

Spark hope.

2024 Annual Report
A year of creating hope.


BRIGHTLI



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Helping each of us live our brightest lives.

Meet Carol

I've struggled with mental health since I was a younger teenager. I was diagnosed with anxiety and depression in my late teens. When I first started getting treatment, I would never really tell them about the highs I would have. I only told them about the anxiety and depression. It wasn't until I was in my 20's that I was diagnosed as bipolar.

I would start medications but never followed up with or completed therapy and would eventually quit taking the meds when I thought I was doing better. I would then start drinking or using drugs, which would start a cycle of mania followed by depression. This was my life for many years. I eventually got into some legal trouble and landed in jail. I was tired of the ups and downs and decided when I got out of jail to check myself into an inpatient treatment facility followed by a sober living home.

From there I started seeing a therapist. I have a team of people that help me with my medications. I'm now living back home with my family and five children. I'm sober and healthy. Just being home with my family, happy and healthy, and seeing my kids happy and healthy is what keeps me going.

My advice to anyone struggling with mental illness would be that there is hope. You can get help and stick with a treatment plan. I want people to understand that mental health issues and addiction are not something that you choose. It's not something you can just get over and quit easily. It takes help from lots of other people.



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

“I want people to understand that **mental health issues and addiction are not something that you choose.**”

– Carol

Shine stronger. Shine brighter.

Stories and experiences like Carol’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. And just like with Carol, other times that ember struggles, at risk of being extinguished. This light is shaped by where we came from, our experiences, how we were raised, our culture, our personalities, and our DNA. That’s where Brightli comes in. Through our member organizations’ life-changing care, we create hope that helps all of our embers shine stronger.

That way, we can all live our brightest lives.



We create hope.



Common Purpose

We create hope.

- By helping hurting people heal.
- By providing relief from life's heaviest burdens.
- By lighting the path forward to help everyone live their brightest lives.

Vision

Triple zero vision.

Our vision is to transform, influence, and lead the future of care to achieve a world free from suicides, overdose deaths, health disparities, and stigma.

- **ZERO** suicides and overdose deaths
- **ZERO** health disparities
- **ZERO** stigma

Mission

Brightli's mission.

Our mission is to build healthy communities by providing seamless access to comprehensive, compassionate, and innovative care. Through this care, developed from advocacy, research, and partnerships, we empower individuals and transform lives.

Brightli Sparks.

The Brightli Sparks are our guiding principles.

Each one encourages us to spark a feeling or behavior within ourselves and within others.



Spark Hope.

Hope is the cornerstone of our work. In every interaction, we strive to be therapeutic and offer empathy, compassion, and guidance. By sparking hope, we inspire better health outcomes, stronger relationships, and a brighter future. The spark of hope ignites and fuels our four other sparks.

We create hope in every interaction.

- I look for ways to inspire hope for others in my daily work.
- I go above and beyond to serve my colleagues, clients and patients.
- I recognize hope is everything and embrace how my role provides hope for others.
- I cling to this purpose when days are difficult.



Spark Empathy.

Everyone deserves the highest quality care from compassionate professionals. That's why we treat our clients, patients, and colleagues with empathy, respect, kindness, and dignity. We are dedicated to providing a safe and judgment-free environment to make sure everyone feels valued and supported.

We recognize the hard things people experience and treat everyone with respect, kindness, dignity, and compassion.

- I am compassionate.
- I treat everyone with respect.
- I don't cast judgment.
- I contribute to an environment of belonging by creating physical and emotional safety for others.
- I ensure that everyone can receive quality and predictable care.



Spark Compassionate Conversations.

We confront challenges head-on, embracing open and honest communication. Disagreements can be productive if they are grounded in respect and willingness to learn. When we assume good intent, care for each other, and approach conversations with curiosity, we can navigate complex and difficult topics while maintaining strong relationships.

We talk about hard things from a place of caring and vulnerability.

- I am willing to engage in healthy conflict to find the best solution.
- I don't ignore problems.
- I don't shy away from difficult conversations.
- I assume good intent from others.
- I ask questions to understand differing viewpoints.
- I can make a point without making an enemy.
- I speak up for others when they can't speak for themselves.



Spark Tenacity.

We relentlessly seek new ways to improve our services and create positive experiences for clients, patients and colleagues. Learning is the foundation of innovation, so we actively seek feedback and new information to inform our decision-making. We seek to fail fast to use those opportunities to learn and grow and never rest from refining and improving.

We continuously seek to learn, improve, and pursue new ideas.

- I am flexible and willing to accommodate change.
- I seek continuous improvement through continuous feedback.
- I speak up when I have an idea or solution.
- I develop myself through ongoing learning and training.
- I take smart risks and embrace change.
- I seek opportunities to expand my knowledge and experiences.
- I use creativity and critical thinking to solve problems.



Spark Accountability.

We commit to taking ownership of our actions and decisions. We use our time and resources responsibly, we practice humility, and we don't blame others. Together, we hold ourselves to the highest standards of integrity and transparency. When we choose the next right thing, we create a place where everyone feels empowered to succeed.

We take accountability for our actions and always choose the next right thing.

- I use my time and resources wisely.
- I practice humility and don't blame others.
- I hold myself and others accountable.
- I practice integrity, responsibility, and transparency.

Because
we know
little sparks
can create
big blazes.



A note from our CEO.

Something I find truly incredible about Brightli is how we provide a calm and steady presence for everyone who comes through our member organizations' doors. As I shared during a recent all-hands virtual meeting with our team members, we can be a clear sky amidst the storms of life—whether those storms are heavy rains, high winds, tornadoes, drought, or any other challenge. We provide a calm place for hope and healing.

Our Brightli team has grown to more than 6,000 members, each person bringing unique experiences, knowledge, and talents to our work. While we all come from different paths, we are united by a shared commitment to our mission: building healthy communities by offering seamless access to compassionate care. This unity strengthens our ability to make a difference every day.

I'm immensely proud to celebrate Brightli's growth as we welcomed Places for People, Adult & Child Health, and Southeast Missouri Behavioral Health during this last year. Each of these organizations play a critical role in helping us achieve our mission. They bring incredibly talented people and much-needed services to our footprint, furthering our commitment to delivering care and support to those who need it most. Together, we are creating a model of collaboration that sets the standard for what's possible.

This spirit of collaboration also guided the launch of several key subcommittees this year — Culture, Client Experience, Innovation, and Strategy. These committees began their work in the second half of the fiscal year, taking a thoughtful approach to review critical areas, identify opportunities for improvement, and begin driving meaningful change. While their work is just beginning, the early progress they've made is setting the stage for a stronger, brighter future. I'm excited to see where their efforts lead us in the coming year.

Guiding us forward are our new common purpose, vision, mission, and guiding principles. These principles serve as beacons of light, shaping our decisions and strengthening our communities. They represent our aspiration to be the leading voice in our field—a voice that passionately advocates for the people we serve and the communities we support.

Just as we are committed to our clients, we are equally committed to ensuring our team members live their brightest lives. We continually seek feedback and strive to improve the employee experience and strengthen our culture. Brightli's culture is built by the passion and dedication of our team members, and I am grateful for the honest insights that help us learn and grow together. Our goal is to create an environment where every team member feels supported, valued, and empowered to thrive.

In an uncertain world, we strive to be a necessary good—a spark that ignites hope and brings light to dark places. A few sparks can start a fire that burns brightly, and I believe our future will be filled with light.

**Together, we are a bright light in a clear sky.
Together, we will shine.**

With gratitude,

A handwritten signature in black ink, appearing to read 'C.J. Davis'. The signature is fluid and cursive, with a large initial 'C' and 'D'.

Dr. C.J. Davis
CEO, Brightli

A note from our President.

As I reflect on my more than 40 years with Preferred Family Healthcare, I am filled with immense gratitude. When I started Preferred Family Healthcare in a converted barn outside of Kirksville, Missouri, I could never have imagined the incredible journey that lay ahead. From those early days, when I knew everyone on the team personally, to now being part of a thriving organization of more than 6,000 team members, the growth and impact of the work have been nothing short of extraordinary.

