



BURRELL[®]
BEHAVIORAL HEALTH

2020 ANNUAL REPORT

43 Years of Inspiring Courage,
Healing, Connection & Hope





OUR MISSION

To form meaningful connections and inspire hope in our community through individualized and accessible care, quality practices, and collaborative partnerships.

OUR VALUES

Accessibility | Excellence | Integrity | Compassion

WELCOMING, SERVING, AND CELEBRATING ALL, ALL YEAR LONG

Burrell Behavioral Health is dedicated to serving all people, all year long. 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 BUSINESS OF SAVING LIVES



A Note from our President & CEO

I often tell our staff that we are “in the business of saving lives.” It’s my hope that this simple reminder is something we can keep constantly at the front of our minds as we go about our day-to-day work of providing the highest quality behavioral health and addiction recovery services in our region. It has been a particularly important reminder this year as Burrell responded to the effects of the COVID-19 pandemic.

I am incredibly proud of the response across our system, as in a matter of weeks we moved up to 90 percent of our services to virtual and telephonic platforms and transitioned some 60 percent of our workforce to work from home. We also started a daily, virtual self-care and connection opportunity for our staff and community members, the Be Well Community, which has become a pillar of our system-wide philosophy of trauma-informed care, connection and inclusion.

Because of these efforts, we’ve been able to serve more clients than before the pandemic, drastically reducing no-shows and eliminating traditional barriers to care like transportation and privacy concerns. These results were possible because of support from the Missouri Department of Mental Health and our community and state leaders, but mostly because of the passion and resiliency of the Burrell team. I’m so proud of our more than 1,700 employees, who truly are on the front lines of essential healthcare workers for our communities.

Dr. C.J. Davis
President & CEO

COMMITMENT TO COMMUNITY



A Note from our Board Chair

As Chief of Police in Springfield, Missouri’s third largest city, I have a unique vantage point when it comes to behavioral health in our communities. It is an honor to serve as Chairperson of the Burrell Board of directors and help guide policy for one of the largest CMHCs in the Midwest.

I’ve been encouraged by the elevated importance of, and attention to, the community mental health effects

COVID-19. Burrell’s position as a trusted community partner during this pandemic has resulted in quick, effective care for thousands of our residents, many of whom are among the most vulnerable and underserved populations. The level of commitment shown not only by Burrell but by all of our community partners, has been one of the few bright points in a very difficult year.

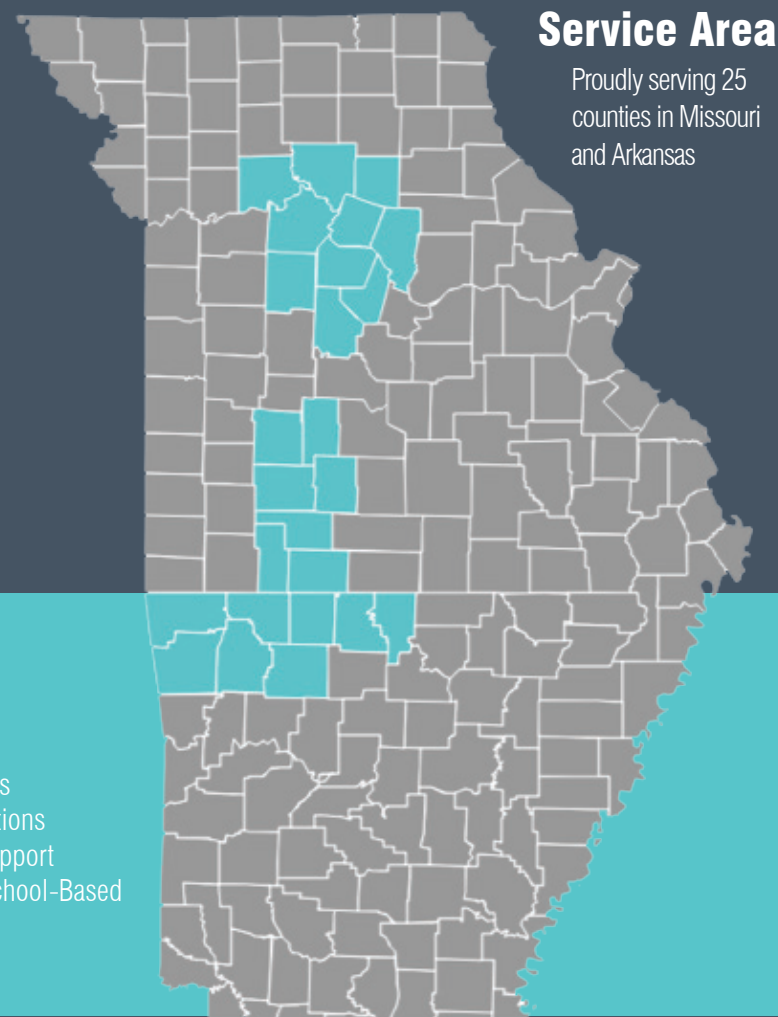
But Burrell’s 2020 fiscal year was not only defined by COVID. In May, we were incredibly proud to open our Behavioral Crisis Center – Rapid Access Unit in Springfield, Burrell’s first 24/7 facility and the first walk-in, crisis-level mental health clinic in our region. Thanks to investment and trust from Greene County and our medical-system partners, this facility already is serving as a model for behavioral healthcare across Missouri. Burrell also opened its expanded, walk-in Connection Center in 2020, as well as the Youth Focus Clinic. We have expanded valuable partnerships with school districts, health systems and public health departments across the state, providing better, faster care when and where the public needs it.

