



arrowleaf®

Growth. Community. Transformation.

2022

Annual Report

Our mission is to help all Southern Illinoisans reach their full potential. We provide resources and opportunities that support individuals of all ages so they can thrive, make our communities more vibrant, and build economic prosperity that benefits everyone.

# About Our Organization

## A Brief Story About Arrowleaf

Arrowleaf has been supporting individuals and families in Southern Illinois for decades. When we started in 1974, our work focused on evaluation, planning, and the provision of mental health education and services. Today, we do so much more.

In 2020, it was time for our name and brand to reflect our growth, the people we serve, our community impact, and the full scope of our work. While our name changed to Arrowleaf, we remain committed to building well-being for Southern Illinoisans throughout their lives so they can weather life's storms, reach their full potential, and help our communities thrive.

We are constantly innovating our approach to respond to the people and communities we serve. This fiscal year, Union County Counseling Services, Inc. merged with us resulting in additional grants offerings, increased employment opportunities, and a larger physical footprint.

Today, we've grown to offer more than 25 programs across three areas essential to well-being and strong communities, employ more than 200 individuals in the community, operate 21 locations in 6 counties, enroll nearly 4,000 clients, and directly impact approximately 10,000 individuals. Our economic impact in Southern Illinois was over \$18 million this year, and we're on track for further growth next year.

Everything we do is focused on advancing our mission to help all Southern Illinoisans reach their full potential. We work hard to provide individuals with the support, resources, and opportunities they need to overcome the challenges that come up at points in every life so they can build well-being, make our communities more vibrant, and build economic prosperity that benefits everyone.

# Our Economic Impact

Our team members work across three areas essential to well-being and strong communities: Behavioral Health, Developmental Services, and Community Collaboration.

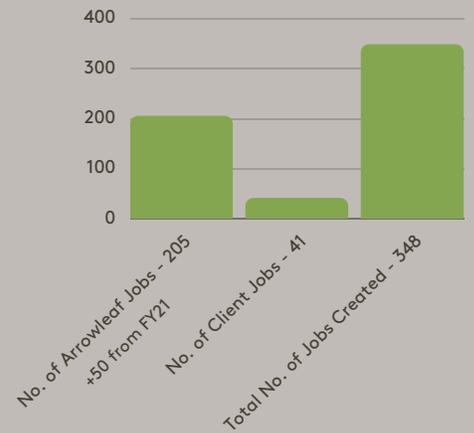
FY22 continued a trend that has been present over the past 3 fiscal years where more than a dozen job vacancies were open across all areas of focus. Much of which can be correlated to the continued workforce crisis in Illinois and the number of residents leaving the state resulting in a limited candidate pool. The COVID-19 pandemic continued to have a profound impact on the length of time that vacant direct service/healthcare positions remained unfilled and the number of job opportunities for clients dwindled (-35 from FY21) due to virus exposure concerns.

The total economic impact to the region increased by \$5,368,525 in FY22 due to direct and indirect spending compared to FY21. The total economic impact is calculated at \$18,075,440.

Note: Economic Impact numbers are based upon IMPLAN methodology - scalar employment factor 1.5; income multiplier 1.6

**+\$18M**  
Direct & Indirect  
Total Impact

**348**  
Jobs Created  
(+79 from FY21)



**SALARIES & BENEFITS**  
\$8,948,063

+ \$2,734,942 from FY21

Nearly half is due to UCCS, Inc. merger; the remaining is due to retention payments, increase in wages, vacation payouts, and crisis stipend increase.

**GOODS & SERVICES**  
\$2,954,993

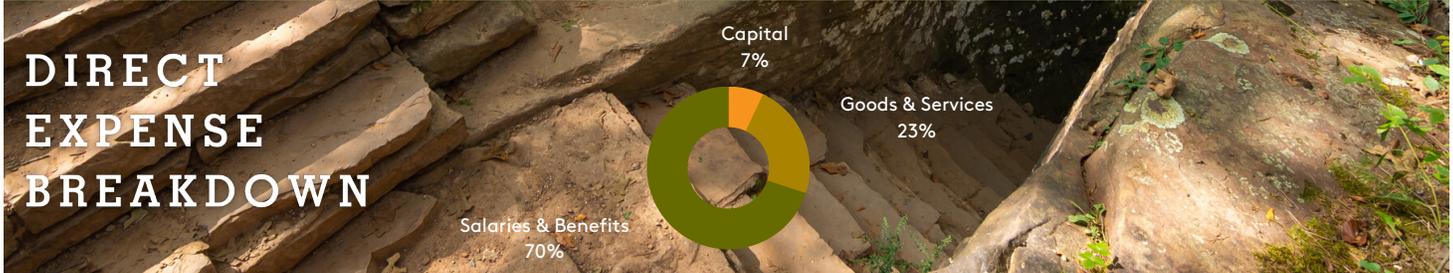
+ \$802,640 from FY21

More than half were due to UCCS, Inc. merger; the remaining were due to increases in consultant fees, direct client assistance, increase in travel reimbursement rates, and occupancy costs.