This year marks a particularly meaningful milestone, as I announce my decision to retire on Dec. 31, 2025. After more than 40 years of building, nurturing, and growing Preferred Family Healthcare into what it is today, the time has come to begin the process of transitioning my role as CEO to the next generation of leadership. This decision was not made lightly, but I am confident that the organization is well-positioned to continue flourishing as part of the Brightli system.

What inspires me most is the dedication and passion of each team member. While I may no longer know everyone personally, I see the hard work and commitment that goes into the important work we do. Together, the team is knocking down barriers to care, bringing peace of mind to those served, and helping people emerge stronger from life's challenges. These efforts make a profound difference in the lives of friends and neighbors, and I am deeply honored to have played a role in this mission.

Looking to the future, the journey will not always be easy. There will be valleys to navigate and Everest-sized peaks to conquer. Yet, I am confident that these challenges will be met together, setting an example for others to follow. The partnerships forged, the time devoted to making a positive difference, and the unique talents brought to this work will continue to drive Brightli forward.

With the right mix of ideals, experience, and determination, the mission of helping everyone live brighter lives will undoubtedly be achieved.

Over the next year, my focus will be on transitioning responsibilities to the Brightli Executive Leadership Team, while also devoting time to one of my greatest joys: connecting with as many team members as possible. Visiting service sites, hearing stories, and witnessing firsthand the incredible work being done every day will be a celebration of all that has been achieved and a testament to the bright future that lies ahead.

Words cannot fully capture my gratitude for this incredible journey or the deep love I have for Preferred Family Healthcare, Brightli, and the entire team. While I may be retiring, I will always remain connected to this organization and its mission. My plans for the future include spending more time with family, pursuing projects with our church, working on the farm, and enjoying my passions for hunting and fishing. But no matter where life takes me, Brightli will always hold a special place in my heart.

Thank you to all the team members who have made this organization what it is today. Together, something truly remarkable has been built, and the future holds great promise for all.

With heartfelt gratitude,



Mike Schwend
President, Brightli



BRIGHTLI

About us.

Brightli is on a mission to transform behavioral health care. A mission to enhance client care.

A mission to alleviate the financial strain on community mental health centers by pooling resources.

A mission to amplify advocacy efforts and expand access to mental health and substance use care in our communities.

And a mission to drive innovation in the behavioral health industry, ensuring it evolves to better meet the needs of those we serve, all while fulfilling our common purpose of creating hope for those who need it most.

We are accomplishing this through a collaborative parent company model. Under Brightli, multiple organizations work together to share resources, streamline systems, enhance recruitment and retention, increase access to specialized care, and meet the ever-growing demand for community health services.

Brands under Brightli include Adult & Child Health, Burrell Behavioral Health, Clarity Healthcare, Comprehensive Mental Health Services, Firefly Supported Living & Employment Services, Places for People, Preferred Family Healthcare, and Southeast Missouri Behavioral Health. While these organizations remain independent and are governed by their own boards of directors, they benefit immensely from the shared strength of this model.

Individually, these organizations could navigate the challenges of today's tumultuous healthcare landscape. But together, we can do so much more than survive—we can thrive. Guided by our common purpose of creating hope, we are answering the call of our communities at a time when they need us most.

By uniting our efforts, we are building brighter futures and creating a lasting impact for years to come.



Executive Leadership Team

C.J. Davis
Chief Executive Officer

Jennifer Gagnon
Chief Financial Officer

Stacey Hudson
Chief Human
Resources Officer

Dee King
Chief of Staff

Andrew Schwend
Chief Strategy Officer

Mike Schwend
President

Dr. Garima Singh
Chief Medical Officer

Tom Weber
Chief Administrative Officer
& Chief Operating Officer

Board of Directors

Robert "Butch" Berry
(Secretary & Treasurer)

Don Crosby

Tom Gaunt

Anthony Henderson

Dr. Hal Higdon

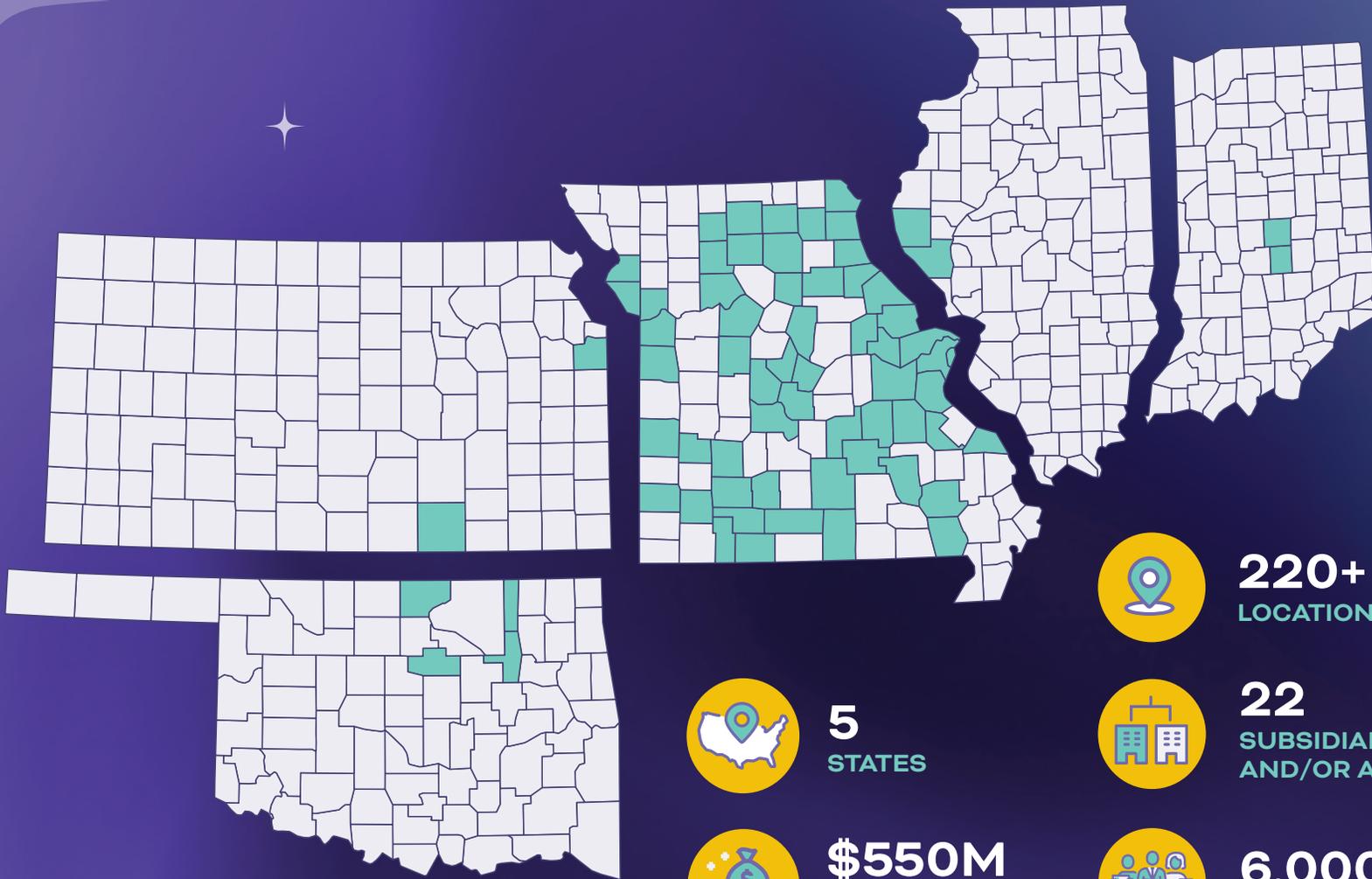
Sandy Kinsey

Dr. Nick Sanders
(Vice Chair)

Elphanie "Sissy" Swift

Paul Williams
(Chair)

Phyllis Wolfram



220+
LOCATIONS



5
STATES



22
SUBSIDIARIES
AND/OR AFFILIATES



\$550M
IN ANNUAL
REVENUE*



6,000+
EMPLOYEES

*Revenue includes all organizations under Brightli as of July 1, 2024

snapshot

Subsidiaries

Adult & Child Health

An integrated healthcare provider in Central Indiana that provides more than 15,000 clients with primary care, behavioral, child welfare and foster care services.

