



Person-Centered Recovery & Wellness

2025 Annual Report





Our Core Values

Integrity above all else.

Compassion is shown to everyone, every time.

Commitment to emotional and physical safety.

Empowerment is turning inspiration into action.

Excellence is our standard.



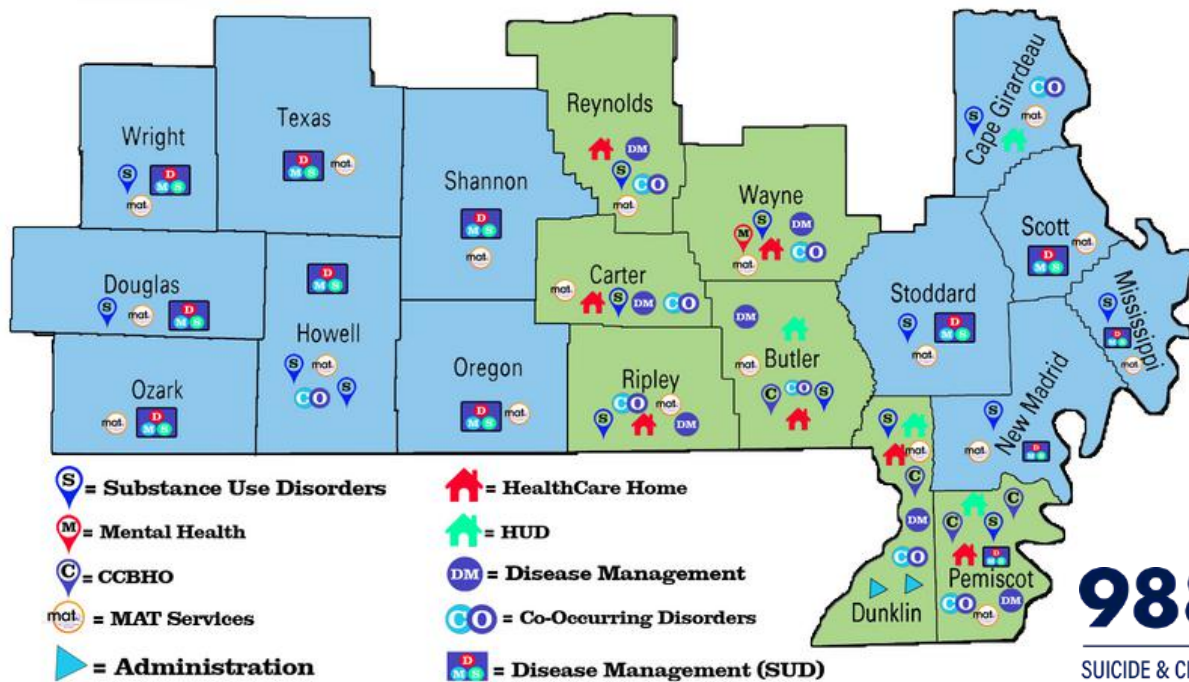
Board of Directors

- John Moyer**, *Chairman*
- Randy Ray**, *President & CEO*
- Alma Coleen Pu**, *Vice Chair*
- Andrew McDaniel**, *Secretary*
- Kim Capps**, *Treasurer*

- Ashley Volner**
- Dana Branson**
- Jessica Bader**
- Betty Byers**
- Scottie Landess**
- Amanda Wagner**

Executive Leadership

- Randy Ray**, *President & CEO*
- Noble Shaver**, *EVP Administration*
- Nancy Blackshare**, *EVP Operations*
- Dana Maxwell**, *EVP Clinical Operations*
- Charley Phebus**, *EVP Finance*
- Max Steyer**, *EVP Performance*
- Tracy Ellis**, *Chief Compliance Officer*
- Courtney Cooper**, *HR Officer*
- Carol Goodman**, *Quality Improvement Officer*



REFLECTING ON FISCAL YEAR 2025

As I look back on Fiscal Year 2025, I am filled with immense pride and gratitude for the continued growth and progress of FCC Behavioral Health. This past year has been one of transformation and expansion—both in our facilities and in our ability to meet the diverse needs of the communities we serve across Southeast Missouri.

In Kennett, we recently celebrated the opening of a new 23,000-square-foot addition to our Behavioral Health Clinic. This expansion has enabled us to merge our Adult CPR program with our Outpatient program, creating a more integrated model of care. The new design has also allowed us to reconfigure space to support the opening of a Behavioral Health Urgent Crisis Center, further enhancing our ability to respond to the immediate needs of the community.

We also successfully completed the transition from Warrior Lane to our new Behavioral Health Center on Lester Street in Poplar Bluff, formerly known as the Kneibert Clinic. This move represents a major milestone in creating a more cohesive and accessible environment for both clients and staff. Our Substance Use Recovery and Support Services Program has also transitioned to the third floor of this facility, bringing our teams together in a way that enhances collaboration and person-centered care.

A particularly exciting development this year has been the opening of our pharmacy in partnership with Genoa Healthcare, allowing us to provide convenient, on-site medication support for those we serve. Additionally, the final phase of this project—the Community Training Center—is well underway and expected to be completed within the next 90 days. This space will serve as a hub for professional development, training, and community engagement.

In Doniphan, we made a strategic investment in the future of our youth services by purchasing approximately one and one-half acres of land adjacent to our existing property. This acquisition, purchased from the same owner as the original site, will allow us to develop a separate facility dedicated to our Youth Program. Both our youth and adult programs have outgrown their current space, and this expansion represents a vital step forward in ensuring that we can continue to meet the growing needs of young people and their families in the community.

In Malden, construction is underway on a new 5,000 square foot facility that will soon become the home of the Malden Youth Program. This development reflects our continued commitment to expanding services and providing dedicated spaces designed to meet the needs of the youth we serve.

In West Plains, we have completed significant renovations and additions to our Turning Leaf Facility, expanding capacity and improving accessibility for staff and clients. We have also added parking, cleared surrounding land, and begun installing necessary utilities in preparation for future development. In addition, we have initiated conversations with an architect to begin planning the next phase of growth for this campus. These efforts represent our forward-thinking approach to ensuring our infrastructure continues to support our mission and community impact.

Across all of our locations, our programs continue to thrive. Our Behavioral Health Urgent Care and outpatient services remain vital in addressing both immediate and ongoing behavioral health needs throughout the region.

As our organization approaches 1,000 dedicated employees, we remain focused on strengthening communication and connection across our widespread footprint. The dedication, compassion, and resilience of our staff continue to drive our mission forward and make our growth possible.

We are also deeply grateful for the leadership and unwavering support of our Board of Directors, under the guidance of John Moyer, Chairman of the Board. His steady leadership—along with the Board's vision and commitment—has been instrumental in helping us navigate change, embrace new opportunities, and remain true to our mission of Person-Centered Recovery & Wellness. Their partnership ensures that FCC Behavioral Health moves forward with integrity, purpose, and a shared sense of direction.

The demand for behavioral health services continues to increase, and FCC Behavioral Health stands ready to meet that demand with innovation, collaboration, and an unwavering commitment to Person-Centered Recovery & Wellness. Together, we are not only expanding access to care—we are shaping the future of behavioral health in Southeast Missouri.

Looking Ahead to Fiscal Year 2026

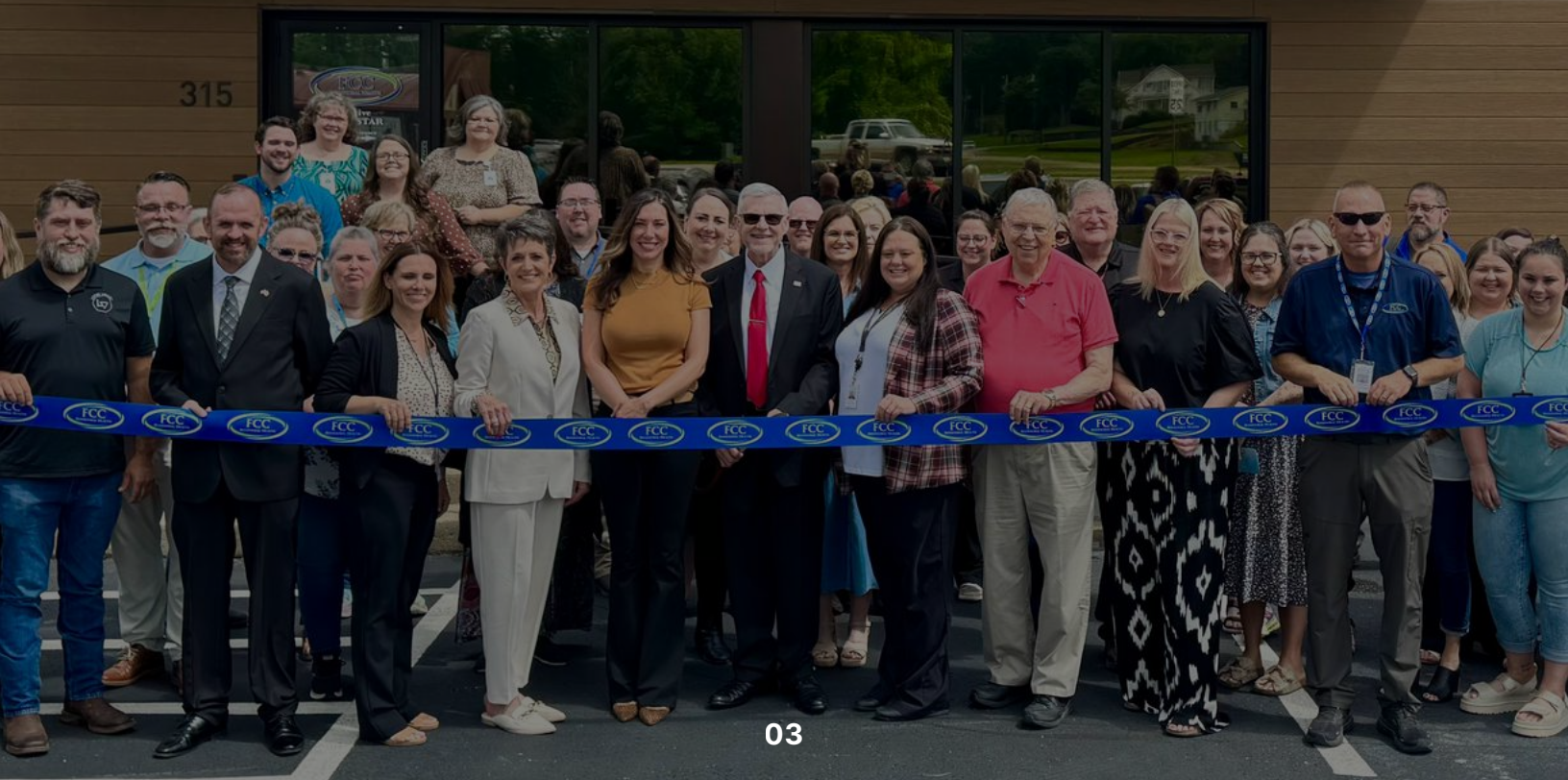
As we look toward Fiscal Year 2026, FCC Behavioral Health remains focused on the future—investing in our people, our infrastructure, and the communities we serve. We will continue to strengthen our partnerships, embrace innovative service models, and expand access through technology and collaboration. Our vision remains clear: to ensure that every individual in Southeast Missouri has access to high-quality, person-centered behavioral health care when and where they need it most. Together, we will continue building a stronger, healthier future for the people and communities who depend on us.



