

FY 2023  
MYARROWLEAF.ORG

# ANNUAL REPORT



arrowleaf<sup>®</sup>

Growth. Community. Transformation.

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

BY SHERRIE L. CRABB, CEO

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Arrowleaf is a non-profit Southern Illinois-based human services organization providing support to individuals and families for several decades. Initially, the organization focused on providing evaluation, planning, mental health education, and services. However, it has expanded its operations over the years and offers many other programs and opportunities. Despite facing several challenges, such as the recession of 2008, the Illinois Budget Impasse between 2015 and 2018, and the COVID-19 pandemic, Arrowleaf has been able to innovate and improve its employment and program opportunities for the community.

In 2020, Arrowleaf changed its name to reflect its growth and full scope of work. The organization remains committed to building well-being for Southern Illinoisans throughout their lives and helping communities thrive. In May 2022, Arrowleaf merged with Union County Counseling Services, Inc., which helped to expand its footprint even further. Additionally, the organization purchased a small office and additional property in Massac County, which will be renovated and opened in FY24, allowing it to reach even more individuals and communities.

Currently, Arrowleaf employs over 200 individuals in the community, operates 22 locations in 7 counties, enrolls over 5,000 clients, and directly impacts more than 10,000 individuals. Its economic impact in Southern Illinois was over \$24 million this year. Arrowleaf's mission is to help all Southern Illinoisans build well-being, make communities more vibrant, and build economic prosperity that benefits everyone. The organization is well-positioned to achieve this mission in the coming years.



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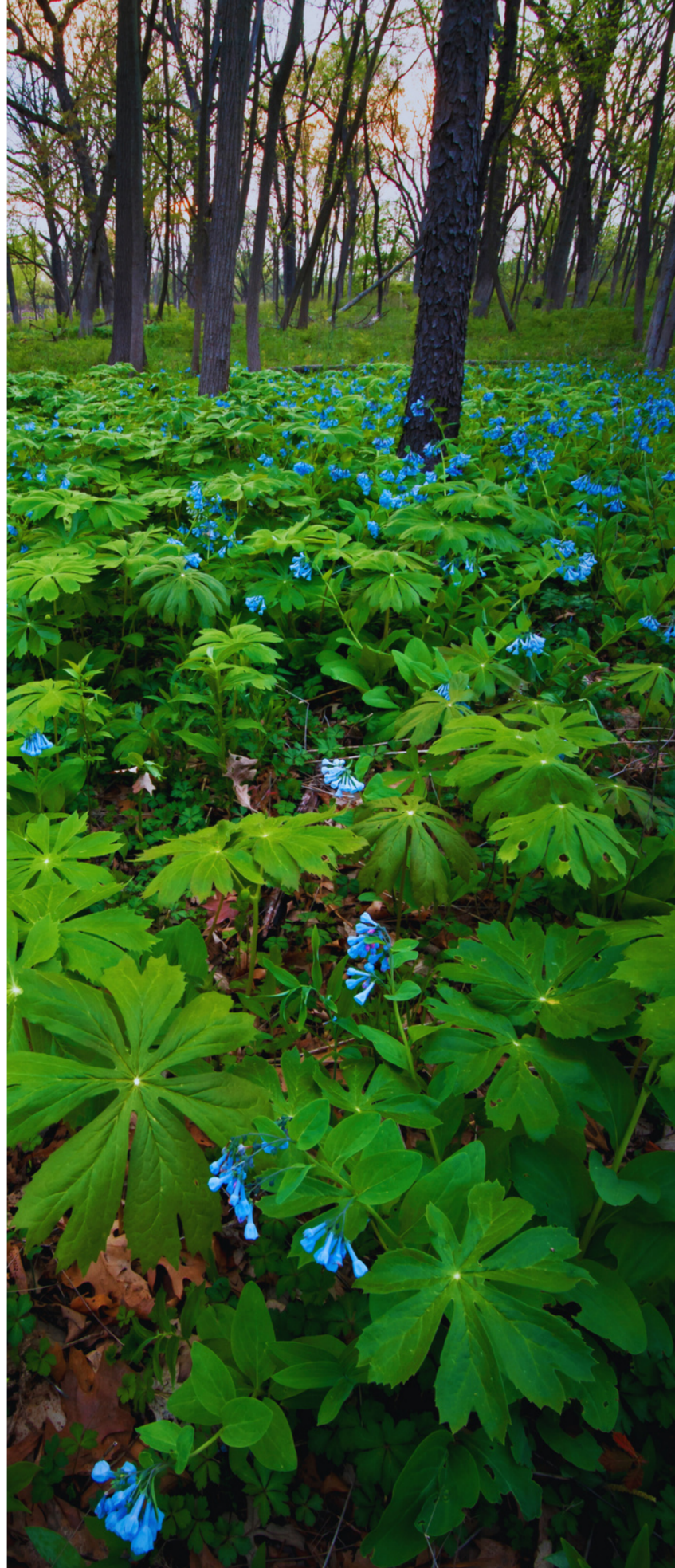
OUR EXECUTIVE LEADERSHIP