Learn more at adultandchild.org.

Services	Board of Directors
• Child Welfare Services	Cynthia Bone-Heithoff
• Community Support Services	Amber D. Clarke (Secretary)
• Crisis Intervention & Walk-In Services	Sue Collins
• Educational & Therapeutic Groups	James (Jim) Engmark
• Foster Care Services	Kevin Flood
• Individual Therapy & Counseling	Tom Gaunt (Chair)
• Primary Care Services	Joel Githiri (Treasurer)
• Psychiatric & Medication Management	Colleen Gore
	Leslie Kelly
	Bonnie Pribush
	Joe Villanueva (Vice Chair)

Burrell Behavioral Health

A growing community mental health center that connects with more than 40,000 clients across 18 counties in Missouri. **Learn more at burrellcenter.com.**

In the Kansas City, Missouri area, Burrell operates under the name Comprehensive Mental Health Services. **Learn more about these services at thecmhs.com.**

Services	Board of Directors
• 24/7 Crisis Intervention & Walk-In Services	Harry Chapin
• Autism Services	Steve Edwards
• Community Support Services	Alex Henson
• Diagnostic Testing & Evaluations	Dr. Hal Higdon (Secretary & Treasurer)
• Educational & Therapeutic Groups	Sandra Kinsey (Vice Chair)
• Individual Therapy & Counseling	Brooke O'Reilly
• Medication-Assisted Treatment	Toniann Richard
• Psychiatric & Medication Management	Dr. Nick Sanders (Chair)
• Residential Services	Krisi Schell
• Substance Use Recovery Services	Stacye Smith
• Telehealth Services	Weldon Webb
• Youth Services, Including School-Based	Paul Williams
• Specialty Services, Including Eating Disorders & ADHD	Phyllis Wolfram

Firefly Supported Living & Employment Services

A nonprofit that creates innovative and genuine opportunities for individuals with disabilities to participate fully in their communities and meaningfully engage as valued member. It also includes 2GetherTech, a technology solution for independent living for those with disabilities. **Learn more at fireflyservices.org.**

Services	Board of Directors
• Chafee Services (Support for young adults formerly in foster care)	Jay Benson
• Employment Services	Jim Bergman
• Health Home	Robert "Butch" Berry (Chair)
• Supported Living Services	Sharon Brown
	Don Crosby (Treasurer)
	Lisa Fairley (Vice Chair)
	Anthony Henderson (Secretary)
	Stan Melton
	Elphanie "Sissy" Swift



Places for People

A community mental health center in St. Louis that offers mental health and substance use recovery services for more than 3,100 clients. It also has a research arm, Illume: The Behavioral Health Center of Excellence. Illume is a collaborative model that promotes evidence-based practices in behavioral health and ensures they are accessible to all. **Learn more at placesforpeople.org.**

Services

- Community Support Services
- Educational & Therapeutic Groups
- Individual Therapy & Counseling
- Substance Use Recovery Services

Board of Directors

Paul Deal
(Secretary)

Chuck Franke

Fritz Gebhard

Sam Gladney

Thomas G. Granneman
(Treasurer)

Michelle Hennessy

Laurent Javois

Patrick McGinnis

Dr. Rajiv Patel
(Vice Chair)

Andrea Patton
(Chair)

Ellen Reed-Fox

Andrew J. Schmitz

Scott Wilton

Preferred Family Healthcare

A community-based health care organization that offers a range of services in nearly 100 locations in Missouri, Oklahoma, Kansas, and Illinois. PFH also includes Clarity Healthcare, a federally-qualified health center, housing companies, and Dayspring Community Services.

Learn more at pfh.org and clarity-healthcare.org.

Services

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

A nonprofit human services corporation that provides mental health services, substance use treatment and social services across 12 locations in the southeastern region of Missouri. **Learn more at semobh.org.**

Services

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





The why behind mission expansion.



Alone, centers are struggling.

Health centers and nonprofit organizations are facing rising costs, persistent workforce challenges, shrinking margins, and mounting competition from large-scale providers. To survive, we must adapt to a new normal by evolving our operations and business strategies to meet these challenges head-on.

Adapting requires innovation: the ability to keep pace with increasing demands and transform care delivery to meet clients' ever-changing needs. Innovation, however, demands resources, expertise, and the ability to take calculated risks. While individual organizations may navigate this shifting landscape on their own, working in close partnership with like-minded organizations offers a path to thrive.

Through Brightli's model, member organizations gain access to vast resources, deep expertise, and a safety net that fosters innovation. This collaborative model empowers organizations to make strategic decisions that ensure long-term sustainability and provide a renewed competitive edge.

Together, we can do more than survive.

Brightli is advocating for our member organizations' clients, our teams, and our communities to ensure personalized care remains a vital, long-term resource for future generations. By partnering with like-minded organizations, Brightli's parent company model provides the scale, expertise, and support necessary to not just survive but thrive in today's economic climate, and the economy of the future.

Collaboration and resource-sharing enable us to advance our missions, driving greater impact in our communities, across states, and throughout the nation. Together, we're building a stronger, more sustainable foundation for care, ensuring brighter futures for all those we serve.

American Society of Addiction Medicine Standards

Burrell Behavioral Health and Southeast Missouri Behavioral Health implemented American Society of Addiction Medicine (ASAM) standards through a collaborative effort involving many system support teams, such as Brightli Medical Group, Continuous Quality Improvement, IT, Finance and others. Implementation of ASAM allows Medicaid to reimburse residential treatment services for adults.

CCBHC Expansion

Two new states in the Brightli footprint joined the Certified Community Behavioral Health Clinic (CCBHC) program, Indiana and Illinois. By becoming CCBHCs, Adult & Child Health in Indiana and Clarity Healthcare (PFH) in Illinois can unlock critical resources to address the growing needs for mental health services in their respective states. With rich histories and commitments to making a difference, they can achieve even greater impacts through the CCBHC program.

Capital Projects

FY24 was a record year for Brightli in terms of capital projects. The Brightli Engineering Team oversaw renovation projects and new construction in every region. Brightli hosted seven groundbreakings on new construction and three ribbon cutting ceremonies on completed projects. In total, Brightli is building approximately 140,000 square feet of new space across our system and renovating approximately 160,000 square feet of existing space for smarter, more efficient use in the future.

Brightli FY24 highlights.



Glowing Bright with Firefly

Developmental disability and employment services were separated from Preferred Family Healthcare and Burrell Behavioral Health to create a new company: Firefly Supported Living & Employment Services. Letting Firefly soar on its own allows for more efficiencies with compliance, accreditation and operations. With the new company came an opportunity to create a new identity for these services. Our internal Marketing and Communications team created the Firefly brand that our team members and clients embraced and continue to enjoy.



Welcoming New System Members

Brightli welcomed in three new system members: Adult & Child Health based in Indianapolis, Indiana, Southeast Missouri Behavioral Health based in Farmington, Missouri, and on July 1, 2024, we welcome in Places for People in St. Louis, Missouri. With these new partners, the Brightli network shines brighter every day.



Regional highlights.



Regional Highlights

Brightli operates under a regional model.

This means organizations under the Brightli umbrella provide services and programs within six regions across four states: Greater Kansas City Region, Greater St. Louis Region, Indiana Region, North Central Region, Southeast Region and Southwest Region.

Regional Highlights

Greater St. Louis Region

Places for People

Places for People officially joined the Brightli system at the start of FY25 in July. We are thrilled to welcome their talented team and are eager to showcase their incredible work and impact in the 2025 Annual Report.