Paul F. Williams,
Chairperson, Burrell Board of Directors
Chief of Police, City of Springfield

ABOUT BURRELL

We believe access isn't a place, it is a concept.

With a commitment to providing access to care for all, Burrell Behavioral Health is one of the nation's largest Community Mental Health Centers providing meaningful care to more than 40,000 clients across 25 counties in Missouri and Arkansas. We are the second largest Certified Community Behavioral Health Clinic (CCBHC) and our provider base of 400 clinicians offer a full continuum of care through our integrated network and more than 50 locations. We create individualized care plans and our staff collaborates with families, schools, healthcare systems, nonprofits and other networks to provide the appropriate care for each situation.



SERVICES

- Autism Services
- Adult Stabilization
- Recovery Services
- Crisis Intervention
- Telehealth Services
- Residential Treatment
- Individual Therapy & Counseling
- Psychiatric & Medication Management
- Educational & Therapeutic Groups
- Medication-Assisted Treatment
- Community Support Services
- Diagnostic Testing & Evaluations
- Developmental Disability Support
- Youth Services, Including School-Based
- Specialty Services

Executive Leadership Team

C.J. Davis, President & CEO; Adam Andreassen, Chief Operating Officer; Jennifer Gagnon, Chief Financial Officer; Darren Johnson, Chief Information Officer; Dr. Garima Singh, Chief Medical Officer; Mat Gass, President, Central Region; Angela King, Executive Vice President, Operations; Shawn Sando, Executive Vice President, Programs; Josh Bade, General Counsel; Joan Twiton, President, Community Health Centers.

Board of Directors

Stephanie Criger, Greg DeLong, Steve Edwards, Clay Goddard, Hal Higdon, Sandy Kinsey, Brooke O'Reilly, Tom Rankin, Nick Sanders, Dennis Sheppard, Weldon Webb, Paul Williams (FY 2020 Chair), Phyllis Wolfram.

STRATEGIC PLAN FOCUS AREAS

Each year, Burrell creates a strategic plan focused on improving, developing, and enhancing certain organizational pillars, with the goal of providing meaningful client and employee experiences that lead to hope, healing and connection. Listed are the 2020 focus areas.

Quality & Outcomes

To improve the client experience through quality practices that maintain compliance with regulations and industry best practices and produce life-changing outcomes.

Access

To provide timely, comprehensive, client-centered care, when and where clients need services, via innovative methods of delivery.

People & Culture

To develop our workforce, internal controls and establish an open, authentic and safe culture for our employees and community partners, which incorporates feedback that affirms accomplishments and facilitates improvement.

Mission Expansion

To identify and evaluate opportunities for purposeful growth and establish consistent procedures for expansion and service development.

Business Performance

To demonstrate fiscal responsibility and excellent stewardship of funds through operational efficiencies and process standardization across regions.

CLINICAL OUTCOMES

*ALL DATA FOR FISCAL YEAR 2020,
UNLESS OTHERWISE NOTED.

MAKING ACCESS TO CARE A REALITY

13,067
New clients

5.4%
Increase in all clients

8,600
Crisis line calls

99%
Increase in telehealth
services

32%
Increase in Psychiatry
Clients

REDUCING WAIT TIMES



IMPROVING LIVES WITH REAL OUTCOMES



Giving Clients a Voice

Client Advisory Board

Burrell's Client Advisory Board gives a voice to our clients in an effort to continuously improve Burrell's care and services. This group of approximately 10 clients is recommended by Burrell staff and meets monthly with Burrell leaders to share feedback, ask questions and provide ideas.