Randy Ray
President, Chief Executive Officer

FCC Behavioral Health made significant strides in expanding services, strengthening infrastructure, and advancing administrative systems to support high-quality, person-centered behavioral healthcare.

Reynolds County Behavioral Health Clinic



Accomplishments

Program and Facility Expansions

- Supportive Living: Opened The Bluff's Supportive Living in Poplar Bluff, Missouri, offering trauma-informed care for individuals with co-occurring behavioral health and developmental disabilities.
- Reynolds County Clinic: Launched a new Behavioral Health Clinic in Ellington, Missouri, improving access to outpatient therapy, crisis intervention, and rehabilitation.
- Garage & Driver's Lounge & Purchasing Department Facility.
- Butler County BHC: Relocated to Kneibert Clinic, consolidating therapy and medication management in a modern, accessible facility.



Projects in Progress

- Turning Leaf remodel & outpatient addition, Lakeview addition, new SUD Clinic in Kennett, Malden Youth program, and Carter County BHC.
- Ongoing initiatives such as workforce recruitment and retention, tuition assistance, trauma awareness, Zero Suicide Initiative, and collaborative work with Missouri Highlands.



Administrative Strategic Goals

FCC advanced multiple operational improvements to ensure efficiency, safety, and sustainability:

- Medication Administration Record (MAR) systems to reduce errors.
- Enhanced workforce support with retention surveys, recognition initiatives, internships, and leadership development.
- Strengthened technology systems through digital transformation, networking upgrades, enhanced help desk support, and improved data analytics capacity.
- Standardized compliance, billing, purchasing, and inventory systems, including ticketing platforms and 3D asset scanning.
- Medical Transportation Management (MTM) for non-emergency medical transport coordination.

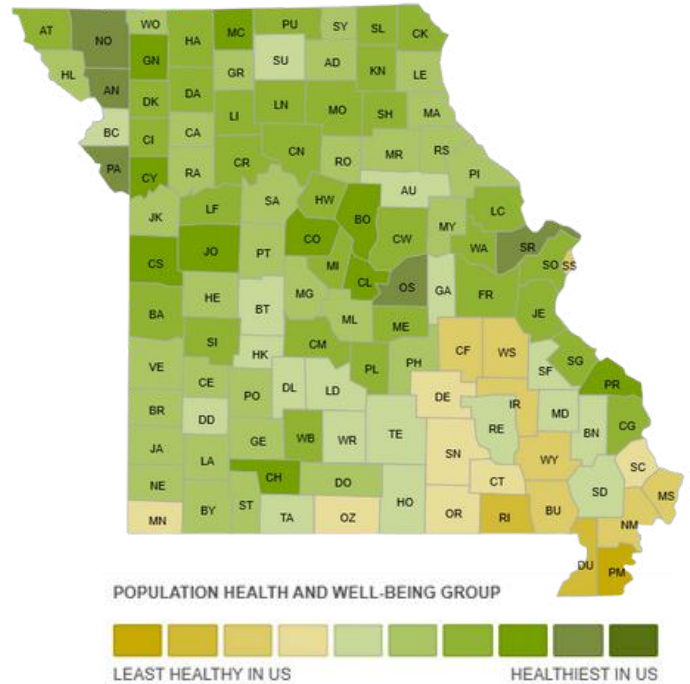
Through these accomplishments, FCC Behavioral Health continues to build a sustainable, future-ready organization. By investing in facilities, workforce, and technology, FCC enhances service quality, expands access to care, and strengthens organizational excellence—ultimately improving outcomes for the individuals and communities it serves.

Assessment of Need

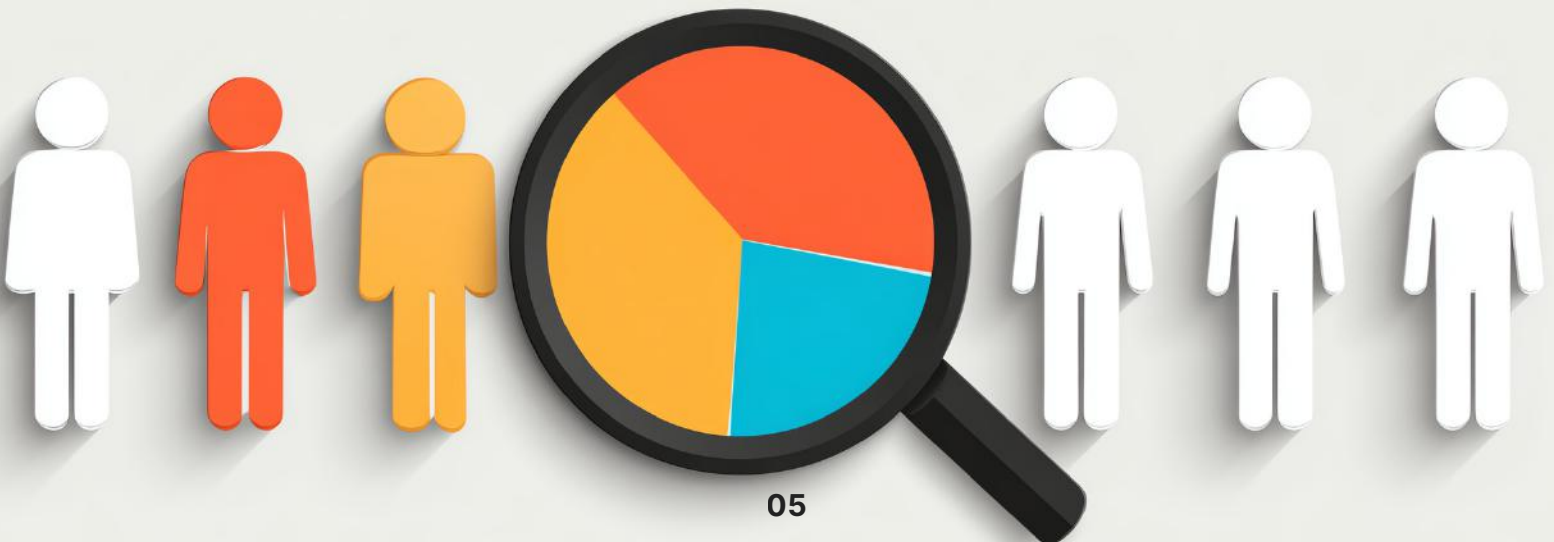
FCC Behavioral Health offers services in 19 counties in southeast Missouri. The majority of these counties are in rural areas and face many challenges. FCC's core service area is made up of the seven counties that are designated as Certified Community Behavioral Health Organization (CCBHO) locations.

According to the 2023 County Health Rankings by the Robert Wood Johnson Foundation, the seven counties in FCC's core service area—Dunklin, Pemiscot, Butler, Ripley, Reynolds, Carter, and Wayne—continue to rank among the least healthy in the state. Not only is our service area among the lowest economically, but it also faces significant health challenges. All these statistics, factors, and projections of needs contribute to a high demand for behavioral health services, as well as overall healthcare in our service area.

As a result, there are simple yet disabling barriers for the population in the area including, but not limited to, the lack of transportation options, limited access to health and behavioral health care, restricted access to computers and broadband Internet, employment challenges, and limited educational opportunities. Poverty is a significant cultural and economic factor in the area and is characterized by stress, unhealthy living conditions, isolation, poor nutrition, and at-risk behaviors.



Source: countyhealthrankings.org



Populations Served

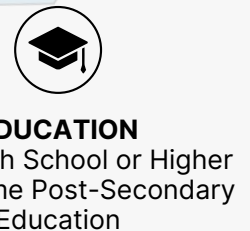
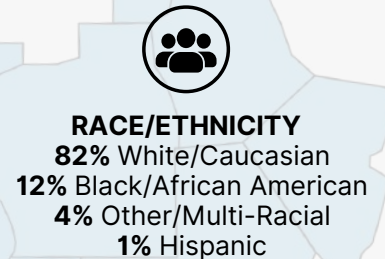
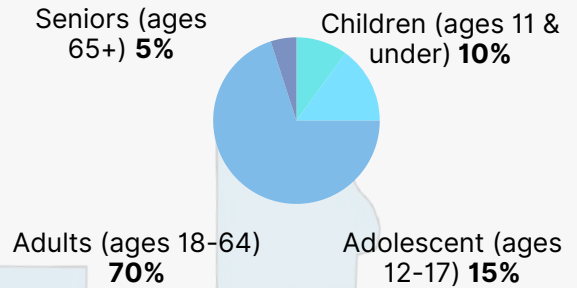
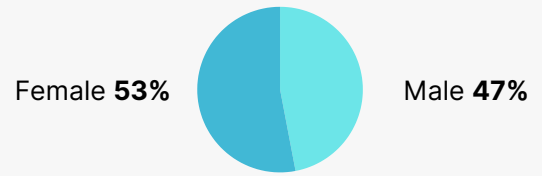
The services provided during the period of July 1, 2024 through June 30, 2025 are described in this report. During the 2025 fiscal year, the agency served a total population of 11,660. **This was a 7% increase from the previous year.**

This growth illustrates both the rising demand for support and the increasing complexity of client needs. The demographic breakdown reveals that 53% of those served are female and 47% are male, with a range of ages from children to seniors. Most of the population (70%) falls into the adult category (ages 18-64), highlighting the significant focus on working-age individuals, though adolescents (15%) and children (10%) are also notably present. Housing instability remains a concern, as 3% of the population is homeless, with an additional 3% facing pending housing arrangements.