Preferred Family Healthcare

New Men's Residential Program

- Opened St. Charles men's residential facility in August 2023, adding 24 residential beds

Mission Expansion: Places for People

- St. Louis-based Places for People joined the Brightli system on July 1, 2024

Community Training and Events

- Teen Summit St. Charles County hosted 450 students to learn about substance user disorder and other mental health challenges
- Bridgeway Domestic Violence hosted its May the Force Be with You Annual 5k run/walk with more than 400 participants
- LIT Teen Summit, an inaugural event in St. Louis North County, hosted 150 students
 - "It was an important event because some people need help to make good choices, and we learned about how you can lead someone to be a great person. I believe I can do that now because of the things I learned. Thank you to Hazelwood West Middle for allowing me to attend."
 - LIT Teen Summit participant

Awards and Recognition

- ARTC/St. Charles Team of Concern was selected by Boys & Girls Clubs of St. Charles to receive the Children's Advocacy Award following Summer Camps hosted by PFH

Dunnica Sobering Center

- The Dunnica Sobering Support Center opened to walk-in clients and established a partnership with Mehlville Emergency Medical Services, whereby paramedics and EMTs are able to transport people directly to the Sobering Center

Crisis Services Mobile Unit

- A Crisis Mobile Unit will be on the road in FY25

Greater St. Louis Region

Territory

- Greater St. Louis

Companies in Region

- Preferred Family Healthcare
- Places for People (Effective July 1, 2024)
- Clarity Healthcare
- Firefly Supported Living & Employment Services

Services

- Outpatient Services
- Community Services
- Substance Use Disorder (SUD) Services
- Developmental Disability Services
- Employment Services
- Domestic Violence Services
- Primary Care
- Youth and Family Services

At a glance

Regional Highlights

Indiana Region

Adult & Child Health

Welcome Adult & Child Health

- Indianapolis-based Adult & Child Health joined the Brightli network March 1, 2024, taking the Brightli system into a fifth state
- Board chair Tom Gaunt joined the Brightli Board of Directors
- 15,000-plus clients served
- 27,500 safe nights for kids provided by foster care services
- Celebrated its 75th anniversary serving central Indiana

Certified Community Behavioral Health Clinic Designation

- Adult & Child Health received the incredible news of its Certified Community Behavioral Health Clinic (CCBHC) designation in June 2024, when Indiana joined the CCBHC program
- By becoming a CCBHC, Adult & Child Health unlocks critical resources to address the growing need for mental health services in Indianapolis. This includes crisis care, improved staff recruitment and retention thanks to sustainable funding, plus the ability to expand services
- CCBHC designation will allow Adult & Child Health to offer competitive, top-of-market wages, boosting a more attractive workplace for qualified providers. Adult & Child Health will make a greater impact on greater Indianapolis and central Indiana and add to rich history and commitment to making a difference

Crisis Services Unit

- The Crisis Services Unit in Indianapolis opened its doors and provides walk-in care to persons experiencing behavioral health crises

Events & Programs

- Launched the H.O.P.E Taskforce to promote mental health care practices among employees
- R.I.S.E Team crisis response to a tornado in Whiteland, Indiana
- Perry Township SHARE event for students
- Hosted youth mental health event (Summer Celebration)



Indiana Region

Territory

- Greater Indianapolis
- Central Indiana

Companies in Region

- Adult & Child Health

Services

- Outpatient Services
- Community Services
- Primary Services
- Child Welfare Services
- Foster Care Services

At a glance



Kansas City Region

Territory

- Greater Kansas City Area
- Kansas

Companies in Region

- Comprehensive Mental Health Services (Burrell Behavioral Health)
- Preferred Family Healthcare

Services

- Outpatient Services
- Psychiatry
- Crisis Services
- Community Services (Comprehensive Mental Health Services and Preferred Family Healthcare)
- Substance Use Disorder Services (Preferred Family Healthcare)
- Youth Outpatient Recovery Services
- Adult Residential Recovery Services
- School-based Services



At a glance

Kansas City Region

Comprehensive Mental Health Services

Access to Care

- 13% increase in unique individuals served compared to FY23

Behavioral Crisis Center

- 2,048 clients served
- 96% of clients accepted for treatment at the Behavioral Crisis Center (BCC) with an average length of stay of four hours
- 84% of the clients who received services at the BCC were stabilized
- 27% of the clients stated they would have gone to the emergency department/hospital if the BCC was not an option
- Began operating 24/7 in October 2023



13% increase
in unique individuals served
compared to FY23



38 people
secured permanent
housing via KC Housing
and Outreach program

School-Based Services

- Implemented school-based services in six districts. Team members are working in 60 schools and expect to be in 82 schools by the start of the 24-25 school year
- 1,166 youth enrolled in services, with 998 receiving therapy
- 50 staff members expected to rise to 66 by the start of the 24-25 school year
- 1,249 referrals received in the 2023-2024 school year

Housing Outreach

- The KC Housing and Outreach program made a significant impact on the eastern Jackson County community through outreach and engagement with the unsheltered population. The team had more than 1,600 interactions with unsheltered persons and was able to secure permanent housing for 38 people

First Responder Clinic and Pathway

- Dr. William Enochs established a clinic to first responders in April 2024 to ensure a smooth and private access to services within the medication clinic for responders in the KC region and from across Missouri
- 18 first responders have utilized the service

County Funding

- The Jackson County Children's Services Fund Board of Directors approved two years of funding for CMHS/Burrell Behavioral Health PUSH Prevention Program: \$600,000

Capital Improvement Projects

- William H. Kyles Clinic houses client access, outpatient, medication clinic, administrative services and crisis services, and Carol Roper Vaughan Clinic houses adult community support. These buildings underwent renovations to ensure better utilization of space and flow for clients accessing services

Community Engagement

- Held Accept Zero 5K run/walk is an annual event to raise money for suicide awareness and prevention. In 2024, 224 people took part in the event and raised \$19,000
- KC Region participated in 48 community events by providing resource tables and information regarding services

Crisis Response

- 4,544 follow up calls
- 188 mobile crisis responses
- 1,578 crisis calls
- 45 emergency room enhancement services
- KC Regions Crisis Teams were involved in the mobile crisis response following the shooting at the Kansas City Chiefs Super Bowl parade. Crisis staff worked with other mental health centers in to provide support for people who were involved and/or affected by the shooting

Community Behavioral Health Liaison Program

- 1,085 referrals from January to April 2024

Preferred Family Healthcare

County Funding

- The Jackson County Children's Services Fund Board of Directors approved two years of funding for Preferred Family Healthcare School-Based Step Up Program: \$685,000



North Central Region

Territory

- Mid Missouri
- Northern Missouri
- Western Illinois

Companies in Region

- Burrell Behavioral Health
- Preferred Family Healthcare
- Firefly Supported Living & Employment Services
- Clarity Healthcare

Services

- Outpatient Services
- Community Services
- Residential Care
- Substance Use Disorder Services (Burrell Behavioral Health and Preferred Family Healthcare)
- Developmental Disability Services (Firefly)
- Employment Services (Firefly)
- Primary, Dental and Youth Optometry (Clarity Healthcare)

At a glance

North Central Region

Burrell Behavioral Health

Expansion of Adult Community Support Services

- Increase in services by more than 26% from FY23
- Increase in staff members of 33% from FY23
- Added art therapy program

Missouri Valley College Partnership

- Providing mental health services to students on campus
- Scholarships for Burrell staff members to advance their educations
- Practicum experiences and internships across disciplines to train and develop behavioral health care professionals

Community Engagement

- Six "Question, Persuade and Refer" trainings provided to 130 people
- Be Well bell was presented at the 988 and Behavioral Health Crisis System Transformation Grantee National Conference
- Six Crisis Intervention Team trainings completed

Behavioral Crisis Center (BCC)

- More than 2,000 clients served at the Columbia Behavioral Crisis Center, a 100% increase from FY23
- Of the clients who checked in, more than 89% were stabilized at the BCC
- Estimated community cost savings of \$1.58M (because of diversion from hospital, jail and law enforcement agents' time)

Expansion of School-Based Services

- Behavioral health professionals went to work in four additional Columbia Public School buildings

- Two new school district partnerships (Tina-Avalon & Harrisburg)
- 15% increase in referrals from 2022–2023 school year
- 10% increase in clients served from 2022–2023 school year
- 3,886 trained school staff and students in 2023-2024 year, a 27% increase from previous school year