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**15**

OUR BOARD OF DIRECTORS

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# OUR REVENUE

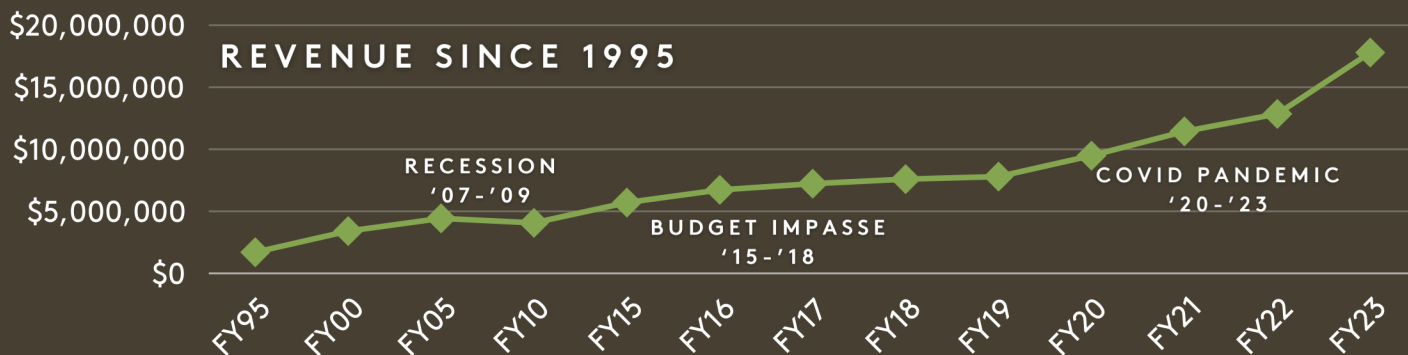
# \$17M+ 38%

+\$4,944,245 in revenue compared to FY22

- \$2M+ for Employee Retention Credit
- new grants and new programs started

increase in revenue compared to FY22

- \$1,858,258 increase in grants
- \$1,146,055 increase in fee-for-service
- \$1,938,708 increase in other sources



In 1974, the organization started with \$70,000 in revenue; in FY23, \$17,795,145 was recorded. Since FY15, Arrowleaf's revenue has grown more than 211% under our current CEO's leadership.



