.org) | [burrellfoundation.org](https://burrellfoundation.org)