“ This group sparks hope.
— Lee, Client Advisory Board Member

“ I once had a therapist who, during a very emotional session, said to me, ‘You stepped up.’ Those three words changed my thinking and altered the course of my therapy. To me, the existence of the Client Advisory Board (CAB) is a very real opportunity to participate in fostering positive change for many others.

— Tom, Client Advisory Board Chairperson

“ The Client Advisory Board gives a voice to the population that Burrell serves. We look outside the box as well as normal everyday thoughts. As a group, we allow our recovery experiences to encourage and motivate other people.

— Elizabeth, Client Advisory Board Member

PROGRAM HIGHLIGHTS

1 Behavioral Crisis Center

A new model for meeting mental health and substance-use needs through innovation and community investment.

In May 2020, Burrell opened its Behavioral Crisis Center (BCC) – Rapid Access Unit at 800 S. Park Ave. in Springfield. Funded in part by a \$1 million investment from Greene County and a grant from the Missouri Foundation for Health, as well as staffing considerations from healthcare partners Mercy and CoxHealth, the BCC is southwest Missouri's first 24/7 facility for crisis-level behavioral health and substance use needs, intended as a more effective destination than local emergency departments and as an alternative to jail or the ED for local law enforcement.

At the BCC, an expert team can provide up to 23-hour stabilization, intake and assessment services, brief therapy interventions, telehealth visits with a psychiatrist, and induction of Medication First treatment for Opioid Use Disorder, all under a one roof. The BCC is located on the same campus where our Social Setting Detox and Adult Crisis Stabilization Units are housed, making it easier for those we serve to be connected to the appropriate level of care once their crisis needs have been met.

“***The Behavioral Crisis Center is a game-changer for mental health and substance-use treatment in Greene County.***”

approximately
800
BCC CLIENTS
Served in 2020

– C.J. Davis, President & CEO

2 School-Based Services

Making timely care accessible to all students.

One in five students has a diagnosable mental illness and 67 percent of youth are directly exposed to trauma. However, on average, once a student starts to demonstrate symptoms of a mental illness or adverse childhood experiences, it takes another 8-10 years before that student begins to receive the necessary behavioral health care. Eighty percent of kids who do receive a mental health intervention receive it in school. This reality creates an enormous stress on our school systems who are under-resourced to meet these students' needs. To help, we have created an integrated approach with approximately 45 school districts to bring services into schools to provide expanded access to care. It has been proven that integration eliminates barriers to care and provides additional resources for school and families.

113% INCREASE

In physicians employed by Burrell, 2018 to 2020

32% INCREASE

In new patients, 2020 compared to previous year

240% INCREASE

In nurse practitioners employed by Burrell, 2018 to 2020

3,100
STUDENTS

Enrolled in 2019-2020 school year

3,800 +
STUDENTS

Referred in 2019-2020 school year

43
SCHOOL DISTRICTS

Served in 2019-2020 school year

850
TEACHERS

Trained in 2020

62%

Reported decrease
in anxiety symptoms
in 2019-2020
school year

61%

Reported decrease
in depressive
symptoms in 2019-
2020 school year

3 Psychiatry

Increased services and better outcomes for our patients.

At Burrell, medication management can be a valuable part of a client's continuum of care, with services available in person or via telehealth and prescription fulfillment services available via Burrell Pharmacy. Burrell's medical and psychiatry teams continue to set the bar for medication management services in the regions we serve. With a focus on recruitment, since 2018, Burrell's medical team has seen 113 percent growth in physicians and 240 percent increase in nurse practitioners, making ours one of the largest, most experienced teams in Midwest. This investment in staff has paid dividends for our community: Burrell providers saw a 32 percent increase in new patients in 2020, a 41 percent increase in client encounters, and a 40 percent increase in new providers.

And there is more exciting growth on the way! Burrell recently began providing adult psychiatric services in our northwest Arkansas service area, and in 2021 will begin offering Transcranial Magnetic Stimulation (TMS) services at our Main Campus in Springfield.

COVID-19 RESPONSE

Rising to the Occasion

Offering hope and healing has long been a theme for Burrell. However, COVID-19 required us to quickly adapt and double down on our mission to serve our communities, as we faced a crisis unlike most of us have lived through before. Recognizing the importance of continuing to serve our clients and our communities during this time of uncertainty, our doors remained open throughout the pandemic. With dedication, innovation and several pivots along the way, our team ended up serving more people in 2020 than in years past.