Youth Community Services

- YouthLink group implemented in Columbia
- 18% increase in Youth Community Services from FY23

Facilities

- New primary care co-location with community health center HCC Network in Carrollton
- Broke ground in Sedalia for a new clinic and behavioral crisis center

Grants

- Through the Opioid Prevention Strategies Grant, our team members trained 1,473 people on overdose prevention and naloxone distribution and distributed 1484 naloxone kits

Preferred Family Healthcare

Behavioral Crisis Center (BCC)

- Kirksville BCC opened and hosted a ribbon cutting in November 2023. Staff members were honored for supporting Northeast Missouri (NEMO) Crisis Intervention Team (CIT)

Facilities

- Broke ground on Preferred Family Healthcare facilities in Kirksville, Missouri and Trenton, Missouri

Clarity Healthcare

Certified Community Behavioral Health Clinic Designation

- Clarity Healthcare received the incredible news of its Certified Community Behavioral Health Clinic (CCBHC) designation when Illinois was selected for the CCBHC program

School-Based Services

- Opened SCHOLAR Clinic in partnership with Columbia Public Schools providing primary care and optometry services to students
- Approved for Vaccines for Children program site, providing free vaccines to uninsured and underinsured kids
- Vision and hearing screenings for Moberly and Cairo school districts
- 2,100 students were screened for vision and hearing for the 2023-2024 school year across the North Central Region

Facilities

- Broke ground on Clarity Healthcare facilities in Hannibal, Missouri, and in Pittsfield, Illinois

Grants

- Served 325 students through the Thriving Minds grant in IL for behavioral health and substance use treatment and prevention



2,000 clients
served at the Columbia
Behavioral Crisis Center



Southwest Region

Territory

- Southwest Missouri
- Northern Oklahoma

Companies in Region

- Burrell Behavioral Health
- Preferred Family Healthcare
- Firefly Supported Living & Employment Services

Services

- Outpatient Services
- Community Services
- Substance Use Disorder Services (Burrell Behavioral Health and Preferred Family Health Care)
- Residential Services
- Autism Services
- Eating Disorder Services (Burrell Behavioral Health)
- Developmental Disability Services
- Employment Services (Firefly)
- Primary Care
- Dental Care (partnership with Fordland Clinic)



At a glance

Regional Highlights

Southwest Region

Burrell Behavioral Health

Client care providers in the Southwest Region saw more than 27,800 different clients from July 1, 2023 – June 30, 2024, a 4% increase from the same period just two years prior.

Adult Community Service

- 4.5% increase from prior year, with 1,232 clients enrolled
- Psychosocial rehabilitation client contacts increased by 15.5% from prior year
- Burrell housed 15 high barrier/chronically unsheltered persons
- The PATH team made approximately 2,500 contacts with unsheltered persons on the streets

Outpatient Services

- Solution Focused Brief Therapy (SFBT) established to immediate access to short-term therapy to help clients feel better faster and go on to successful discharges from the program
- Children's Day Treatment visit counts increased 18.7%
- Started an eye movement desensitization and reprocessing (EMDR) Prep Group to bridge services while clients wait for an available EMDR provider
- Group service line increasing group offerings to 45-60 spots available at any given time, averaging 249 clients per month in group services
- 59 new clients accepted into Dialectical Behavior Therapy program



15 people
considered high barrier/
chronically unsheltered
were housed by BBH

RecoverED Eating Disorder Services

- RecoverED staff members have been sought to give presentations to the Greene County Juvenile Office, Cox Medical Center North, and Drury University
- In March 2024, RecoverED launched the only virtual intensive outpatient treatment program in the state that accepts Medicaid. The in-person adolescent and adult IOPs continue as the only programs in Missouri that offer eating disorder services at an IOP level of care that accept Medicaid
- RecoverED Eating Disorder Services was recognized as a Center of Excellence by Missouri Gov. Mike Parson in February 2024
- 136 clients engaged in the RecoverED Eating Disorder Services, with 151 referrals during FY24
- As a member of the MO ED Council (MOEDC), RecoverED Program Coordinator Stephanie Robbins has been working on a project to reclassify eating disorders as a serious mental illness (SMI). The MOEDC met with the Missouri Department of Mental Health twice and is working on a pilot program for this reclassification by under state guidelines

School-Based Services

- Served more than 7,300 clients, with more than 3,000 clients currently enrolled in services — a 23% increase in client contacts from the previous year
- Burrell team members began serving student in Springfield Public Schools' Launch online learning program
- Trainers have been serving the state with the National Association of School Psychologists Crisis preparation training

Youth Community Services

- Team members served more than 750 clients in FY24, with more than 400 clients currently enrolled in services
- Youth Community providers were moved into geographic zones in the Greene and Christian counties to better utilize provider time and resources in the spring of 2024
- In April 2024, Burrell officially launched a partnership with the Ozarks Regional YMCA serving after school and summer programming for youth



Regional Highlights

Southwest Region

Autism Services

- The Burrell Autism Center expanded into a second location, allowing for enhanced services for adolescent and adult-age clients, which addresses a regional, statewide and national gap in service availability. A community ribbon cutting in collaboration with the Springfield Chamber of Commerce featured a speech from Springfield's Mayor Ken McClure in April 2024
- Burrell Autism Center completed its 15th year of operation within FY24
- A total visit count of more than 14,000 in FY24 represents a 20.9% increase in services compared to FY23. The increase follows a 39.86% increase in FY23 compared to FY22
- Burrell's Autism Center Director Seth Allen continues to serve on the governor-appointed MO Autism Commission, is a member of the MOADD Advisory Council, and gets statewide exposure for Burrell services as an ECHO Autism Hub Team member as a content expert for Autism services

Youth Residential

- Milano House provided residential services to 20 young people in FY24 with a 90% successful discharge rate
- Construction started for a new youth campus to double Milano House's residential capacity and add intensive outpatient and partial hospitalization levels of care



15th year

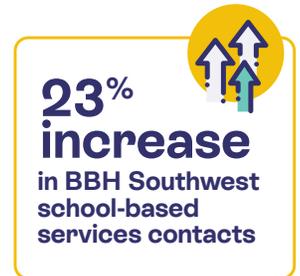
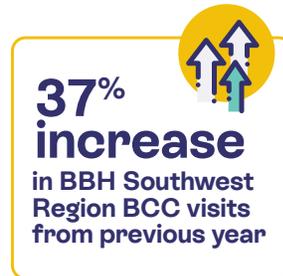
of operation for BBH Southwest Region's Autism Center in FY24

Behavioral Crisis Center

- Monthly visits increased 37% compared to prior year
- Admissions during evening and overnight hours increased 210%
- Law enforcement referrals have increased 700%, making up 5% of the total referrals to the Behavioral Crisis Center
- Hospital referrals have increased from less than 1% of total referrals to 14%
- An average of 85% of clients are stabilized and only 4-7% are escalated to a higher level of care each month
- Construction started for a Youth Behavioral Crisis Center as part of a youth campus in northern Springfield

Collaborating with Missouri State University

- Burrell is proud to collaborate with Missouri State University (MSU) on a Doctor of Psychology (Psy.D) program in Springfield, Missouri. Several Brightli leaders 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.



Preferred Family Healthcare

Kicked off HALO, a five-year, \$4 million-dollar grant. HALO is a program to assist children and their families in establishing connections, healing from trauma and parenting children with trauma. HALO expanded its care offering to teens in the fall of 2024, and partners with CENTENE and the Oklahoma Department of Human Services to use the program for strengthening child placements and permanency.

Regional Highlights

SEMO Region

Southeast Missouri Behavioral Health

Welcome Southeast Missouri Behavioral Health

Southeast Missouri Behavioral Health (SEMO) joined the Brightli network in FY24. Based in Farmington, SEMO provides behavioral health care to communities throughout southeastern Missouri. The company celebrated the 50th anniversary of Southeast Missouri Behavioral Health in November 2024.

Client growth

- 18% increase in outpatient services compared to prior year
- Preparing to increase residential substance use disorder treatment capacity from 48 beds to 75
- In the residential program, 95% of clients agree/strongly agreed with the statement "I am satisfied with the services I received while in treatment."