While this demographic data showcases the very diverse backgrounds and needs of the population, it also connects to deeper issues regarding mental health and substance use disorders (SUD), which are prevalent across many age groups. Though not displayed, internal data highlights that a significant portion of clients face challenges such as anxiety disorders, depression, and substance use, particularly opioid use, which aligns with the high rates of tobacco use (51% of clients reporting use at admission). This underlines the importance of comprehensive care that addresses not only the mental health needs, but also the interconnected challenges between unemployment (33%) and housing instability.

The mental health conditions treated range from mood disorders like bipolar disorder and depression to more severe conditions such as schizophrenia. Many clients also present with co-occurring disorders, which often complicates their path to recovery. The agency's efforts in addressing these needs through integrated mental health and substance use treatment programs are critical to supporting clients holistically. The rising demand for these services reflects the growing complexity of the population's needs and highlights the agency's role in providing essential care to those most vulnerable in the community.

DEMOGRAPHICS



Quality Improvement Activities

At FCC Behavioral Health, Quality Improvement (QI) is a cornerstone of our commitment to delivering effective services and empowering clients in their recovery journeys. The collaborative efforts of the leadership team, the Performance and Quality Improvement Committee, and the dedicated Quality Improvement Department reflect our dedication to fostering a culture of continuous improvement.

FCC's QI approach is comprehensive, employing a range of methods such as auditing, report analysis, process mapping, data collection, outcome measurement, and stakeholder feedback. These tools enable us to systematically identify areas for improvement and implement meaningful changes. By continuously monitoring and analyzing our processes, we can effectively address inefficiencies, eliminate bottlenecks, and enhance overall service delivery. These efforts not only optimize organizational performance, but also contribute to better client outcomes and increased cost-effectiveness.

Key Activities of the Quality Improvement Department in FY25

The Quality Improvement Department has been actively engaged in several initiatives designed to enhance service quality and ensure client safety and well-being. Notable achievements over the past year include:

- **CARF Preparation and Follow-Up:**

Guided leaders across the agency for preparation of our two CARF surveys this year, both of which were successful and resulted in the three-year accreditation across our broad service lines.

- **Supporting Staff Growth with Tuition Assistance:**

Launched a tuition assistance program to help employees continue their education and advance their careers. By investing in our team's professional growth, we're building stronger services for our clients and supporting staff in reaching their long-term goals.

- **Expansion of our eMAR in Residential Programs:**

This year, we expanded the use of the electronic medication administration records (eMAR) in our residential programs. Instead of relying on paper, staff now record and track medications electronically, which helps prevent mistakes, gives timely reminders, and keeps a clear record.

QUALITY IN ACTION



Client Satisfaction

97% of our clients would recommend FCC Behavioral Health to others.



Client Empowerment

97% of our clients agreed that they have a say in what their treatment looks like.



Accessibility of Care

96% of clients agree that our staff sees them as often as they need.

Learn more at fccinc.org/outcomes



Evidence-Based Care Approaches Used

- Trauma Informed Care
- Zero Suicide Initiative
- Motivational Interviewing (MI)
- Cognitive Behavior Therapy (CBT)
- Moral Reconciliation Therapy (MRT)
- Relapse Prevention Therapy (RPT)
- Prolonged Exposure Therapy
- Assessing and Managing Suicide Risk (AMSR)
- Acceptance and Commitment Therapy (ACT)
- Attachment-Based Family Therapy (ABFT)
- Collaborative Assessment and Management of Suicidality (CAMS)
- Internal Family Systems (IFS)
- Sandtray Therapy
- Integrated Treatment for Co-Occurring Disorders (ITCD)
- Eye Movement Desensitization and Reprocessing (EMDR)
- Tobacco Cessation through Tobacco Treatment Specialists
- Medication Assisted Treatment (MAT) Services
- Illness Management and Recovery
- Supported Employment
- Wellness Coaching
- Trauma-Focused Cognitive Behavior Therapy (TF-CBT)
- Applied Behavior Analysis (ABA Therapy)
- Cognitive Processing Therapy (CPT)
- Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS)
- Narrative Therapy
- Emotionally Focused Therapy (EFT)



Employee Wellness

The Employee Wellness Plan for FCCBH is designed to support and enhance the well-being of our employees. By fostering a holistic approach to health, we aim to improve job satisfaction, productivity, and overall quality of life. The plan focuses on the 8 dimensions of wellness, recognizing that true wellness extends beyond physical health to include emotional, intellectual, occupational, environmental, financial, social, and spiritual well-being. Through this program, we provide staff with a supportive environment, educational information, creative engagement, and continual encouragement as a means of modeling and enriching healthy lifestyles, both professionally and personally. It is our priority to consider individual health needs and make accommodations, when necessary, to support an inclusive wellness environment that serves diverse health needs and overall functioning of the wellness program. By prioritizing the comprehensive well-being of our employees through the 8 dimensions of wellness, FCCBH is committed to creating a healthier, happier, and more resilient workforce.



2025 Program Achievements

Expanded opportunities for staff to practice maintenance of existing health conditions and early identification of other health conditions.

Supported staff through engagement of healthy lifestyle choices encompassing the 8-dimensions of wellness and evidence-based practices.

Continued to provide support directly related to current social and economic circumstances to support the health and wellness of all staff.

Conducted monthly Wellness Committee meetings to identify and collaboratively plan wellness initiatives.

Provided wellness surveys to receive staff feedback and measure outcomes of wellness initiatives.

Wellness Coordinator, Amber Caskey, presents Employee Self-Care and Wellness during New Hire Orientation at least two times per month as part of the New Hire onboarding process for the agency.

Hosted an internal Annual Employee Fall Festival event to acknowledge, support, and show appreciation to FCC employees and families.

Presented to PSR technicians and Care Coordinator Supervisors on the 8 dimensions of wellness and self-care.

Shelf Indulgence donated books to a local classroom teacher to help promote young readers.

Program Initiatives

- Wellness Wednesdays
- On-Site Mobile Mammograms with St. Francis and Gateway to Hope
- Employee Book Club (Shelf Indulgence)
- FCCBH Annual Fall Festival
- Expanded blood drives across the agency partnering with the American Red Cross
- Monthly Wellness Committee Meetings
- Monthly Shelf Indulgence Book Reviews
- Runs for a purpose virtual races (Autism Awareness and Suicide Prevention)
- Various Employee and Community Engagement Activities

Training Department

Over the past four years, the Training Department has grown into a vital part of our organization, providing consistent support to more than 1,000 employees. Our team of five Training and Education Specialists and one Training Officer ensures that essential learning opportunities are delivered across the agency, while also coordinating with more than 15 additional staff who serve as trainers. Together, we provide timely, high-quality instruction that equips employees with the knowledge and skills they need to meet regulatory requirements, excel in their roles, and adapt to the evolving needs of our organization. Beyond meeting compliance standards, we are dedicated to fostering a culture of professional growth and continuous learning, strengthening both individual development and organizational resilience.

Goals & Objectives Achieved in FY2025

- Implemented a new Training Management Software (TMS) program to efficiently and effectively manage training registrations, attendance, and inquiries.
- Developed and launched new training curriculum, including HIPAA: The Basics, Motivational Interviewing, and CC 101 trainings to better support direct-care programs and quality services provided.
- Instituted a 1-day training requirement specifically for Care Coordinators to provide job-specific training, promote consistency across the agency for role requirements, and offer initial support during their onboarding.
- Partnered with Resilience Builders, LLC and the Missouri Behavioral Health Council (MBHC) to provide a 3-day Trauma-informed Supervision Workshop in Poplar Bluff, MO at a reduced cost for 24 of our local community partners and FCCBH staff.
- More than 90% of training participants consistently rated their overall experience as Above Average, Excellent, or Very Satisfied on feedback surveys
- Coordinated and/or presented at multiple community events and provided free training and education within our communities. Some trainings and events include:

- iThink Academy and PB Connect —*Poplar Bluff Schools* event
- Women Aware Annual Conference—*Black River Coliseum, Poplar Bluff, MO*
- John J. Pershing Veteran Affairs Mental Health Summit and other conference events
- Three Rivers College ACHIEVE Program Keynote Speaker—*Poplar Bluff, MO*
- Mental Health Awareness Conference—*Three Rivers College, Poplar Bluff, MO*



Mission: Provide training opportunities and support for all employees to enrich staff development, promote agency growth, and improve service quality.

Behavioral Health Clinics (BHC)

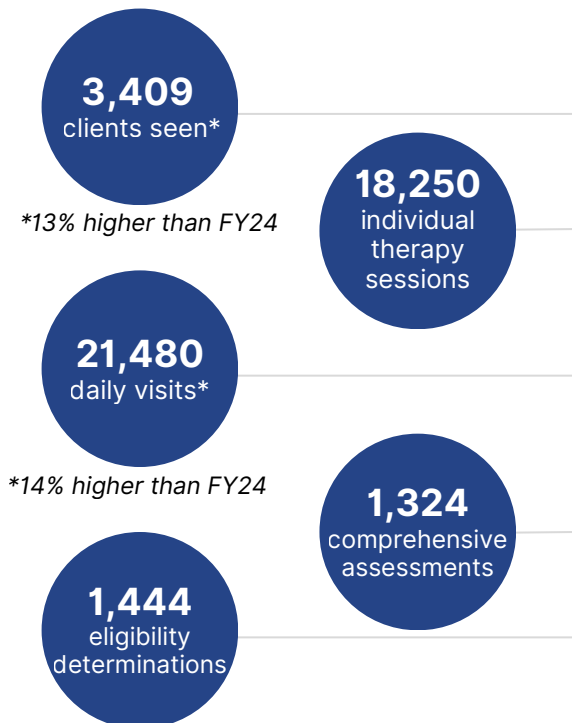
BUTLER, CARTER, DUNKLIN, PEMISCOT, REYNOLDS, RIPLEY, & WAYNE

Outpatient Therapy Services

Providing evidence-based services is essential. This year, FCC Behavioral Health has provided specialized staff training in EMDR (Eye Movement Desensitization and Reprocessing), ITCT (Intensive Treatment of Complex Trauma), Play Therapy, TF-CBT (Trauma-Focused Cognitive Behavior Therapy), and ABFT (Attachment Based Family Therapy). It's not just the service that counts, but the quality of the service.