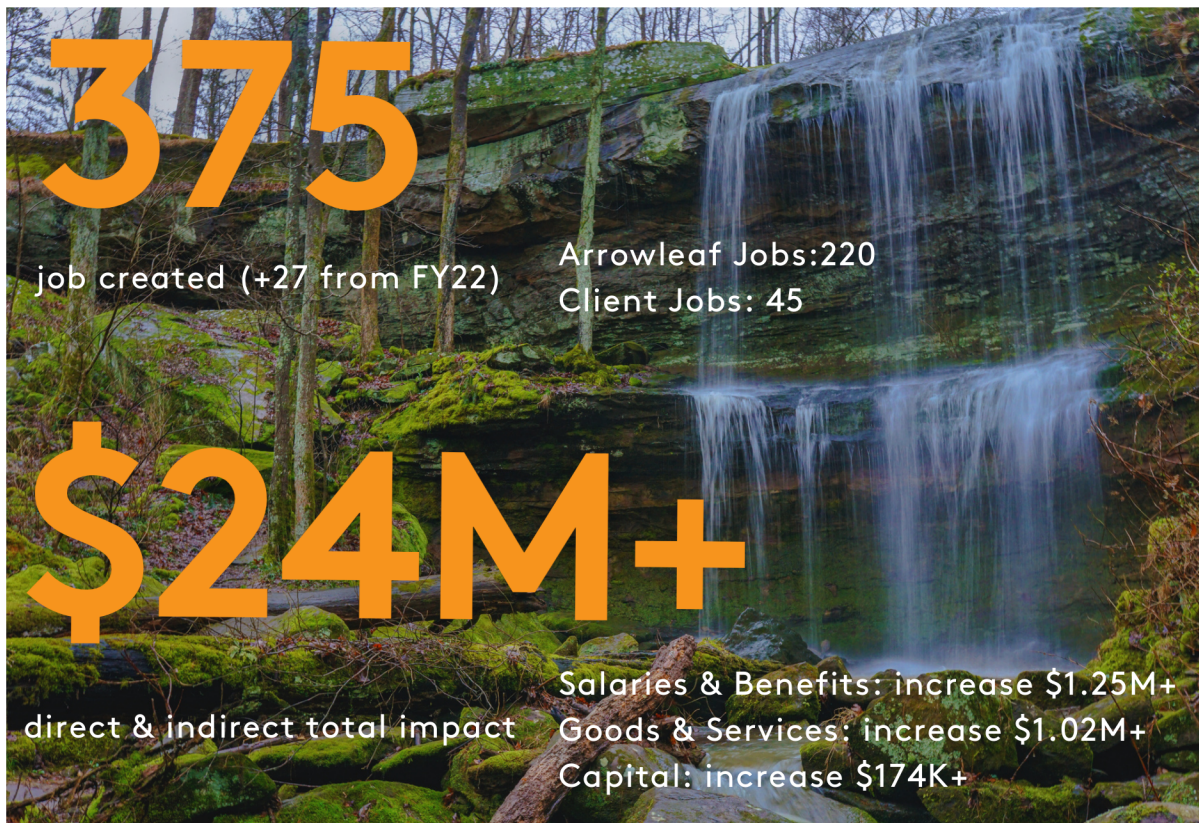
# OUR ECONOMIC IMPACT

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

In FY23, 23 additional jobs were filled compared to FY22, moving the year-end headcount to its largest ever at 198. More than a dozen jobs were still available at the end of the year, therefore offering 220 jobs. The number of jobs provided to clients for supported employment was 45.

Other impacts to expenditures were directly related to regular base wage increases, increased travel reimbursement, new program additions, and capital improvements to facilities and fleet. The total economic impact on the region increased by more than \$4M in FY23 due to direct and indirect spending. The full economic impact is calculated at over \$24M.