Employee growth

- Made 88 new hires in FY24, with 2,161 applications for employment received

Community Engagement

- Inaugural SEMO Golf Tournament Raised \$10,000 for Hope Center in Farmington in October 2023
- Clif Johnson and Dan Adams presented at the 2024 Missouri Department of Mental Health Spring Training Institute on American Society of Addiction Medicine (ASAM)
- SEMO professionals took part in the Community Wellness Fair in Poplar Bluff, the Recovery Resource Showcase in Sikeston, the annual Health and Resource Expo in Park Hills and several job fairs across southeastern Missouri

New Initiatives

- Trauma Informed Care Committee established
- Zero Suicide Committee established
- Coordination with the Mission in Rolla, Missouri, as part of a grant to provide services to serve unsheltered persons with substance use disorders
- Memorandum for Record from the Department of the Army received on behalf of Gregg McBride, Community Behavioral Health Liaison for his efforts in developing Crisis Intervention Team training at the U.S. Army Military Police School at Fort Leonard Wood



SEMO Region

Territory

- Southeast Missouri

Company in Region

- Southeast Missouri Behavioral Health

Services

- Outpatient Services
- Community Services
- Substance Use Disorder Services
- Employment Services

At a glance



Program and subsidiary highlights.

Program Highlights

Brightli Medical Group

Medical Expertise and Provider Alignment

Medical professionals play the key role in any continuum of health care, and our member organizations' medical professionals have the support of the Brightli Medical Group (BMG). BMG supports the medical providers who offer integrated health services for the organizations under Brightli, including psychiatry, medication-assisted treatment for addictions, crisis stabilization, primary care, home health care, pharmacy, integrated health and an array of specialty care. The medical team within our member organizations provide integrated services including psychiatry, medication-assisted treatment for addictions, crisis stabilization, primary care, home health care, pharmacy, integrated health and an array of specialty care through our member organizations. Our member organizations' physicians, nurse practitioners and physician's assistants prescribe live-changing medications for mental illness, general health, wellness and life-saving doses of buprenorphine to treat opioid-use disorder. Nurses and integrated mental health professionals supplement our member organizations' outpatient services, provide compassionate care in clinical settings, integrate with partner organizations for on-site mental health consultations and engage with clients in their homes. The integrated pharmacy teams offer patient consultation, education and convenient access to medications in member organizations' clinic locations, by delivery or by mail.

BMG provides significant benefits to our member organizations' medical professionals, offering opportunities for collaboration and knowledge sharing with a broader community of team members. They have access to monthly didactics, peer support, and the chance to contribute to and learn from a vast team of experts. This collaborative environment enriches the professional experience and strengthens the quality of care our member organizations provide.

Brightli Medical Group is one of the largest provider teams among community mental health and community health centers in the United States with 330 employees, including 110 medical providers.

In FY24, this growing team:

- Provided more than 92,000 psychiatry services
- Maintained a 95% medical provider retention rate
- Piloted a same-day virtual clinic for patients who are out of medications, were recently released from the hospital or missed a recent appointment
- Provided more than 4,500 medical crisis stabilization services
- Provided more than 7,500 addiction medicine services
- Implemented American Society of Addiction Medicine (ASAM) standards for addiction medicine services across the Brightli system
- Provided training to more than 100 medical students on rotations
- Provided more than 4,200 home health care service visits



4,500+
Medical crisis stabilization services provided



Program Highlights

Crisis Services

“Care for Anyone, Anywhere, at Any Time”

You can't plan a crisis. That's why crisis care is incredibly important. Crisis care is provided through behavioral crisis centers, mobile crisis teams and crisis phone lines.

Behavioral Crisis Centers

Immediate access to behavioral health care is critical to saving lives. Throughout the Brightlī system, member organizations operate walk-in behavioral crisis centers and units. In FY24, Burrell Behavioral Health broke ground on Missouri's first youth behavioral crisis center, which is expected to open in Springfield in 2025.

Adult & Child Health

- Crisis Services Unit, Indianapolis, Indiana

Burrell Behavioral Health Crisis Centers

- Adult Behavioral Crisis Center, Springfield, Missouri
- Coming Soon: Youth Behavioral Crisis Center, Springfield, Missouri (under construction)
- Adult Behavioral Crisis Center, Columbia, Missouri
- Coming Soon: Adult Behavioral Crisis Center, Sedalia, Missouri (under construction)
- Adult Behavioral Crisis Center, Independence, Missouri (operated under Comprehensive Mental Health Service)

Preferred Family Healthcare Crisis Centers

- Adult Behavioral Health Crisis Center, Kirksville, Missouri
- Dunnica Sobering Support Center in St. Louis, Missouri

You

Crisis Phone Services & Mobile Crisis Units

In southwest and in central Missouri, Burrell's Crisis Team answered more than 7,300 calls to the 988 crisis line and answered approximately 14,000 calls to the Burrell 24/7 crisis help line. Burrell's 988 center fields all calls made to the national 988 crisis line in southwest and central Missouri and maintains an answer rate higher than 94%. The Burrell center's average seconds to answer time is less than 10 seconds. The Crisis Team consists of Crisis Specialists, Mobile Crisis Specialist and Mobile Certified Peer Specialists. Nine co-responder teams across Missouri work with law enforcement agents to respond to calls where behavioral health services are needed in lieu of criminal investigation or emergency service. The mobile crisis team responded to 125 calls and the co-responders handled 995 calls. These teams can respond to all counties Burrell serves in southwest and central Missouri and the Kansas City metro area.



BBH Crisis Team answered 7,300+ calls to the 988 crisis line



BBH center's average pick-up time for crisis calls is less than 10 seconds

Substance Use Disorders Services

Communities across the Brightli service area continue to fight the opioid crisis. According to the U.S. Centers for Disease Control and Prevention, overdose deaths involving opioids increased by more than eight times over the last 20 years.

Burrell Behavioral Health and Preferred Family Healthcare are fighting back by providing overdose education and Narcan distribution, recovery education, as well as support and treatment services to people in need.

Our philosophy and approach are to deliver individualized services that support each person's unique recovery efforts.

Preferred Family Healthcare 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. Preferred Family Healthcare has two women's and children's programs that allow mothers to bring children under the age of 12 with them into residential treatment. Preferred Family Healthcare 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.

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 behavioral crisis centers that offer immediate care for those in substance-use crisis.

Southeast Missouri Behavioral Health offers integrated treatment for co-occurring disorders and is a leader in medication assisted treatment, connecting clients with physicians in person or with telehealth services. SEMO follows American Society of Addiction Medicine (ASAM) guidelines and provides outpatient, intensive outpatient, partial hospitalization and residential levels of care.

Places for People offers evidence-based therapy for substance use disorders on an outpatient basis for adults 18 and older. Services are tailored to each client's individualized treatment plan.

Adult & Child Health offers treatment for persons with addictions and co-occurring disorders. Outpatient treatment may include individual therapy, group therapy, peer recovery and case management.

Facilities across the Brightli system are equipped with naloxone (commonly referred to by the brand name Narcan), which is a potentially lifesaving medication designed to reverse the effects of an opioid overdose in minutes.

can't plan a crisis

Subsidiary Highlights

Clarity Healthcare

Primary Care & Dental Services

Clarity Healthcare operates 20 clinics in Missouri and Illinois, plus three mobile clinics and two school-based clinics. Clarity also provides psychiatry, outpatient mental health services, pharmacy, addiction medicine and employment services. Clarity clinics serve more than 10,000 clients each year with approximately 43,000 patient encounters.