Outpatient staff continue to increase across the nine outpatient locations. Additions to staff include more adult and youth therapists, more peers, more receptionists, a Veteran's Coordinator, support staff, and two additional Clinical Managers (Outlying Clinics and Butler County). The Ellington office was remodeled on the outpatient side, and a Thrive section was added to the building. Work continues on our new locations in Van Buren and on our expansion in Kennett. The Caruthersville office also had remodeling to expand the number of offices.

Completed outpatient services during FY25:



Substance Use Recovery & Support Services

FCC's adult outpatient services for substance use disorders ("Clinic SUD") continues to expand, adding staff to serve our growing client population. State-of-the-art recovery services align with the American Society of Addiction Medicine (ASAM) "Co-Occurring Integrated" model, offering comprehensive support for those seeking recovery from substance use as well as concurrent mental health conditions. Wrap-around care now includes employment assistance utilizing FCC's Integrated Placement Services (IPS) as well as focused services for clients who are pregnant or post-partum. Beginning in September, Clinic SUD will move into its brand-new quarters in our Lester Street building in Poplar Bluff where intensive outpatient services will be available, along with cutting-edge treatment modalities such as Contingency Management.

Expansion of recovery services into our rural areas has been a particular priority in the past year, and is being accomplished through partnerships within our home counties:

- In Carter County, a collaborative partnership with the prosecuting attorney's office and the Carter County Health Center is creating new avenues for residents to access services, both through a prosecutor diversion program and by housing Clinic SUD staff in the health center, where those in need might more easily obtain screenings and referrals;
- Utilizing FCC's Mobile Crisis Unit, nine new rural outreach sites across Ripley, Carter, Reynolds, and Wayne counties have been made possible through partnerships with county libraries;



(SUD services continued...)

- A similar partnership with the Reynolds County Health Center is planned to begin this fall;
- Ongoing partnerships with recovery support housing providers in Poplar Bluff, Wappapello, Sikeston, New Madrid, Caruthersville, Cape Girardeau, Mountain View, and West Plains extend services to those in structured sober housing; two new recovery homes are expected to be added to this network in the coming year. **FCC disbursed over \$416,000 in room and board assistance to residents of these homes over the past year.**

Psychiatry Service Changes

Fiscal Year 2025 was a transformative period for the Psychiatry Department, marked by unprecedented growth and strategic staffing changes. Changes were put in place to significantly expand access to services across our southern counties and outlying clinics, ensuring high-quality psychiatric care reached even the most rural places of our service area.

To support this surge in demand, the department restructured its workforce. A receptionist dedicated to psychiatry was added at the Poplar Bluff location, and scheduling coordinators were added at both Poplar Bluff and Kennett to streamline appointment needs. A certified peer specialist joined the team to provide lived-experience support to clients, and three medical assistants were hired to enhance clinic operations.

In addition to additional staff, the department underwent a strategic restructuring of nursing services. The Poplar Bluff Clinic LPN was reassigned to serve outlying clinics, allowing injection services and lab draws across all clinic locations. This shift closed a treatment gap and improved quality of care. The three newly hired medical assistants replaced the LPN's previous role at Poplar Bluff, ensuring that services remained uninterrupted.

Substance use treatment also saw growth, with a 10% increase in psychiatry clients receiving Suboxone services. One of the newly hired medical assistants has been assigned to assist our MAT Coordinator due to the growth.

To further expand access for clients, the department added a part-time Nurse Practitioner. This addition allowed for the introduction of in-person psychiatric provider coverage in Carter and Ripley counties for the first time. Each of these clinics now have psychiatry services two full days per month, which is a significant improvement from the previous absence of in-person care. The Greenville Clinic also benefited from this expansion, increasing its services from two half-days to two full days per month.

In summary, FY 2025 was a year of growth and change for the Psychiatry Department. Through strategic planning, the department not only met the rising demand for services but also laid the groundwork for sustainable, quality care delivery across its entire service area. These efforts reflect a deep commitment to improving mental health outcomes and ensuring that every individual—regardless of location—has access to compassionate, comprehensive psychiatric care.

DEPARTMENTAL GROWTH



12% increase
in client services

25% increase
in services provided

30% increase
in census

16% increase
in psychiatric evaluations

HIGHLIGHTS:

DUNKLIN COUNTY CLINIC

469% increase in daily visits

80% rise in services provided

GREENVILLE CLINIC

137% increase in daily visits

111% rise in services provided

THRIVE

CARUTHERSVILLE, KENNETT, PIEDMONT, CAMPBELL, POPLAR BLUFF, ELLINGTON, DONIPHAN, MALDEN

FCC Behavioral Health’s Thrive program is a Community Psychiatric Rehabilitation Center (CPRC) serving individuals with serious mental illness (SMI) across seven counties in Southeast Missouri. With eight locations in Campbell, Caruthersville, Doniphan, Ellington, Kennett, Malden, Piedmont, and Poplar Bluff. Thrive provided care to 1,509 individuals in FY 2025—an increase of 219 from the previous year.

Thrive’s clinical team partners with clients and families to develop personalized care plans that promote recovery, independence, and wellness.

Program Growth and Expansion:

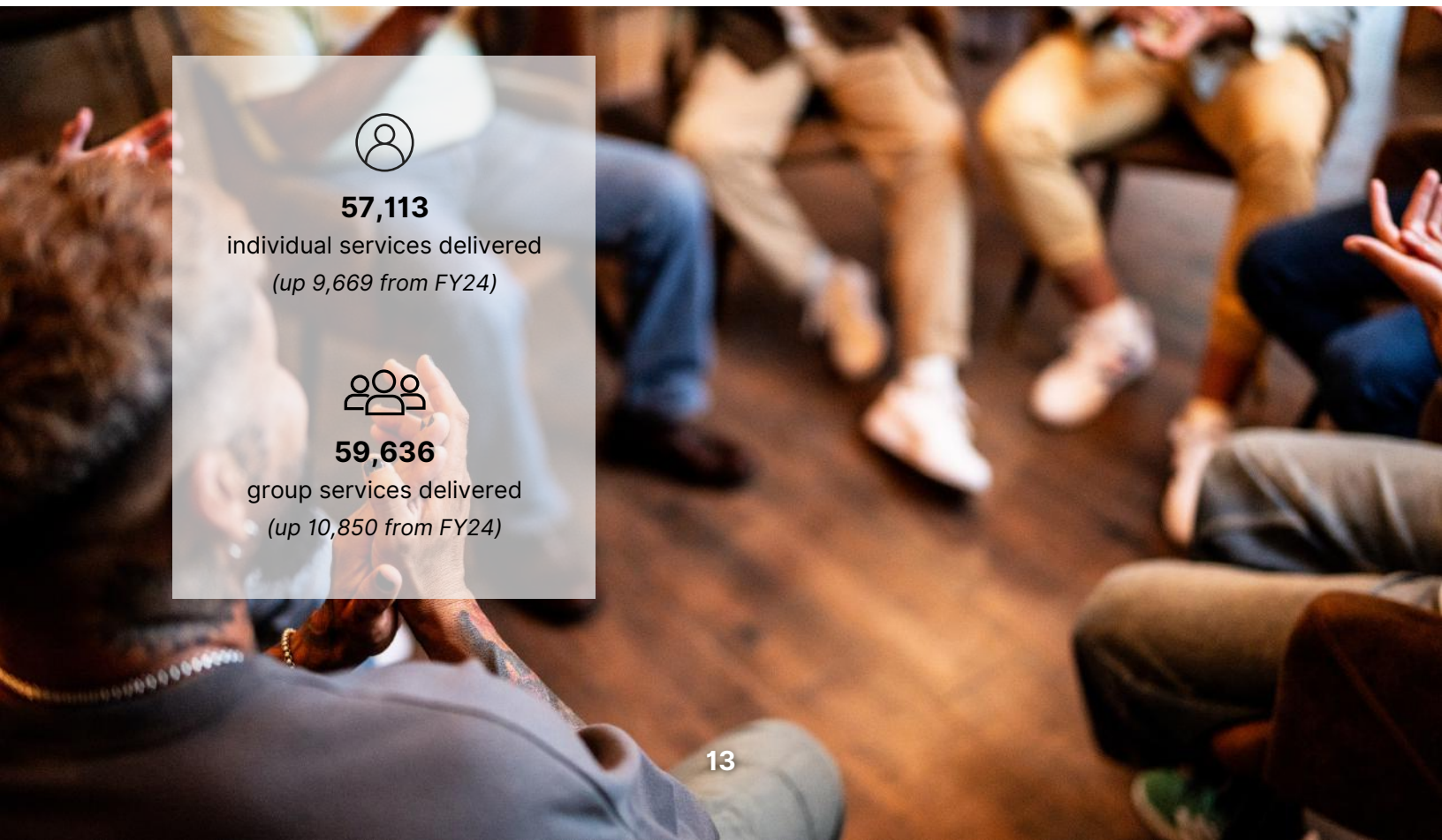
- A new PSR site in Ellington
- Expansion of the Kennett location for enhanced PSR and CPRC capacity
- Upcoming clinic in Van Buren
- Relocation of Outpatient services in Poplar Bluff, allowing CPRC to occupy the full Warrior Lane facility


Services include:


- Community Support
- Peer Support
- Psychosocial Rehabilitation (PSR)
- Integrated Treatment for Co-Occurring Disorders (ITCD)
- Wellness Coaching
- Tobacco Treatment
- Crisis Resolution
- Supported Employment
- DBH Housing Program

Clients may access services in-person or virtually via platforms such as RingCentral, Doxy.me, Microsoft Teams, and telephone, enhancing accessibility and efficiency.

Daily group offerings include IMR, PSR, ITCD, and facilitating access to Community Recovery groups such as AA and NA.