All of this was done with one goal: to battle the “second curve” of COVID-19, which is the mental health curve. Studies following previous, less widespread pandemics like the '00s SARS outbreak show that the negative mental health effects can last up to three years following the event. Clearly, our efforts are—and will continue to be—more necessary than ever as we turn an eye toward recovery.

Caring for the Caretakers

Burrell, like most businesses, was required to be adaptable and flexible to meet the needs of not only our clients but the needs of our more than 1,700 employees. Our Human Resources Department and leadership team offered new programs and solutions to take care of our teams.



Presented by Children's Grove and Missouri Business Alert, the Kindness in Business Awards aim to celebrate Boone County, Missouri, businesses and nonprofits that show and promote kindness in dealings with customers, employees, youth, and the community at large. Burrell was proud to be an award honoree for the Employees category, for showing and promoting kindness to our team members throughout COVID-19.

75%

Burrell purchased IT equipment and quickly evolved our IT infrastructure to allow 75 percent of providers and more than 700 employees to work from home.

JOBLINK

For employees whose programs were temporarily suspended, rather than laying them off or furloughing them, we created the Burrell Joblink. Employees could apply for open positions and be transitioned temporarily until their program was no longer suspended. We also allowed spouses who lost their jobs, not at Burrell, to apply for temporary work here as well.

PTO BANK

Those who exhausted their paid time off or sick days due to COVID-19 could apply for hours donated by our executive team over the course of the pandemic.

90%

With thanks to the State of Missouri, we were able to offer telehealth and telephonic services for our clients, allowing them to receive care from the safety of their homes. At the height of the pandemic, approximately 90 percent of care was received virtually.

24/7

In an effort to care for those on the front lines, we offered a 24/7 essential worker warmline and anonymous group sessions over Zoom. We also offered group sessions over Zoom for those facing COVID anxiety.

Be Well
Community
Let's Be Well Together!



Offering hope, healing, and connection during a time of uncertainty and isolation and now, all year long.

It is one thing to be taught about mental wellness, it is another to actually experience it. That is why we created the Be Well Community. Each day, licensed psychologist Dr. Shelly Farnan brings the brain science to life as she leads live sessions including self-assessment, mindfulness and meditation and shares mental health tips, tools and strategies for emotional regulation and wellness. Originally created to offer connection during COVID-19, the Be Well Community has grown to offer support and connection to our employees, clients and community members beyond the pandemic, including self-care conversations around social unrest, the election season, holidays, work stress, suicide and more. This initiative was further supported through partnerships, including 417 Magazine webinars, the Be Well Clubhouse series with the Springfield Cardinals and the Be Well for Business series with the Springfield Business Journal.

The Be Well Community offers three free live events a week, numerous free resources and options for businesses and organizations to get involved and bring these best practices to life for their employees. Learn more at bewellcommunity.org.

“ I didn't know that a one hour zoom meeting could literally change someone's life, but it did mine.

— Be Well Attendee

“ [Because of CCBHC] people have access to mental health services they didn’t have before. Most Missourians are within a relatively short drive of a facility that will treat their mental health problem like it was any other health problem.