- 2,000 primary care patients receiving more than 8,100 medical services
- 2,800 dental patients receiving more than 11,000 dental services
- 5,000 behavioral health patients receiving more than 20,600 behavioral health services
- Recruitment of pediatric nurse practitioner and optometrist for Scholar Clinic at Columbia Public Schools
- Recruitment of dental team for new dental clinic (Columbia)
- Transition of Burrell Pharmacy to Clarity (Columbia)
- Expansion of Clarity Clinic in St. Louis completed July 1, 2024
- New location in Pittsfield, Illinois opened in January 2024
- United Way of Adams County, Illinois named Clarity Healthcare its 2024 Business Hero of the Year

Subsidiary Highlights

Firefly

Flying High with Firefly

Developmental disability and employment services were separated out from Preferred Family Healthcare and Burrell Behavioral Health to create a new company: Firefly Supported Living and Employment Services. Firefly was established in January 2024, but the organization's roots, history and depth of experience go back decades. By standing on its own, Firefly is more efficient with compliance, accreditation and operations. With the new company came an opportunity to create a new identity for developmental disability and employment services. Brightli's Marketing and Communications team created the Firefly brand in house, and Firefly's team members and clients embraced it. Dream big, live with purpose and fly high with Firefly.

Supported Living & Employment Services

- Became a provider of Benefits Planning for the Missouri Department of Mental Health. Understanding the complexity between work and benefits is complex and the benefits planning service helps Firefly clients understand benefits.
- Re-established Vocational Rehabilitation Employment Services in Cape Girardeau
- Provided summer work experience to 31% of the vocational rehab clients
- Individual Placement and Support (IPS) Fidelity reviews were all Exemplary in FY24
- Relocated its Desloge employment office to Farmington to co-locate with Southeast Missouri Behavioral Health
- A new office opened in Perryville, Missouri



Farm to Able Program

- Food Service Training students now enjoy 30 hours of community integration and instruction outside of the Firefly SLES kitchen through partnerships built with Springfield food-sourcing nonprofit organizations, supported by an on-site coach
- Food Service Training students learn community food-sourcing practices, and they perform volunteer work at farming partners and food banks
- Farm to Able allows students to see how produce grows from seed to harvest

Individual Placement and Support (IPS) Employment Program

- Burrell Behavioral Health in Springfield received the 2024 Outstanding Performer for Supported Employment and Support
- Firefly consistently scores in the exemplary range of fidelity. The team was one of the first to qualify for an abbreviated fidelity review process, which is reserved for only the highest performing teams with low staff turnover rates. At the last review, Firefly received high marks for integration and collaboration with the treatment team, strong documentation and creative strategies or supporting people with career goals
- Annual employment rates have consistently been higher than Missouri and national averages. The Firefly employment program embodies the spirit of "Employment is Recovery"

Awards

Firefly CQI Business Partner Chris Davison received the Missouri Rehabilitation Association Lifetime Service Award. This award recognizes MRA members who are either currently working or who have retired from employment. The award honors long-term commitment to MRA and dedication to serving the needs of persons with disabilities.





Igniting brighter conversations.



How we're advocating for our clients and 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 Brightli's mission and challenges, and ultimately save lives. As a joint system and one of the largest community healthcare providers in the Midwest, Brightli is poised to be a leader in the public policy arena.

We are fortunate to have elected officials — from our city halls and county courthouses to Jefferson City to Washington D.C. — who understand and value the impact of mental health care. In FY24, Brightli engaged in dialogue with these leaders to educate them on our programs and needs and to show appreciation for their leadership.

With a series of groundbreaking and ribbon cutting ceremonies across Missouri, Brightli upheld its commitment to engage stakeholders at several levels. Throughout each of these engagements, team members throughout Brightli spent time educating and building relationships with elected officials, including the Greene County Commission, Missouri Lt. Gov. Mike Kehoe, Springfield City Council members, Missouri State Sen. Lincoln Hough and Sen. Curtis Trent, several 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**



Igniting brighter team member experiences.



How we're caring for our teams.

The services and healing change provided through our member organizations comes 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. People and Culture services are provided to these organizations through Brightli, which cares for team members in the following ways:

Celebrating our Teams with SPARK

Whether it's a personal accomplishment or a team success, we love celebrating our wins together. At Brightli, team member recognition and appreciation fall under the leadership of our SPARK engagement teams. SPARK stands for Staff Praise, Appreciation, Recognition and Kudos. SPARK Teams partner with the Human Resources team to coordinate different events, activities, and gifts for team members to show appreciation for everyone's work.





How we're caring for our teams.

Creating a Welcoming and Respectful Environment

At Brightli, we are dedicated to fostering an environment where every individual—whether an employee, client, or community member—feels valued, respected, and supported. Guided by our Brightli Sparks, we strive to:

- **Spark Hope** by creating spaces that inspire trust, safety, and optimism, offering compassion and guidance in every interaction.
- **Spark Empathy** by recognizing the hard things people experience and treating everyone with respect, kindness, dignity, and compassion.
- **Spark Compassionate Conversations** by approaching difficult topics with care and vulnerability, engaging in open and honest dialogue to find the best solutions.
- **Spark Tenacity** by continuously seeking to learn, improve, and adapt, taking smart risks and embracing change.
- **Spark Accountability** by taking ownership of our actions, practicing integrity, and always choosing the next right thing.

We believe that every individual deserves the opportunity to pursue a fulfilling career and receive competent care in a safe, informed, and welcoming environment. Our goal is to enhance the experience of every person, organization, and community we connect with, contributing to healthier and more vibrant communities.

Total Rewards

The Total Rewards team completed several key projects that have significantly enhanced the total rewards package for team members throughout the Brightli system, making it more comprehensive and competitive by industry standards. One of the major achievements was collaborating with our Human Resources Information System (HRIS) team to moving all staff to a single Workday tenant, streamlining operations. This transition included integration of Southeast Missouri Behavioral Health (SEMO) into the Workday system, enhancing cohesion and consistency across the organization. Additionally, we aligned total rewards policies, such as paid time off and holiday policies, worker's compensation processes, leave management, insurance benefits, and retirement plans. These efforts ensure clarity, fairness and uniformity in how benefits are managed and provided.

Furthermore, Brightli's Total Rewards team took on compensation projects, including market-based increases to ensure salaries remain competitive, as well as implementing bonus and merit programs to recognize and reward outstanding performance. By standardizing these aspects, Brightli provides team members with a robust total rewards package that supports their financial well-being, health and work-life balance.

These comprehensive initiatives demonstrate our commitment to making Brightli an exceptional place to work, ensuring that team members feel valued and supported in their roles. The improvements not only boost team member satisfaction but also reinforce Brightli's reputation as a great employer. We remain dedicated to continuously enhancing our total rewards offerings.

Talent Acquisition

The talent acquisition team includes a director, regional recruiters and talent acquisition specialists. Because of this team's hard work, Brightli's affiliates received more than 24,000 applications and welcomed more than 2,100 new hires.

Engagement Survey and Action Plans

Receiving feedback from team members, and making positive changes based on that information, is key to building culture and team member engagement. To do this, Brightli's Human Resources team leads an annual engagement survey process. Team members are asked to provide anonymous feedback on a variety of employment topics which drive engagement and satisfaction, such as learning and development, recognition, communication, tools and resources available and culture. The Human Resources team then works with Brightli's regional leaders to use this feedback to create action plans to address team members' concerns and implement their ideas.

Not only does this process work to increase team engagement, it leads to positive business outcomes that include staff member retention, improved safety, better client and patient care, and increased attendance and productivity. The FY24 engagement survey had an 80 percent participation rate with an overall satisfaction and favorability score of 73 percent.



Member organizations welcomed **2,100+ new hires** throughout the Brightli system



FY24 engagement survey had **80% participation**





How we're caring for our teams.

Be Well for Brightli Team Members

Be Well at Brightli is a system support that offers mental health experiences for all employees throughout the Brightli system. 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!

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 a weekly email highlighting events, news, and coming changes. This team also works with regional presidents to host monthly Teams 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. By popular demand, Brightli CEO C.J. Davis leads a Teams call, Brightli Systems Go, for all employees under the Brightli umbrella once a quarter. Similar to the regional calls, Brightli Systems Go is an opportunity for all employees to hear about the mission and vision of Brightli and have their questions answered in real time.

Learning and Development

Brightli Human Resources created the Learning and Development team by merging the organizational and clinical learning teams. The Learning and Development team gathered team members' feedback through surveys and focus groups and responded to that feedback by creating clinical onboarding training opportunities, hiring regional clinical and organizational learning partners, and rolling out ongoing monthly clinical and organizational learning opportunities for the staff. This includes a monthly Brightli Speaker Series and monthly clinical training sessions that regulatory boards require. In FY25, the Learning and Development team will launch a 12-month project working with all Brightli department leaders to develop a comprehensive training plan for each position in response to the employee engagement survey.