**CAPITAL**  
\$803,547

+ \$189,979 from FY21

Primarily due to increased depreciation of assets.



**DIRECT ECONOMIC IMPACT \$12,706,603**  
**INDIRECT ECONOMIC IMPACT \$5,368,837**

# Our Revenue & Clients Served

FY 22 Revenue **+\$12.8M**



**3,958**

Enrolled Clients Served

Total Clients Directly Impacted

**9,831**



In 1974, the organization started with \$70,000 in revenue and in FY22 \$12,850,904 was recorded.

Since FY15, under our current CEO's leadership, Arrowleaf's revenue has grown more than 50% and its clients served have grown 68%.

# Our Revenue & Charitable Services

## REVENUE BREAKDOWN

### Grants

\$6,780,580

-\$522,379 from FY21

### Fee-for-service

\$5,203,964

+\$1,455,599 from FY21

### Other Sources

\$866,580

+473,957 from FY21

Grant revenue includes state and federal contracts and private foundation funding. While fee-for-service represents Medicaid, client fees/rent, and commercial insurance reimbursements. Other sources of funding include 553 taxes, interest income, and the sale of goods.

An additional \$1,407,177 of revenue was seen in FY22 in comparison to the fiscal year before. Several of the state grants saw increases related to pandemic funds, however, 6 programs were underspent due to a lack of client participation and ability to fill job vacancies. Furthermore, the merger with UCCS, Inc. added 2 new grant programs and more fee-for-service clientele. An increase in other sources was mainly due to the Department of Health and Human Services (HHS), the Health Resources and Services Administration (HRSA) Provider Relief Fund, and the American Rescue Plan payments that were directly applied to employee wages as a retention payment.

## CHARITABLE SERVICES LOOK-BACK

Our employee assistance program and providing services to uninsured or underinsured clients account for the majority of unreimbursed and charitable services.

**69% INCREASE**

from FY21 in charitable care

\*mainly due to new tracking of EAP write-offs

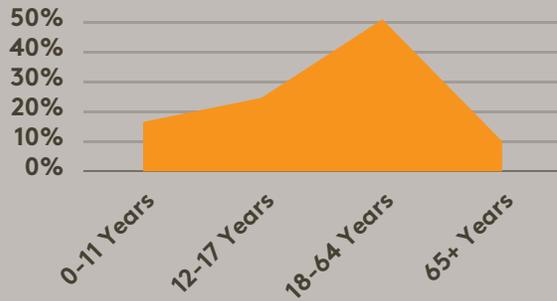
**\$232,153**

unreimbursed costs



# Our Clients Served

## CLIENTS SERVED BY AGE



Demographics for clients served in all categories remained statistically similar to the previous year's annual report. The demographics are also representative of the population residing within the counties served.

<b>Top 3 Referral Sources</b>	<ol style="list-style-type: none"> <li>1. Medical Provider</li> <li>2. Self/Family</li> <li>3. Law Enforcement/Legal</li> </ol>
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<b>Top 3 Crisis Referral Sources</b>	<ol style="list-style-type: none"> <li>1. Medical Provider</li> <li>2. Self/Family</li> <li>3. School/Other HS Provider</li> </ol>
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<b>Top 3 Counties of Residence of Referral</b>	<ol style="list-style-type: none"> <li>1. Union</li> <li>2. Johnson</li> <li>3. Alexander</li> </ol>
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<b>Top 3 Counties of Residence of Crisis Referral</b>	<ol style="list-style-type: none"> <li>1. Union</li> <li>2. Johnson</li> <li>3. Hardin</li> </ol>
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# Our Client Engagement



**41% Reduction**

in law enforcement involvement in crisis calls

**69% Shelter Placement**

homeless crisis referrals successful placement rate

**66% Engagement**

(+3% from FY21)