— Roy Blunt, U.S. Senator

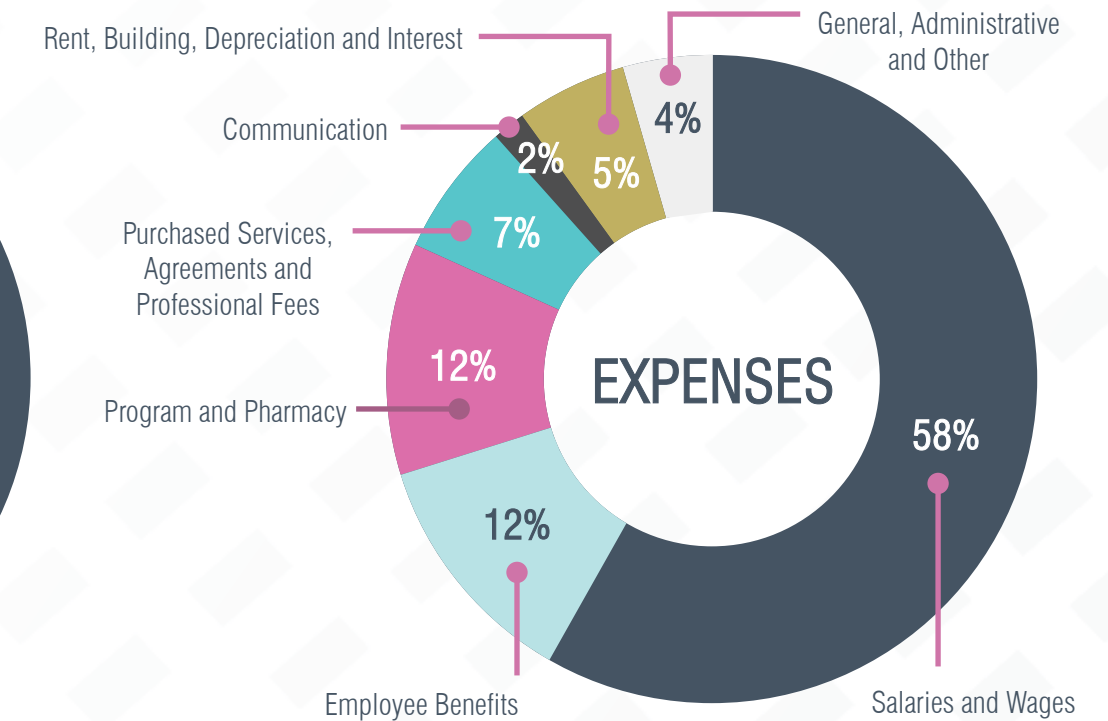
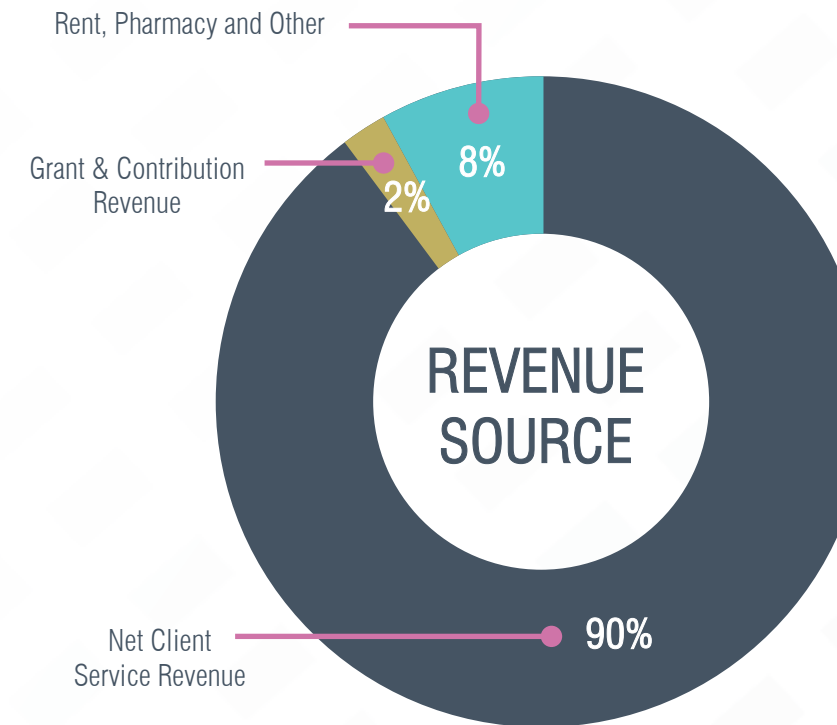


FINANCIAL HIGHLIGHTS

Financial Statement of Activities
July 1, 2019 – June 30, 2020

Creating Access for All, through a New Funding Model

Burrell is proud to be one of the behavioral health centers piloting a new funding model for Medicaid known as CCBHC - Certified Community Behavioral Health Clinic. This new funding approach has been instrumental in helping us fulfill our mission and expand our programs and services.



Total Revenue: \$146,429,461

PARTNERSHIPS

Working Together to Provide 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 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.

We are proud to partner with many organizations, including:









In a community that prides itself on collaboration, Burrell is setting a new bar for partnering with fellow healthcare organizations, social service providers and educational systems.

—Clay Goddard, Executive Director Springfield-Greene County Health Department

100+ PARTNERSHIPS

SCHOOLS | NONPROFITS | HEALTH SYSTEMS | PUBLIC ENTITIES

Through integration and partnerships with more than 100 organizations, including health systems, schools, 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.

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View the digital version at burrellcenter.com/annual-report