Clinical Supervision

The Learning and Development team oversees clinical supervision for Burrell and Preferred Family Healthcare. This includes coordination and support of clinical supervision for provisionally licensed providers, student trainees from an array of disciplines and degree programs, pre-doctoral psychology interns and persons pursuing board certified behavior analyst internships throughout the Brightli system. In FY25, the Learning and Development team will work with the other Brightli member organizations to align the licensure supervision processes.



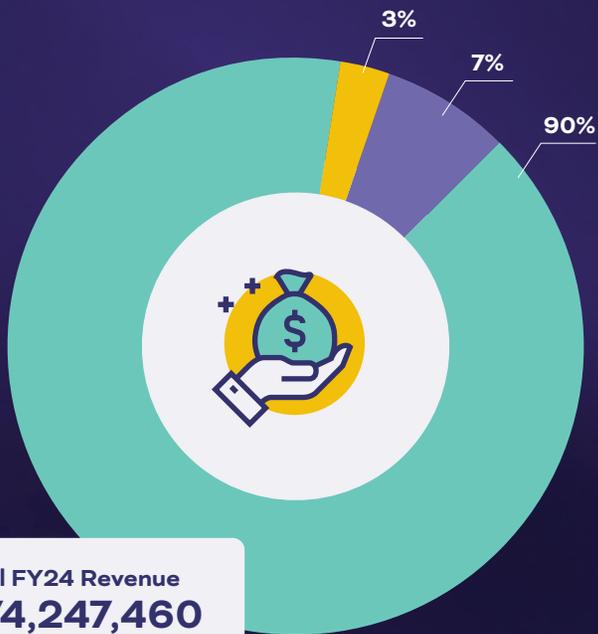
**Igniting brighter
sustainability.**

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.

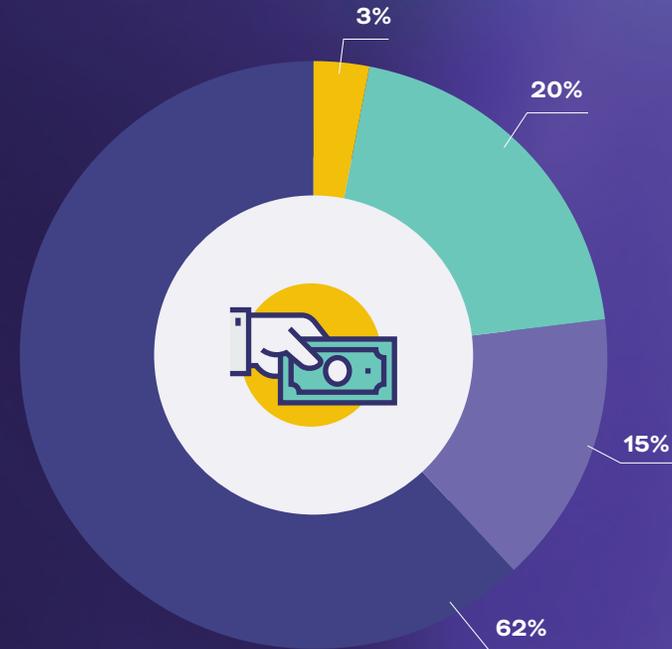
Financial Statement of Activities

July 1, 2023 – June 30, 2024*



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

*Financials do not include Places for People financial information. They also only include finance information for Adult & Child Health from 3/1/24 – 6/30/24. Complete financial information that includes Places for People and Adult & Child Health will be included in the FY25 annual report.



Igniting brighter communities.



How we're engaging with our communities.

We believe community engagement is at the heart of our mission to promote mental health and well-being. For Brightli's member organizations, this commitment goes beyond providing direct care to clients. Commitment means participating in our communities and using our resources to raise awareness around mental health and community health issues, while fostering a culture of overall health education. Through strategic sponsorships and events, curated experiences and community involvement, our teams give back and make a meaningful impact in the lives of people who need it the most. By promoting conversations about the tough issues surrounding mental health and overall health disparities, we are proud to be a driving force of change in our communities.

How we're engaging with our communities.

Sponsorships and Events

Brightlil's member organizations are passionate about giving back to their communities. We believe that by supporting people and organizations who are doing meaningful work, we can amplify the impact of our efforts and make real differences. We are grateful for the opportunity to support the important work of other community agencies and look forward to continuing to offer support in the future. In FY24, member organizations provided more than 200 sponsorships.

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 health care programs through groups, individualized treatment plans and community events showcasing clients' talents. We share the A.R.T.C.® program in our communities by displaying client artwork in public spaces, such as community events and art fairs.

Prevention

Preferred Family Healthcare, Burrell and Southeast Missouri Behavioral Health operate prevention teams. These prevention teams are part of the Missouri's Division of Behavioral Health's prevention initiative. Prevention teams aim to reduce alcohol, tobacco and other drug use among youth and adults. The prevention teams assist communities in developing and maintaining coalitions, task forces and teams to combat substance use issues through prevention practices, programs and policies. These prevention teams work with youth, educators and other public and private agencies. They also run special social media pages to share information and tools to help prevent the use of drugs and alcohol.



 **200+**
sponsorships provided by
member organizations





CALL OR TEXT 988

CALL OR TEXT 988
i love you

IF YOU OR SOMEONE YOU KNOW EXPERIENCING A CRISIS, CALL, OR TEXT 988!

THERE IS HOPE

you are SAFE

if you need support...

CALL 988

you are ENOUGH

How we're engaging with our communities.

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 available through social media, private experiences and wellness engagements for team members under the Brightli umbrella, businesses and organizations. Be Well Bells are installed throughout our communities as part of the Be Well movement.

Be Well Bells ring in a new narrative about brain health. Each bell is designed and decorated with a partner agency. The bells start conversations about brain health and feature QR codes viewers use to immediately access mental health resources from Brightli agencies.

The Be Well Community Movement added nine new bells in FY24, 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 also provides meaningful support to Brightli team members. Be Well participates in community events to help make brain health, self-care and overall wellness a part of everyday life, including an ongoing partnership with Minor League Baseball's Springfield Cardinals.





Estimated
5,600+
**Be Well
Contacts**

(not including large-scale events)



69,000
reach

on Be Well's
Instagram, an
increase of
77% compared
to FY22



1,400
minutes

of mindfulness
practiced in
the community



72 hours
**of brain
health
support**

invested in the
Brightli team
through Be
Well initiatives



45%
reduction

in stress
ratings during
Be Well
experiences

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How we're engaging with our communities.

Brightli Foundation

The Brightli Foundation's mission is to support Brightli's member organizations in their effort to increase access to high quality community-based health care across the Midwest. We believe that by finding innovative ways to bridge the gap to care created by financial constraints, we can help more people live their brightest lives in our communities. Provided below is a brief look at the work the Brightli Foundation completed in FY24:

- **Grants Secured: \$16,776**
- **Monetary Donations: \$68,470**
with \$16,811 in Brightli Gives donations
- **In-kind Donation Values: \$254,000**

In 2024, the Burrell Foundation became the Brightli Foundation, allowing for expanded financial support to Brightli's member organizations. The foundation raises funding per organization and across all six of Brightli's regions, ensuring that when money is donated, it stays in the same community.

Learn more about the Brightli Foundation, how funds are used and how you can get involved at brightlifoundation.org.





Live Brightli

Live your brightest life by prioritizing your mental health. Learn how at livebrightli.org.

Partner Brightli

Interested in partnering or becoming a member of Brightli? Contact us at info@livebrightli.org.

Give Brightli

Give back to your community by investing in community mental health. Visit brightlifoundation.org to learn more and give.

Livebrightli.org

adultandchild.org | brightlifoundation.org | burrellcenter.com | clarity-healthcare.org | fireflyservices.org | placesforpeople.org | pfh.org | semobh.org | thecmhs.com