30 Day engagement rate post crisis event

**4.68 out of 5**

say they are treated with dignity and respect by Arrowleaf staff

**4.52 out of 5**

say that Arrowleaf staff care and are responsive to their needs and concerns

**49% Increase**

in crisis referrals compared to FY21

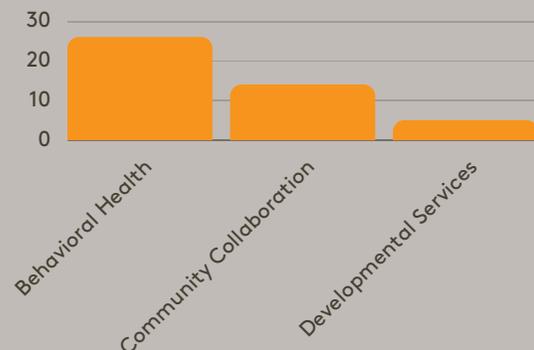
# Our Areas of Focus

Through more than 25 programs across these three areas, we can support Southern Illinoisans through a wide variety of challenges that can come up at different points in life, such as struggles with depression and anxiety, substance use, parenting, caregiving, education, employment, economic stability, navigating the demands of daily life with a disability, and maintaining independence in older age. We also serve as a vital connector between the people of our region and the resources they need, whether we can provide those resources ourselves or not. As we help people in our region navigate the challenges they face throughout their lives, their well-being improves, and they're able to contribute more to our communities and our entire region benefits.



In FY22, 2,585 (+724 from FY21) clients were served in the Community Collaboration area of focus while 1,210 (-87 from FY21) in Behavioral Health and another 163 (+8 from FY21) in Developmental Services.

**NUMBER OF PROGRAMS BY AREA OF FOCUS**



**FY22 AREAS OF FOCUS TOTAL CLIENTS SERVED**



Overall  
Stakeholder Satisfaction **81%**

# Our Stakeholder Feedback

## Survey Comments: Arrowleaf is good at...

- supporting various needs in our school and community.
- community involvement and support for many facets of life.
- providing community resources that offer many services to our citizens.
- excellent leadership and is fantastic at supporting consultants as we complete our collaborative work.
- being organized, attentive to detail, and driven to accomplish their goals.
- coordinating with the community and helping discover funding to pay for programming opportunities for the community.
- understanding the needs of the rural, poverty population and striving to creatively meet the needs of citizens and their communities - even beyond mental health.
- serving the various communities with services that are difficult to otherwise receive.

**+80**  
**NPS**

Average Net Promotor Score (NPS) for the consumer goods and services industry is **+43**

(+25 from FY21, 2 fewer surveys completed in FY22)





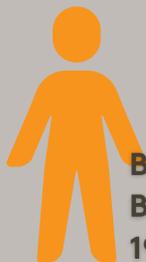
# Our Employee Engagement

**89% SATISFIED**

**88% SATISFIED**  
with compensation

**80% SATISFIED**  
with benefits package

**FY22 Overall  
Employee  
Satisfaction  
Score**  
(+1% from FY21)



**Baby  
Boomers**  
19.21%



**Generation  
X**  
24.29%



**Millennials**  
30.51%



**Generation  
Z**  
25.99%

**average tenure**  
4 years 10  
months

**upward mobility**  
69% of managers are  
internal promotions  
(-11% from FY21)

**turnover**  
18% for full-time  
positions

**99% SAFE**  
feel work  
environment is safe

**94% SATISFIED**  
with culture of  
workplace

**97% SECURE**  
satisfied with  
job security

# Our FY23 Goals

**1**

**Investigate and implement activities or program offerings to reduce the number of locally reported suicides and improve suicidality prevention.**

- Investigate resources and opportunities to assess the need for prevention, treatment, and support services.
- Improve community education about suicidality awareness and intervention.
- Investigate the usage of automated healthcare tools to screen for suicidality in the current client population.

**2**

**Select and roll out tools to improve communication among employees, clients, and community stakeholders.**

- Increase usage of automated healthcare tools to make processes more efficient and effective (i.e. text messages to clients reminding them of appointments, vitals monitoring in residential facilities, chatbots to answer simple questions or book appointments, behavioral health chatbots for symptom management or emergent contact).
- Review current employee tools in communication to determine the effectiveness and seek alternatives if necessary (i.e. CoreNexa).