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





# OUR CLIENTS



**5,242**

TOTAL CLIENTS ENROLLED IN A PROGRAM

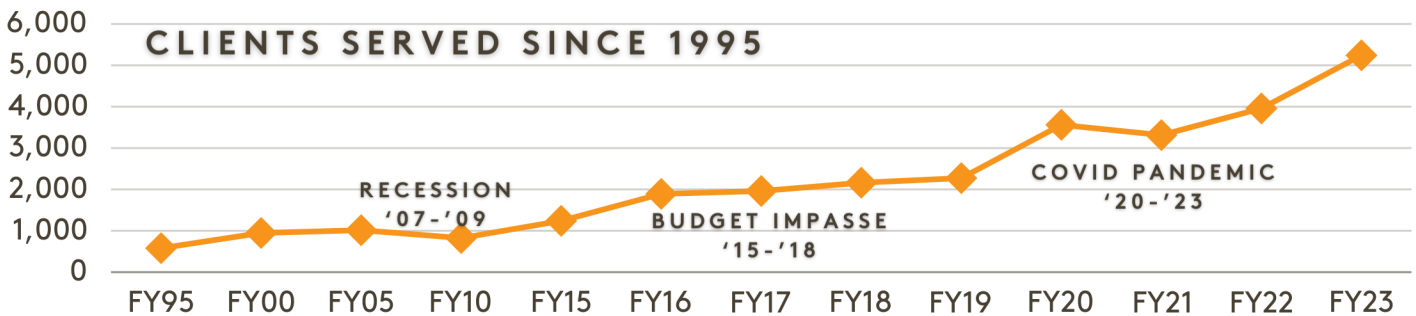
**10,773**

TOTAL CLIENTS DIRECTLY IMPACTED

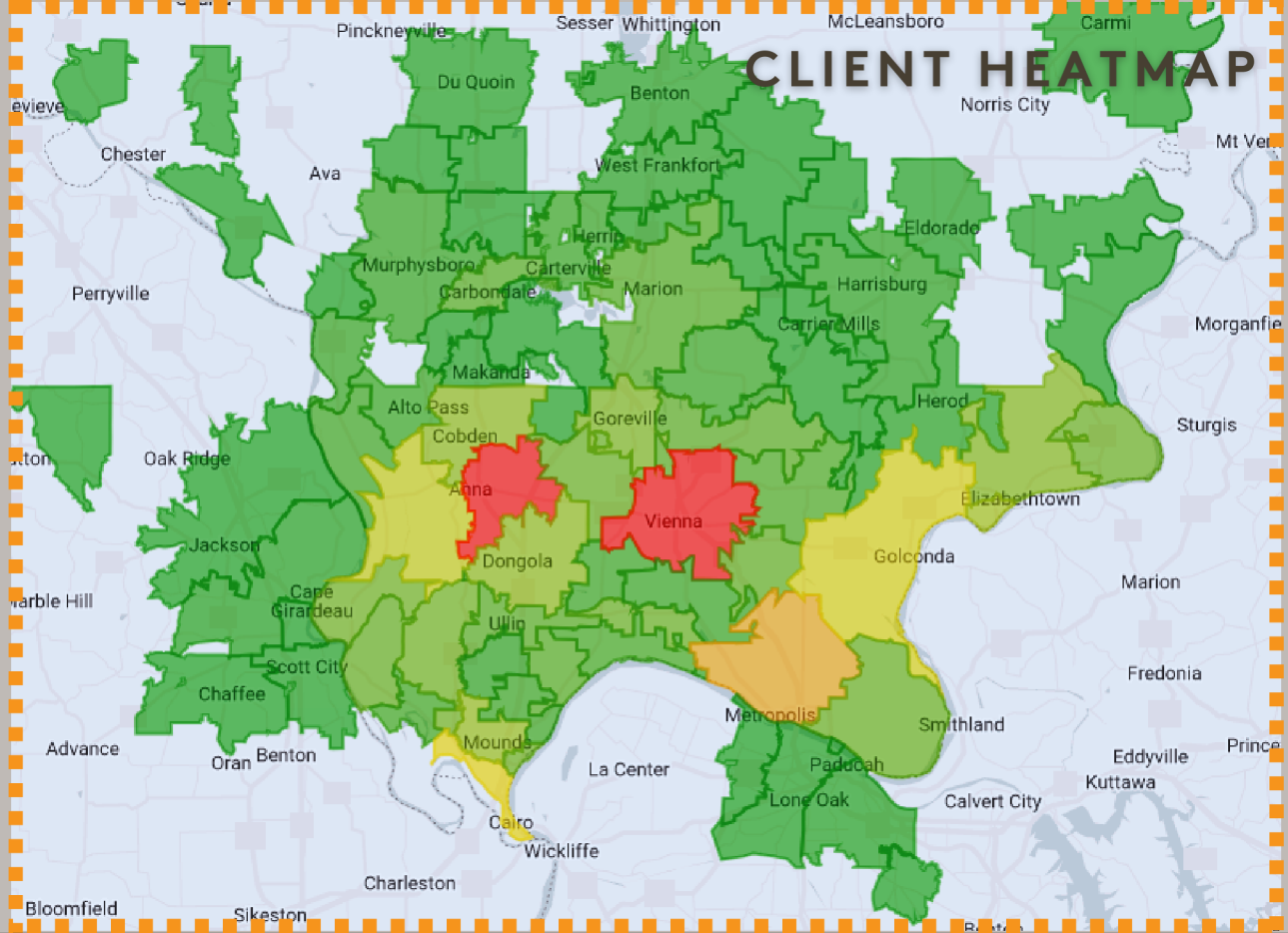
**32%**

INCREASE IN CLIENTS SERVED FROM FY22

Since FY15, Arrowleaf's client base has grown by more than 322% under the leadership of our current CEO.







## OUR SERVICE AREA

**53%**

clients aged 18-64

**15%**

clients aged 0-11

**25%**

clients aged 12-17

**8%**

clients aged 65+

**UNION  
JOHNSON  
ALEXANDER**

top 3 counties served

**SELF  
HEALTHCARE PROVIDER  
FAMILY**

top 3 referral sources



# OUR AREAS OF FOCUS



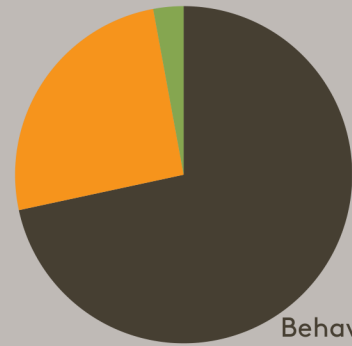
# 106%

increase in referrals to behavioral health programs compared to FY22

## CLIENTS SERVED BY AREA OF FOCUS

- Behavioral Health
- Community Collabora...
- Developmental Services

Community Collaboration  
25.5%



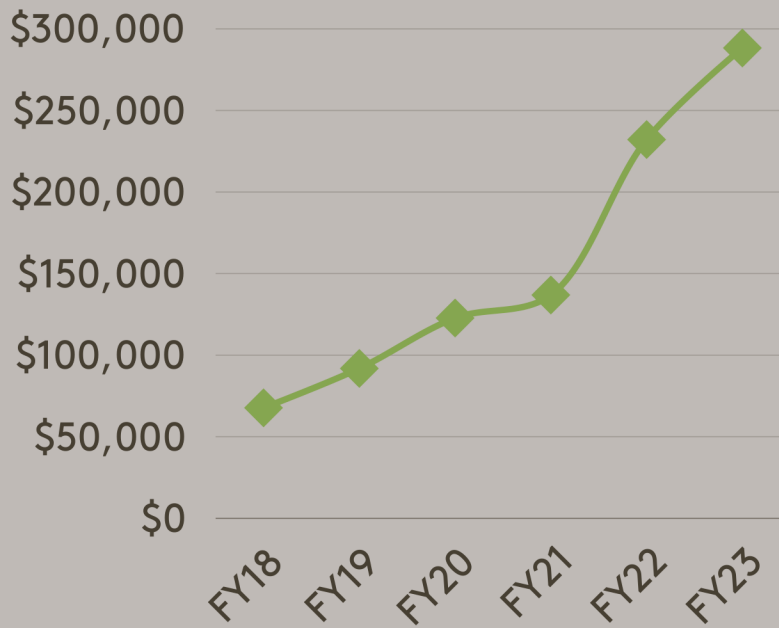
Behavioral Health  
71.6%

Compared to FY22 clients served by the area of focus:

- 134% increase in behavioral health
- 61% decrease in community collaboration
- 29% decrease in developmental services



# OUR CHARITABLE SERVICES



**24%**

## INCREASE IN UNREIMBURSED SERVICES

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

# OUR CRISIS SERVICES

**661**

total calls to our 24/7 crisis line  
16% placed in shelter  
24% hospitalized  
55% engaged post-crisis

**26%**

increase in calls to the 24/7 crisis line compared to FY22

**123%**

increase in calls related to homelessness compared to FY22

**130%**

increase in adult referrals with suicide intent compared to FY22



# OUR CLIENT ENGAGEMENT

- I really love this program and enjoy participating in it!
- I greatly respect all of the Arrowleaf staff and counselors and the homes they have given us. The group sessions are good and very important to me. They have changed my life dramatically. If it were not for Arrowleaf, I would not know what to do in my situation. I will say the Arrowleaf company is very helpful to all the clients and benefits one's mental and physical health. Thanks so much!
- I like the programs at Arrowleaf. I am happy with the programs Arrowleaf has to offer.
- Arrowleaf is a very good place to help/get you back on your feet. I would recommend it to anyone who needs help.
- Arrowleaf has been really good to me.