57,113
individual services delivered
(up 9,669 from FY24)


59,636
group services delivered
(up 10,850 from FY24)

Youth STAR

BUTLER, CARTER, DUNKLIN, PEMISCOT, REYNOLDS, RIPLEY, WAYNE

2,568
clients served

143,945
services provided

219
staff members

The Youth STAR program delivers community psychiatric rehabilitation services to children and adolescents across seven counties in Southeast Missouri: Butler, Carter, Dunklin, Pemiscot, Reynolds, Ripley, and Wayne. The acronym STAR stands for Steps Toward Achieving Resiliency, reflecting the program's mission to help youth build resilience and effectively manage behavioral health challenges.

Youth STAR serves clients under the age of 18, providing treatment and clinical support for chronic and persistent behavioral health disorders. Staff deliver targeted interventions to assist clients and their families in symptom management, resilience-building, and progression toward a healthy, independent lifestyle. The program also offers in-house crisis services and coordinates psychiatric hospitalizations and residential placements when medically necessary.

Program Highlights

GROWTH IN SCHOOL-BASED SERVICES

Youth STAR continued to strengthen its school-based programming.

- Kennett Alternative School was successfully launched
- Poplar Bluff Junior High (PBJH) Reset Room provided services
- Collaboration with Poplar Bluff to implement Day Treatment

FOCUS ON WELLNESS

The program emphasized staff and client wellness through:

- Monthly PSR Wellness Groups
- Invited HCH to PSR Family Days
- Continuation of Quarterly Wellness Team Meetings

STAFF TRAINING

Youth STAR staff participated in Conscious Discipline and Wayfinder trainings

COMMUNITY ENGAGEMENT

Youth STAR actively participated in numerous community events throughout the year, including:

- South: Hayti High School Homecoming Carnival, Caruthersville Juneteenth Community Celebration, Caruthersville Chili Cook-Off, Pinwheels for Child Abuse Prevention, Campbell Fall Festival, Ultimate Fitness and Health Fair 5ks, Mental Health Awareness Movie Nights, Back-to-School Fairs and Parent Teacher Conferences, PSR Family Days
- North: Partnered with Bread Shed to provide meals for families to prepare together, Children's Division Child Abuse Awareness Family Fun Day, Poplar Bluff Parks & Recreation Back to School Bash, Back-to-School Fairs, First Friday Coffee, PSR Family Days

Crisis & Diversion Services

ACI Mobile Crisis Team

FCC Behavioral Health provides crisis intervention services 24 hours a day, 7 days a week for Butler, Carter, Dunklin, Pemiscot, Reynolds, Ripley, and Wayne Counties in collaboration with Behavioral Health Response (BHR). Crisis episodes continue to increase across Missouri. FCC Behavioral Health responded to 1,674 crisis calls across the service area. FCC's crisis intervention often results in a more effective clinical outcome. FCC's ACI team is trained in crisis interventions and effective risk assessment procedures. The ACI team can refer consumers to less restrictive settings such as the Emergency Room Enhancement Program and the Suicide Care Pathway to ensure behavioral health follow up and stabilization of the mental health crisis.

Emergency Room Enhancement (ERE)

Diversion Program for high utilizers of hospitals and Crisis Services. Trained staff identify patients as being high utilizers of ER services and notify outreach workers that the individual may benefit from ERE services.

- Peer Support Specialist meets with the individual to determine if they are eligible to participate in ERE.
- If so, the Peer Specialist determines if housing, food or other basic needs are required and makes an appointment with the CMHC, providing transportation if needed.
- Therapist does further evaluation of needs and links with appropriate services. Care Coordinators assist the individual in achieving wellness and functional capability, reducing costly return visits to the ER.

Urgent Behavioral Health Crisis Center (U-BHCC)

FCC Behavioral Health extended crisis diversion services by adding an Urgent Behavioral Health Crisis Center to the crisis continuum care available for our community. The UBHCC began operations in March 2023 at 686 Lester Street in Poplar Bluff, MO. We also collaborate with Missouri Highlands to provide Narcan Vending Machines for harm reduction resource access.

The UBHCC operates as an acute urgent care model for individuals experiencing a mental health or substance use crisis, striving to prevent unnecessary hospitalization or jail confinements. Our services are accessible seven days a week from 10 am to 8 pm, with the last client being accepted at 7pm. The UBHCC serves individuals aged 10 and above.

The UBHCC offers services ranging from comprehensive crisis assessments by a Qualified Mental Health Professional to brief therapy, psychiatric evaluation, medication management, and referrals to necessary resources. The UBHCC assists with transition planning, coordinating transportation, peer support, nursing services, and connecting individuals to suitable treatment services.

ACI/MCR OUTCOME

Crisis de-escalated/resolved: **332**
 Provided referral or scheduling for services: **359**
 Completed safety plan: **198**
 Arranged/scheduled urgent care appointment: **295**
 Other intervention: **268**
 Inpatient admission: **61**
 Court-order: **72**
 Community resources and referrals: **45**
 Emergency response for medical: **26**
TOTAL: 1,675



86%

REDUCTION

In ER Visits
After 6 Months

72%

REDUCTION

In Hospitalizations
After 6 Months

URGENT BEHAVIORAL HEALTH CRISIS CENTER

677 CLIENTS SERVED

580 Stabilized

71 Transferred

26 Left against advice

REFERRALS UPON RELEASE:

656 Follow up with FCC

20 Refused services

40 Inpatient

87 SUD

168 Existing provider

362 Outpatient mental health treatment

The Community Behavioral Health Liaison (CBHL) Initiative

Individuals in mental health crises are more likely to encounter law enforcement than receive proper treatment, leading many into jails. Approximately 15% of jailed men and 30% of women have serious mental health conditions, often unrelated to violent crimes, and frequently lack resources for stability. Limited support after release often hinders recovery. FCC Behavioral Health Liaison's accounted for 2.3% (468) of the State's community referrals during the fiscal year 2025 with 51% of those referrals being referred to services with FCC. The CBHL team quickly assessed each referral, contacting the client within 0.5 days. In addition to community referrals, the FCC CBHL team conducted over 262 community engagements, spending over 889 hours teaching, leading, and attending community events.

FCC Behavioral Health's Community Behavioral Health Liaison (CBHL) partners with law enforcement in seven counties to guide individuals toward treatment rather than jail, aiming to conserve resources and improve outcomes for behavioral health cases. The CBHL program developed and implemented the regional Crisis Intervention Team (CIT) Council in 2018. The Council trains officers to respond effectively to mental health crises and connects people to care. The Crisis Intervention Team Council coordinates training across the region, with 119 officers having completed a 40-hour CIT course since 2018.



CBHL staff regularly visit sheriff's offices and police departments to build relationships, enhance crisis management skills, and promote FCC's involvement in community events, strengthening cooperation between officers and FCC. Liaisons actively work alongside our local first responders to provide them with up-to-date and relevant mental health, wellness, and substance-use-related training for their staff. In 2025, CBHL maintained the Officer Wellness Check Program, which was implemented in 2023, linking behavioral health services and coping strategies to first responders and communities through various liaisons and peer support.

FCC CBHL's expanded their duties in 2025 through supporting the FCC Crisis Response Team by conducting crisis assessments in facilities and jails. This outreach helps deliver, life enriching, quality care to those housed at our regional jail facilities through aiding individuals in both immediate needs assessment and future community reintegration.

Zero Suicide Initiative

FCC Behavioral Health is committed to the ZERO Suicide Initiative to improve clinical practice to prevent suicide. FCC has implemented policies and procedures to ensure safe suicide care for those we serve. Those identified based on the standardized screening tools as a higher risk for suicide will receive enhanced services. Consumers will be identified in the electronic medical record as Suicide Care Pathway. Staff will provide more frequent contacts and structured follow-up and monitoring for those individuals. Staff across all programs will implement the standard level of care identified through Suicide Prevention research. This includes using evidenced based practices such as safety planning and lethal means counseling with all consumers.

245
ACTIVE PATHWAY CLIENTS

67% missed appointment follow-up met

83% after hospitalizations or ER visit
follow-up met

83% after a crisis follow-up met

The Jail Services Initiative

The FCC Behavioral Health Jail Services Team, made up of three Certified Peer Support Specialists, operates in County Justice Centers across seven counties. They connect incarcerated individuals with mental health medications, coping skills, emotional support, and essential resources through the Jail Services Program. Between the months of October 2024 to August 2025, the Jail Services Team contacted hundreds of individuals, enrolling over 253 into services with FCC Behavioral Health.

Jail Services Peer Support workers offer ongoing assistance, helping clients maintain mental stability, explore recovery options, and build self-care skills for release. The team aims to lower recidivism and empower former inmates to successfully reintegrate into their communities.

The Youth Behavioral Health Liaison Initiative

The Youth Behavioral Health Liaison (YBHL) role was launched in 2022 with 31 positions statewide, including one at FCC Behavioral Health. YBHLs are mental health professionals who connect youth and families to behavioral health services and local resources. They build partnerships with crisis systems, law enforcement, schools, courts, hospitals, and youth agencies, while maintaining relationships with educational and judicial organizations.

In 2025, the FCC Behavioral Health Youth Liaison received over 135 referrals for service, 29% of which were later referred to FCC Behavioral Health for services. This service consisted of 2.1% of the youth-related referrals throughout the State of Missouri. During 2025, the Youth Behavioral Health Liaison at FCC engaged in over forty community engagements consisting of training events, community forums, and other collaborative events comprising of over 116 hours and over 436 community members, first responders and partners receiving youth related behavioral health training.

In 2024 and 2025, various state agencies and partners worked together on the Upstream Mapping program across Missouri. The Upstream Mapping Program is a Youth Mapping Workshop which brings together local

stakeholders and strategically plan and assess services available within judicial circuits. Currently, within FCC's catchment area, all Upstream Mapping events have been completed except for Pemiscot County. Pemiscot County is currently scheduled to be completed November 3rd and 4th. In utilizing these resources, the YBHL role can improve outcomes for children, youth, and their families with behavioral health needs while saving valuable resources.

Show Me Hope

Show-Me Hope is Missouri's crisis counseling program (CCP) in response to a disaster or critical event. The CCP is a federally funded program that is administered by the state mental health authority. In Missouri, that is the Department of Mental Health Office of Disaster Services. The program is overseen at the federal level by FEMA and SAMHSA. Counselors are based in the local community to teach coping and stress management skills to anyone dealing with the anxiety and uncertainty caused by the event. The CCP helps individuals and communities recover from natural and human-caused disasters through community outreach and access to resources including mental health services.