**3**

**Increase physical space in programs or service areas that is necessary to improve the efficiency or effectiveness of resource and opportunity offerings.**

- Investigate opportunities to expand physical space into Massac County.
- Study the JCDS location to determine if the site is suitable for CDS services or better intended for behavioral health usage due to program demands.
- Assess the need for additional public subsidized housing options.

**4**

**Improve the overall communication about what Arrowleaf does and why it matters to everyone.**

- Market the Arrowleaf brand in an effective way that helps everyone understand the overall social impact it has in Southern Illinois.
- Improve partnerships/collaboration with systems-wide stakeholders.
- Increase the agency's inward support of and outward education in the community around topics of diversity, equity, and inclusivity.
- Use the message to recruit new hires.



# Opportunities

- investment into Massac County physical site
- high level of competitor turnover
- public advocacy to improve policies and procedures
- continue physical site improvements
- add resources and opportunities for veterans
- increase the board of directors' diversity and representation
- add work opportunities for clients and individuals in recovery
- fully expend grant/contract awards
- increase marketing, fundraising, and employee recruitment commitments
- improve the employee training program
- enhance the quality of services provided by utilizing evidence-based practices and tools consistently
- adopt episodic care in behavioral health
- operational efficiency tools and procedures
- build upon stakeholder and partner relationships to tackle community-wide challenges
- improve means to communicate with employees, clients, and the community alike

# Threats

- "great resignation" era impacting job vacancy rates
- product insurance costs continue to rise
- Federal Reserve prime interest rate increases
- the long-term impact of the COVID-19 pandemic
- rising costs of goods and services
- shortage of clientele for CDS programming at JCDS
- reimbursement rates not keeping up with wage compression/cost of living
- increase in the number of Illinois residents leaving the area
- costly, cumbersome, and/or intrusive mandates from governing bodies
- damage to or strained stakeholder/partner relationships due to unmet capacity demands
- clients' needs going unmet due to unmet capacity demands
- vicarious trauma impact on employees



# Strengths

- consistent focus on increased employee wages and benefits
- innovative mindset
- employee wellness initiatives
- strong brand presence
- optimistic and dedicated employees
- easy to work with and dedicated members on the board of directors
- desire to do more than what is required
- dedicated to building rapport and trust with employees
- lifting employee strengths
- employee diversity
- building peer and recovery workforce
- program development based on community needs
- proactive and conservative stance to budgeting
- efficiency tool development and implementation



# Weaknesses

- consistent commitment to employee recruitment
- employee training programs across all areas of focus and titles
- expanded contracting with commercial insurance payors
- not fully expending some grants/contracts
- lack of focus on marketing and fundraising
- stuck at times in "crisis" mode instead of futuristic planning and thinking
- communication at times between management and employees is delayed or absent
- timely employee performance and program quality assurance reviews

# Our Executive Leadership Team

<b>Sherrie L. Crabb</b> Chief Executive Officer	14 Years of Service
<b>Nora Bullock</b> Chief Financial Officer	39 Years of Service
<b>Katelynn Arrison</b> Comptroller	1 Year of Service
<b>Stephanie Harner</b> Chief Personnel Officer	16 Years of Service
<b>Rollie Hawk</b> Chief Information Officer	7 Years of Service
<b>Scott Werner</b> Safety Director	3 Years of Service
<b>Kerie Moore</b> Chief Program Officer	10 Years of Service
<b>Mandy Curry</b> Senior Program Director	25 Years of Service
<b>Allison Henriksen</b> Senior Program Director	8 Years of Service

# Our Board of Directors

**Artie McBride**

President

**Lois Faye Mize**

Vice President

**Darlene Hamilton**

Secretary/Treasurer



**Judith Barnard**

Hardin County

**Scott Trovillion**

Pope County

**Pat German**

Hardin County

**Leslie  
Cornelious-Weldon**

Pulaski County

**Nanci Berger**

Pope County

**Pam McCuan**

Johnson County



# arrowleaf<sup>®</sup>

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## Contact

**618.658.3079**

**info@myarrowleaf.org**

## Office Hours

**Monday - Friday**

**8:30am to 4:30pm\***

\*evenings available by appointment

## 24/7 Crisis Line

**618.658.2611**

Our name, Arrowleaf, holds a lot of meaning in our community. The Arrowleaf plant is indigenous to Southern Illinois and the Shawnee National Forest region. Thriving in adverse conditions of sand and gravel, this plant is both beautiful and resilient, just like the people we work with who overcome adversity and find ways to fulfill their potential despite the challenges they face.



for more, visit  
**myarrowleaf.org**