**Note: We were unable to gather sufficient stakeholder surveys to assess stakeholder engagement for FY23.**





## OUR EMPLOYEE ENGAGEMENT

**84%**

employee satisfaction rate  
(-5% compared to FY22)

**63%**

upward mobility rate  
of internally selected  
managers

**32%**

turnover for full-time  
positions (+14% from  
FY22)

**92%**

Employees feel that  
Arrowleaf is dedicated  
to diversity and  
inclusiveness.

**4 yrs, 6 mos**

average tenure for full-time employees  
(-4 mos compared to FY22)

**198**

13% increase in year-end employee  
headcount  
+22 year-end vacant job opportunities

**45%**

internal mobility rate  
Internal mobility is the movement of  
employees (vertically and laterally) to  
new career and development  
opportunities at Arrowleaf.





## OUR FY24 GOALS

To enhance communication and strengthen relationships with stakeholders and employees.

KPI a: Enhance communication between senior leaders and employees, as demonstrated by increasing the FY24 Employee Engagement Survey score by 10%. (Q25: FY23 - 67% agreement)

KPI b: Increase employees' willingness to accept change by improving the FY24 Employee Engagement Survey score by 10%. (Q22: FY23 - 65% agreement)

KPI c: Build trust between senior management and employees by increasing the FY24 Employee Engagement Survey score by 5%. (Q30: FY23 - 70% agreement)

KPI d: Increase the total number of stakeholders who complete the FY24 Stakeholder Engagement Survey to 25.

KPI e: Improve the FY24 Stakeholder NPS score to at least +43.

To expand and improve programming in the areas of highest need.

KPI a: Apply for at least one grant related to the need for an emergency shelter/warming center to seek funding.

KPI b: Apply for at least one grant related to the need for supported employment opportunities to seek funding for expansion.

KPI c: Raise at least \$10,000 in funding to improve food insecurity.

KPI d: Address and improve behavioral health disparities as indicated in CCBHC and MHAT statements.

To enhance physical spaces for employees and clients.

KPI: Complete improvements to UCOM, PCDS, MCO, ACO, JCOV, and JCDS.



## OUR 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
- improvements in employee recruitment

## OUR THREATS

- product insurance costs continue to rise
- Federal Reserve prime interest rate increases
- rising costs of goods and services
- reimbursement rates not keeping up with wage compression/cost of living
- shortage of credentialed/degreed workforce locally
- 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

## OUR OPPORTUNITIES

- 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
- improve fundraising and outreach efforts

## OUR WEAKNESSES

- employee training programs across all areas of focus and titles
- expanded contracting with commercial insurance payors
- 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