The FCC Show-Me Hope team has read books to local daycares, visited local libraries, left material at local business, and conducted door-to-door outreach in hopes of connecting with people affected by the tornadoes earlier this year. From May of 2025-August of 2025 the Show-Me Hope crisis counselors were able to distribute 7,800 pieces of material to our local area.



SHOW-ME
H  **PE**
MISSOURI



Learn more at
mshowmehope.org

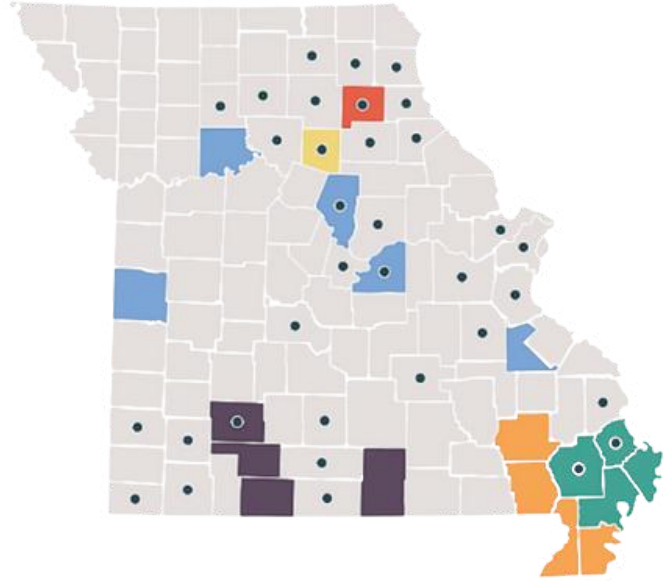
Firearm Suicide Prevention

In 2021, FCC Behavioral Health partnered with the Missouri Institute of Mental Health (MIMH) to begin a two-year planning phase for the Firearm Suicide Prevention (FSP) Grant. This phase focused on conducting community-based research through needs assessments, surveys, and individual interviews to identify locally informed, sustainable strategies for firearm suicide prevention.

In February 2023, eight organizations—including our partnership with MIMH—collaborated under the leadership of the Missouri Foundation for Health, with Openfields providing social innovation consultation, to launch the implementation phase of the FSP program across 23 counties. Our specific partnership centers on suicide prevention efforts in Butler, Dunklin, Pemiscot, and Wayne counties, with targeted outreach to faith-based leaders and organizations, as well as professionals in the manufacturing and construction industries—groups shown to have higher suicide rates within their communities.

To date, our educational and outreach initiatives have reached more than 1,000 individuals through a variety of channels, including local radio stations, churches, schools, manufacturing businesses, community events, trainings, and more. These efforts continue to emphasize the vital importance of mental health awareness and suicide prevention within our communities.

With two years remaining in this grant, FCC Behavioral Health remains committed to demonstrating the ongoing need for increased support and funding to sustain and expand firearm suicide prevention efforts in our rural communities.



FCC Behavioral Health and Missouri Institute of Mental Health

Training faith leaders and manufacturing employees in suicide prevention and lethal means safety.



Missouri Foundation for Health FSP Cohort Program Brochure



Adult SUD Services

Serenity Pointe

In fiscal year 2025, Serenity Pointe strengthened its continuum of care by launching specialized outpatient programming, establishing an integrated Outpatient Team (Outpatient Counselor, Care Coordinator, Certified Peer Specialist, and Mental Health Therapist), and adding an additional therapist to expand access. For inpatient clients, the group education schedule was redesigned with more structured curricula, and a weekly onsite parenting class was introduced in collaboration with EPIC. Residential and transitional capacity increased to 20 beds each. Health and operations initiatives included smoking-cessation support, quarterly STI education and testing with the Butler County Health Department, continued service as a training site for undergraduate and graduate interns, participation in the SEMO CIT committee and statewide MAW meetings, grant funding for a durable playground for clients' children, and installation of generators to ensure reliable facility operations.

Community engagement and ongoing partnerships strengthened across the region. Overdose Awareness Month was marked by a memorial event on International Overdose Awareness Day; Recovery Month featured participation in the SEMO District Fair parade and collaboration at Recovery Fest. Staff and clients also took part in Pride in the Park, the Juneteenth celebration, the Green Bear Project, Better U Bash, and Project Hope. Partnerships expanded through Women Connect Women, which hosted monthly activities for inpatient clients, alongside continued collaboration with Mission Missouri. The Individual Placement and Support (IPS) program extended services to Poplar Bluff and maintained active involvement with the Cape Girardeau and Jackson Chambers of Commerce.



BY THE NUMBERS



451

Clients Served



300

Positive Outcomes (66%)



~60%

Service Volume Growth
Increase Year-Over-Year

- **Residential & Transitory Capacity Capacity:** 20 beds each
- **IPS Cases Opened:** 64
- **Women Gaining Employment (IPS):** 52
- **30-Day Employment Milestone:** 45
- **90-Day Employment Milestone:** 30
- **Completed Treatment:** 145
- **Continued at Appropriate ASAM Level:** 155
- **Pregnant Women Supported:** 22
- **Healthy Births During Treatment:** 8

These initiatives translated into measurable outcomes. Total service volume increased by nearly 60% year over year, and ASAM Level 1 outpatient services were delivered at five times the prior year's level. The IPS program opened 64 cases and helped 52 women obtain employment; 45 reached the 30-day employment milestone and 30 reached 90 days. In total, 451 clients were served in FY2024, with 300 (66%) achieving positive outcomes—145 completed treatment and 155 continued care at the appropriate ASAM level. The organization supported 22 pregnant women in treatment and recorded eight healthy births during their mothers' recovery, underscoring Serenity Pointe's commitment to access, engagement, and sustained care.

Stapleton

Fiscal year 2025 marked a dynamic period of growth for Adult Substance Use Disorder Services. Our partnerships with Recovery Support Service providers have not only deepened but also expanded through the formation of many new collaborations. According to SAMHSA, those needing substance use treatment, only 3.5% received treatment in 2024, highlighting the significant lack of access to treatment. The persistent lack of access to substance use disorder (SUD) treatment highlights a critical need for expanding community partnerships, outpatient services, and residential treatment capacity. Other program growths are identified below in the fiscal year accomplishments.

Accomplishments

- Stapleton Residential recently completed facility renovations aimed at modernizing the environment and enhancing overall quality of care. These updates reflect a continued commitment to providing a safe, comfortable, and contemporary space for residents & staff.
- Stapleton Residential has continued to foster and strengthen its community partnerships, including collaboration with programs such as Alive and Well, which provides trauma-informed services and connected with Lincoln University on providing nutrition classes. These partnerships enhance the continuum of care and support residents in their journey toward recovery and long-term stability.
- Stapleton Outpatient Census continues to increase in census the Hayti location.
- The Ripley County Family Treatment Court continues to flourish in its first year of operation.
- Stapleton Residential previously expanded its bed capacity from 16 to 25 residents, marking a significant step forward in its ability to serve more individuals in need of care and support. This increase reflects the program's ongoing commitment to growth and its dedication to meeting the evolving needs of the community.
- Stapleton Residential and onsite Outpatient served 513 clients for Fiscal year 2025.
- Project WIN, DOC, and Treatment Court served 559 clients for Fiscal year 2025.



Vision

- Expansion of Outpatient Treatment services to serve outlying surrounding Counties.
- Stapleton Residential is planning a future expansion of its current facility to include dedicated halls for both women and men within the residential substance use treatment center. This addition will enhance the program's capacity to provide gender-responsive care and better support individuals on their path to recovery.
- To obtain occupancy of the Adult Outpatient Building for our Dunklin County Treatment Court, Project WIN and DOC programs.
- Expansion of the Co-Occurring Role at all sites.
- Maintain and expand involvement in local events and initiatives to promote recovery and overall wellness.

Turning Leaf

Over the past year, several staff members have made impressive strides in their professional development. Deborah Alfallouji successfully completed her MAADC II certification and transitioned from RSA to Care Coordinator. Christy Meeks, Stacey Perkins, Alisha Smithson, and Johnna Sherman also earned their MAADC II certifications, enabling them to facilitate groups and expand client services. Christopher Crews and Jennifer Mitcham achieved CRADC certification, further strengthening our clinical capabilities. Sharon Barbee completed her licensure requirements for LCSW and has accepted the Director position at Turning Leaf. Additional role changes include Jason Ferrebee stepping into the

Facility Manager position and Darlene Wilson becoming Clinical Manager for the outlying clinics. Notably, Dr. Frank Mulford completed his doctorate in Forensic Psychology. These accomplishments reflect a deep commitment to growth and a positive impact on both team performance and client care.

The recent remodeling efforts have significantly transformed our workspace, with several newly renovated offices now fully operational and in use. Staff have transitioned smoothly into these updated environments, which offer improved functionality and comfort. Progress on the expansion continues steadily, with construction advancing on schedule and new areas beginning to take shape. These developments reflect our commitment to creating a more efficient and welcoming workplace that supports both current needs and future growth.

Client events throughout the year have centered on celebrating sobriety and fostering a sense of community, with each gathering offering meaningful opportunities for connection and joy. The July 4th holiday featured a variety of engaging activities, while Halloween brought out creativity through a

spirited pumpkin carving contest. Thanksgiving and Christmas were marked by festive feasts enjoyed by all, and a particularly touching moment came during the opening of Christmas stockings, when one client shared, "This is the first time in a long time I've gotten something." These events provided a safe, supportive environment for celebration, including outdoor games, shared meals, and wellness-focused workshops. Strong participation and heartfelt feedback underscore the value of offering festive, sober alternatives that reinforce recovery goals. The success of these gatherings reflects our ongoing commitment to creating uplifting experiences for clients throughout the year.



To locate residential and day treatment options, visit: fccinc.org/adult-locations

Disease Management

The Disease Management (DM) program is a collaboration between the Missouri Department of Behavioral Health, MO HealthNet Division, the Coalition of Community Mental Health Centers, and DBH Providers. The DM project targets active MO HealthNet recipients who have a mental health or substance use diagnosis and high-risk healthcare needs indicated in their Medicaid claims data. The purpose of the DM project is to provide care coordination and manage overall healthcare more effectively to improve patient health and reduce overall costs to the Missouri Medicaid program. Since the DM program began in 2010, it continues to save the Missouri Medicaid program millions of dollars and continues to improve the health and well-being of thousands of people more significantly in Missouri. Disease Management continues to remain a non-referral program and can only outreach consumers who are identified on the cohorts.

The FCC DM Team consists of 7 DM outreach coordinators and one DM nurse. FCC DM staff attempt to outreach the DM consumers on their caseloads a minimum of one time per month, and outreach can increase based on the consumer's need. Disease Management continues to do well with maintaining high metabolic screenings rates for CPS DM, SUD DM, and overall completions rates. FCC's DM team continues to get recognized regularly by DMH for their high completion rates as they are in the top 3 for highest in the state.

DMH implemented new outreach goals for all DM programs throughout the state:

- Month 2 Goal: 100% of clients should be at least at a Low-Contact outreach level.
- Month 4 Goal: 50% of clients should be at least at a Medium-Contact outreach level.
- Month 6 Goal: 10% of clients (State-wide) should be enrolled in a DMH program, as monitored by DBH through DM Status reports.

Substance Use Prevention

Program Overview

Since 1993, FCC Behavioral Health’s Prevention Program has served as a driving force in substance use prevention, research, and education. The program’s mission is to empower communities with proven and practical strategies to address substance use and its related challenges, while the vision remains focused on transforming communities, saving lives, and building brighter futures.

The Prevention Resource Center (PRC) operates within Service Area 20—covering Dunklin, Pemiscot, New Madrid, and Mississippi Counties—and provides comprehensive prevention services, coalition support, education, and advocacy. The PRC works closely with ten state-registered coalitions and four youth coalitions, in addition to schools, task forces, churches, social service agencies, and local businesses throughout the region.

Key Accomplishments FY25

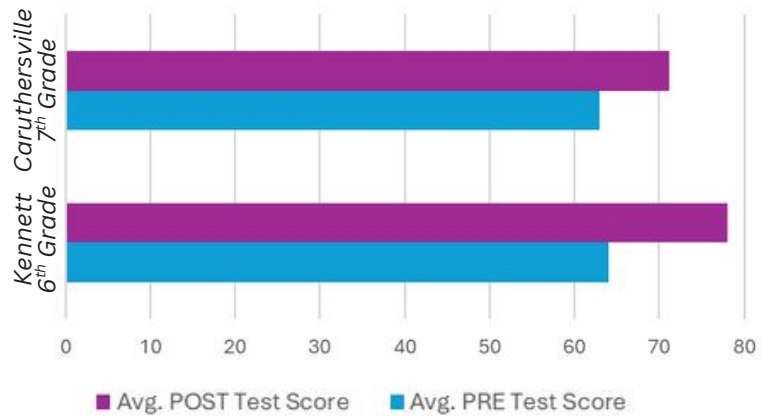
Throughout the fiscal year, the PRC played an active role in more than 125 community events and activities. Coalitions were supported in obtaining approximately \$145,000 in local prevention funding, including a major Drug-Free Communities grant that will provide \$125,000 annually for the next five years. PRC staff reached more than 6,000 youth and adults through prevention presentations, trainings, and community information booths. Evidence-based curricula such as Too Good for Drugs, SPORT Prevention Plus Wellness, Toward No Drug Abuse, PeaceBuilders, Youth Mental Health First Aid, and Strengthening Families were implemented across schools and communities. The PRC also received an extra \$150,000 awarded through Department of Health grants written to provide additional substance use prevention services.

The program also continued to expand its outreach through media. Professionally created prevention, treatment, and recovery videos, originally launched in FY2022, were distributed again this year and viewed by more than 570,000 people. These efforts were paired with the distribution of over 1,200 safe medication disposal kits and 200 Narcan kits, providing community members with both knowledge and tangible tools for prevention.

School-Based Prevention

The PRC implemented the Too Good for Drugs program in Kennett’s sixth grade and Caruthersville’s seventh grade, where pre- and post-tests demonstrated growth in knowledge and awareness. Students not only demonstrated increased understanding but also expressed appreciation for the program, with some asking that it be offered again in future years. In addition, the PRC brought SPORT Prevention Plus Wellness and Stanford’s Vaping Curriculum to other schools and an after-school program, strengthening its school-based presence. Moving forward, the PRC expects to continue with these schools and expand services to additional districts that request support.

TGFD 2024-2025 Results



Tobacco Merchant Education

The PRC also focused on reducing youth access to tobacco by conducting one-on-one merchant visits across all four counties. Staff worked to ensure vendors clearly understood state laws and fines for selling to minors, while also emphasizing their important role in preventing youth tobacco use. These efforts were reinforced through four vendor newsletters, one hosted training, and the recruitment of local youth to participate in SYNAR activities with the state prevention department. In total, 175 vendors were visited in FY2025.

Youth Mental Health First Aid (YMHFA)

Youth Mental Health First Aid continues to be an important component of the PRC’s expanded services. Since 2017, the PRC has delivered 57 trainings with more than 800 participants, equipping parents, caregivers, teachers, school staff, and other community members with the skills to recognize and respond to youth experiencing mental health or substance use crises.

Missouri School-Based Prevention & Resources Initiative (SPIRIT)

Another longstanding prevention effort is the Missouri School-Based Prevention and Resources Initiative (SPIRIT), which FCC has implemented in collaboration with the Missouri Department of Mental Health and area schools since 2002. Originally a small program serving just a few grades, SPIRIT now reaches K-5 students in Lilbourn, New Madrid, and Matthews Elementary Schools through the PeaceBuilders climate-change curriculum, while New Madrid Middle and High School, Kennett Middle School, and Caruthersville High School receive evidence-based programming such as Too Good for Drugs and Toward No Drug Abuse. The program works closely with the Missouri Institute of Mental Health to track outcomes, while FCC staff also conduct local pre- and post-tests to ensure programming effectiveness and to identify areas where adjustments may be needed.

Below: New Madrid Middle School 7th Grade TGFD Knowledge Increase. Both Kennett and Caruthersville students showed an increase in knowledge after participating in TGFD, similar to the results we see with New Madrid students who also receive the program.

Leadership & Advocacy

The PRC has taken on a significant leadership role beyond the local level. Two of our staff members serve as both Chair and Co-Chair of Missouri Prevention Advocacy Leaders (MOPAL), an organization dedicated to advancing prevention efforts across the state. Our PRC staff also contributes to several MOPAL subcommittees, including leadership, membership, bill tracking, and substance-specific workgroups. PRC staff have met with both federal and state legislators to emphasize the importance of primary prevention and the continued need for funding and supportive policies.

Looking Ahead

The Prevention Resource Center will continue expanding school-based programming, strengthening coalition efforts, and advancing advocacy initiatives in the year ahead. With measurable successes already evident and a history of strong community partnerships, FCC Behavioral Health’s Prevention Program remains deeply committed to building drug-free, healthier, and more resilient communities in Southeast Missouri.

In the Community

A favorite part of prevention work is being out in the community—meeting people, building connections, and sharing resources face-to-face. Whether it’s at local events, schools, or statewide conferences, our team values every opportunity to spend time with the individuals and families we serve. These photos highlight just a few of the moments we’ve had working alongside our partners and community members to create healthier, safer environments for all.

Question Topic	Pre-Assessment	Post-Assessment	Improvement
Tobacco/alcohol advertising purpose	88%	95%	7%
Prescription drug safety	85%	93%	8%
Goal setting responsibility	97%	99%	2%
Marijuana facts	72%	91%	19%
Life success strategies	85%	88%	3%
Assertive communication	78%	82%	4%
Smoking addiction reasons	90.6%	93.7%	3.1%
Vaping/THC facts	67%	81%	14%

Adolescent Comprehensive Substance Abuse Treatment and Rehab (CSTAR)

HORIZONS

Client Enrichment and Programming

Adolescent Horizons continued to enhance the client experience through a variety of enrichment opportunities. Clients enjoyed monthly bowling outings and other recreational experiences such as watching fireworks and visiting local parks. These engaging activities encourage healthy social interactions, build community connections, and provide supportive, positive, substance-free opportunities for fun and growth.

Additionally, the program implemented an optional Spirituality Group to provide clients with a safe space to explore their personal beliefs and values. This group has proven beneficial in supporting holistic recovery by allowing clients to express themselves in meaningful ways and by addressing spiritual needs alongside emotional and clinical care.

Program Growth and Outcomes

Fiscal Year 2025 reflected substantial growth across the Adolescent Horizons programs. Overall, residential and outpatient services saw an increase of 6,865 service counts, representing a 19.5% growth from the previous year.

The Kennett Horizons outpatient program grew from 424 to 717 services, a 69% increase. Likewise, the Poplar Bluff outpatient program expanded from 270 to 429 services, representing a 58.9% increase and furthering our ability to serve adolescents and families in the region.



69%
GROWTH
in Kennett
outpatient program

58%
GROWTH
in Poplar Bluff
outpatient program

Facilities and Environment

The residential group homes received upgrades this year. Both the male and female group homes were renovated with new kitchen cabinets, creating more welcoming and functional spaces for meal preparation and daily living. These improvements contribute to a homelike environment, fostering a sense of stability and comfort for clients.

Staff Achievements and Growth

Horizons experienced significant professional growth among its staff. Sam Elliott obtained the MAADC credential and transitioned into the role of Associate SUD Counselor within the residential program. His advancement not only strengthens our clinical team, but also enhances the quality of care provided to clients. Similarly, Amy Gonzales earned the MAADC credential, further expanding the range of services available and increasing client support within the program.

Several new staff members also joined Adolescent Horizons. Harli Robertson was hired as an Associate SUD Counselor for the outpatient program in Poplar Bluff, improving access to services in that community. In Kennett, Matthew Norte became a Peer Support Specialist, offering clients the unique benefit of peer-led recovery support. Additionally, Christopher Lankford joined the residential program as an ITCD Specialist. His training in ACT, CBT, DBT, and SFBT provides clients with advanced therapeutic options and family therapy, ensuring holistic care that addresses both mental health and substance use challenges.