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***Sherrie L. Crabb***

CHIEF EXECUTIVE OFFICER

---

***Scott Werner***

SAFETY & SECURITY OFFICER

---

***Allison Schuster***

DEVELOPMENT OFFICER

---

***Sydney Charles***

SENIOR ADMINISTRATIVE DIRECTOR  
HUMAN RESOURCES

---

***Mallory Hartman***

SENIOR ADMINISTRATIVE DIRECTOR  
RECRUITMENT & RETENTION

---

***Katelynn Arrison***

COMPTROLLER

---

***Lisa Dutton***

SENIOR FINANCIAL DIRECTOR  
PAYABLES

---

***Laura Cowser***

SENIOR FINANCIAL DIRECTOR  
RECEIVABLES

---

***Nora Bullock***

CHIEF FINANCIAL OFFICER

---

***Kerie Moore***

CHIEF PROGRAM OFFICER

---

***Donna Stone***

SENIOR PROGRAM DIRECTOR  
DEVELOPMENTAL SERVICES

---

***Heather Sullivan***

SENIOR PROGRAM DIRECTOR  
COMMUNITY COLLABORATION

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***Emily Middleton***

SENIOR PROGRAM DIRECTOR  
COMMUNITY COLLABORATION

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***Marisa Varney***

SENIOR PROGRAM DIRECTOR  
BEHAVIORAL HEALTH

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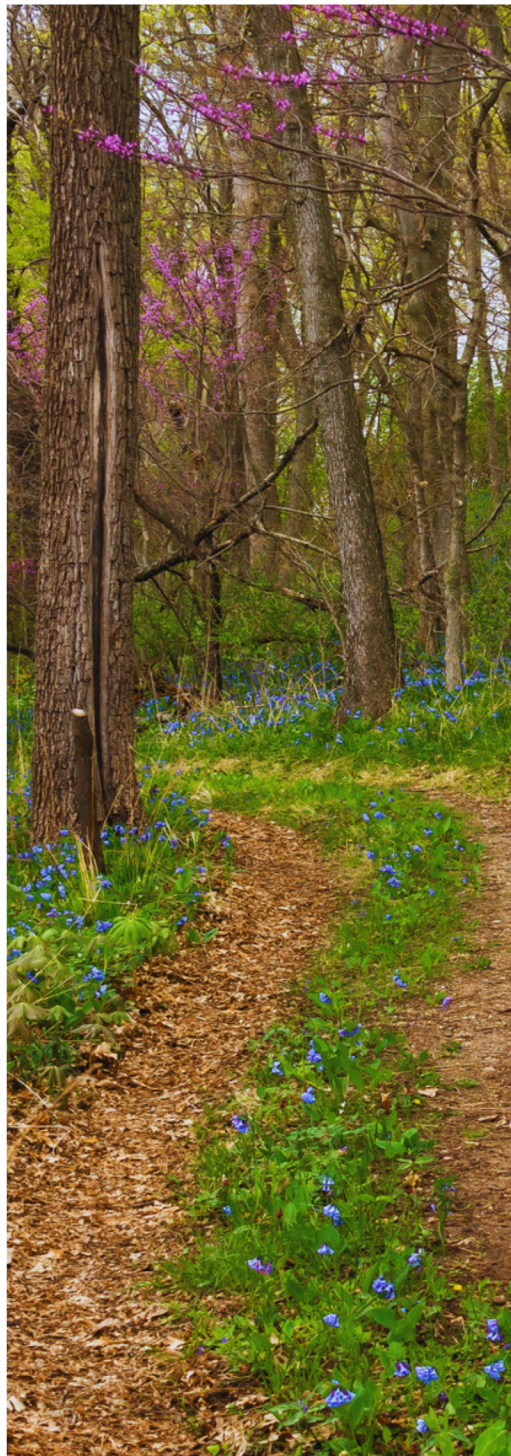
***Fallon Millis***

SENIOR PROGRAM DIRECTOR  
BEHAVIORAL HEALTH

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***Brandy Meadows***

SENIOR PROGRAM DIRECTOR  
BEHAVIORAL HEALTH





# OUR BOARD OF DIRECTORS



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***Artie McBride***

PRESIDENT  
ALEXANDER COUNTY

---

***Nanci Berger***

VICE-PRESIDENT  
POPE COUNTY

---

***Darlene Hamilton***

SECRETARY/TREASURER  
HARDIN COUNTY

---

***Pat German***

HARDIN COUNTY

---

***Leslie Cornelious-Weldon***

PULASKI COUNTY

---

***Scott Trovillion***

POPE COUNTY

---

***Marsha Griffin***

UNION COUNTY

---

***Donald W. Dunn***

JOHNSON COUNTY

---

***Aaron S. Hale***

JOHNSON COUNTY

---

***Amanda Hannan***

MASSAC COUNTY





# arrowleaf®

Growth. Community. Transformation.

## Contact

618.658.3079

[info@myarrowleaf.org](mailto: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](http://myarrowleaf.org)**