Associate SUD Counselors Laiken Duncan and Pam Buttrey attended the 2024 Missouri Suicide Prevention Conference, where they gained valuable skills to support crisis intervention and suicide prevention efforts. Laiken also became certified in DBT, adding an evidence-based intervention that supports emotional regulation and reduces self-harm. Furthermore, Sam Elliott and Laiken Duncan attended the Missouri Juvenile Justice Association 2024 Fall Conference, strengthening the program's connection to juvenile justice resources and equipping staff with additional tools to better serve justice-involved youth.

RISE

Program Highlights & Community Engagement

FY2025 was another successful year for Adolescent RISE, marked by continued expansion, strengthened community partnerships, and commitment to promoting wellness and fostering growth across the multiple counties we serve.

Through consistent participation in System of Care meetings across six counties, the RISE team deepened regional collaboration and ensured coordinated care for families. The Raising Resilience support group continued to provide encouragement and resources for parents, while clients participated in enriching activities such as community outings, cultural education, and seasonal celebrations.

RISE hosted two successful American Red Cross blood drives, as well as the Mobile Mammogram Unit for staff and community members to receive preventive services at no cost. RISE facilitated opportunities for clients to engage in spiritual and cultural celebrations onsite. Key annual events included the Easter Sunrise Service, Cinco de Mayo, Juneteenth, 4th of July Water Day, Open-Mic Night, Annual RISE Games, Native American Heritage Month activities, Annual Halloween Bash, and the Annual Thanksgiving Feast. In addition to onsite activities, clients were provided with the opportunity to engage in community outings such as Earth Day in the Park, McWilliams Pumpkin Patch, Willow Spring Pool Day, and a Suicide Awareness Walk. Each of these opportunities created meaningful connections and a sense of community.

Specialized Care Coordinator Alexis Rodriguez, alongside the RISE team, led outstanding school outreach efforts, increasing the number of students reached significantly. Thousands of students received education on suicide prevention, substance use, bullying, healthy coping strategies, and resilience. In addition, Billie Weaver collaborated with Unilever to secure a large-scale donation of hygiene products, filling the RISE hygiene closet and ensuring client needs were fully met. Program Director Britney Davis and Chief Clinical Officer Kelley Wilbanks attended the Youth Upstream Mapping Workshop in an effort to identify gaps and enhance services provided to youth in the area.

Professional Training & Credentialing

During FY2025, West Plains Adolescent RISE focused on advancing professional development and training opportunities for staff and interns, demonstrating a strong commitment to quality care and a supportive, growth-oriented workplace.

Staff Achievements:

- Crystal Sinclair: Successfully passed the ICRC exam, earning her Certified Reciprocal Alcohol and Drug Counselor (CRADC) credential.
- Billie Weaver: Completed training in Moral Reconciliation Therapy (MRT), expanding RISE's capacity for adolescent interventions.
- Taunia Rosa, Program Nurse: Earned her Bachelor of Science in Nursing (BSN) in December 2024, enhancing her clinical expertise in adolescent care.
- Tabitha Caplinger, YPS: Achieved significant professional growth by participating in the Missouri Peer Support Learning Collaboratives in Jefferson City. She earned her Harm Reduction Specialist Credential in February 2025 and her Family Support Provider Credential in April 2025.
- Alexis Rodriguez: Completed the Mayo Clinic Tobacco Treatment Specialist training, integrating new strategies into the wellness curriculum to support tobacco cessation.
- Dooley Sansegraw: Completed peer specialist training, earning credentials as a Certified Peer Specialist (CPS) and Youth Peer Specialist (YPS).
- Brittney Ortiz: earned her MAADC II
- Supervisors participated in the Trauma Informed Supervision Series and a four part Supervisory Learning Course.

Internship & Educational Partnerships

RISE proudly continues its role as a training site for students at multiple academic levels. The program's supportive environment enriches the learning experience, helping interns and staff alike pursue their professional goals.

Currently, RISE supports two MSW-level interns, who will graduate in October 2025. Through a strong partnership with Missouri State University – West Plains, RISE offers students meaningful, hands-on training in adolescent substance use and behavioral health treatment. Interns consistently report positive outcomes, highlighting the exceptional mentorship, expertise, and care they receive throughout their placements.

Healthcare Home

Impact and Value of HCH Services

Clients receive a wide range of integrated services through HCH, including annual metabolic and health screenings, comprehensive care management, care coordination, health promotion and education, and transitional care following hospitalization. Additional support includes individual and family services, referrals to community and social support resources, and the use of health information technology to identify and address gaps in care management. As part of ongoing integration efforts, HCH staff conduct annual cross-training with FCC employees and provide regular in-service training across various programs. These initiatives are designed to enhance medical knowledge and equip direct care staff with the tools needed to effectively educate and support their clients.

HCH Accomplishments

The primary goals of the Healthcare Home (HCH) program are to improve health outcomes, reduce dependence on high-cost medical services such as emergency department visits and hospitalizations, and lower overall healthcare expenses for the HCH population. These objectives are achieved through services like referrals to community and social support resources, as well as health education and promotion.

By the end of the fiscal year, all 2,125 enrollment slots allocated by the Department of Mental Health (DMH) were successfully filled. FCC distinguished itself as one of only two agencies to achieve 100% enrollment. FCC’s HCH team—comprising 14 Nurse Care Managers, 4 HCH Care Coordinators, and 3 Directors—served a total of over 2,465 clients. This included an increase of approximately 45 clients in the disease management population and an expansion to include clients served from the new Campbell and Malden offices.

Currently, 99% of clients enrolled in FCC HCH services have an established primary care physician (PCP). Our nursing staff plays a vital role in helping clients initiate and maintain these essential healthcare relationships. Having a PCP is critical for preventive care, chronic disease management, and coordination of specialist services, all of which contribute to improved health outcomes, reduced healthcare costs, and potentially increased life expectancy.

Alongside the services detailed above, HCH staff actively engaged in community outreach throughout the fiscal year. Events included Movie Night for Dunklin County Youth, Mental Health Spirit Week in Poplar Bluff and Piedmont, Mental Health Awareness activities in Poplar Bluff and Kennett, Family Day at River City Adventure Park in Caruthersville, and Youth Day at the Rec Center in Caruthersville.

According to the Missouri Behavioral Health Council’s FY2025 Annual Report, FCC Behavioral Health clients participating in HCH demonstrated significant health improvements:



56%

showed improved blood pressure control



70%

had better A1c levels (indicating improved blood sugar control)



91%

achieved positive outcomes in LDL cholesterol



88%

improved total cholesterol levels



67%

had better triglyceride levels

These outcomes highlight the substantial value of integrating HCH into the FCC treatment model.

Community Residential Programs

Cooper Commons

Cooper Commons residents have access to a comprehensive range of behavioral health services, including individualized treatment and case management to connect them with additional community-based care and resources. The on-site team is composed of a Program Director, Assistant Program Manager, licensed therapists, nurses, care managers, and trained residential staff—all working collaboratively to support each resident’s progress toward independent living. Cooper Commons also offers specialized care for individuals with co-occurring mental health and substance use disorders.

Cooper Commons has fully resumed operations following last year’s renovations, with the facility now operating at 100% capacity. All rooms are private to support the therapeutic process and more closely mirror the environment individuals will return to after treatment. We continue to utilize our State of Missouri-approved process for assessing each consumer’s readiness to successfully transition out of the program.

Cooper Commons provides structured support for 12 adults living with serious mental illness, including six individuals in long term placements and six in short term placements.

The program is designed to foster recovery by helping participants develop essential coping strategies, daily living skills, and vocational abilities. Through a holistic and person-centered approach, Cooper Commons serves as a vital step toward greater independence, self-determination, and sustained wellness.



Lake View

Located in Wappapello, Lakeview is a Residential Care Facility serving clients with behavioral health and substance use disorders. There are currently 14 private bedrooms with an expansion in progress to accommodate up to 17 clients. Lakeview provides 24/7 staffing, medication management, home-cooked meals, recreational activities, and housekeeping/laundry assistance as needed.

A person-centered approach is used to assist clients in developing and increasing daily living skills to foster independence. Healthy lifestyles are promoted to improve overall wellness. Lakeview is surrounded by beautiful scenery, and clients are encouraged to participate in outdoor activities as much as possible. The facility is licensed by both the Missouri Department of Mental Health and Department of Health & Senior Services.



34 consumers were served at the Cooper Commons Residential Treatment facility, with an average length of stay at 180 days over FY25.

Housing Services

FCC Behavioral Health offers a variety of housing services to persons who are homeless, at-risk of homelessness, or who need help in locating safe, affordable housing. FCC has a variety of housing supports and programs available across our service area.

PATH Outreach Services

FCC Behavioral Health's PATH (Project for Assistance to Transition from Homelessness) program offers immediate, temporary assistance to persons with a behavioral health disorder who are homeless, or at-risk of homelessness. Assistance may include housing location, re-location, or rental assistance.

Permanent Housing Programs

The permanent housing programs are HUD funded projects that provide on-going rental assistance to persons with a disability who are homeless. FCC has programs available in Dunklin, Butler, Pemiscot, and Cape Girardeau Counties. Rental assistance is based on income according to HUD's guidelines.

Safe Haven

The Safe Haven program, located in Kennett, serves homeless persons in Dunklin County. Safe Haven offers outreach, a drop-in center, and permanent housing with 8 private apartments on-site. The facility is supervised 24/7. However, residents are free to come and go as they wish. An on-site case manager helps residents access a wide range of community supports available to promote stabilization and safe, affordable housing.

New Beginnings

The New Beginnings is a HUD funded, Section 811 program providing safe, affordable housing for persons with disabilities in Butler County. This 10-apartment complex offers private apartments on FCC's campus in Poplar Bluff. Case management is available to all residents to help link them with available community resources to help them live independently in the community.

South Pointe

FCC, in collaboration with MACO Companies, has 48-apartment housing complexes in Poplar Bluff. These two-bedroom apartments have easy access to shopping, employment, health care, schools, and entertainment. Rent is based on income as applied using HUD's guidelines. While there are variances, the average rental is \$495 per month.

POL-MAC Apartments

The POL-MAC Apartments, located in Campbell, Missouri, are units designated as Clustered Apartments which provide fourteen individual apartments. The residential program is a CPRC model in collaboration with the Missouri Department of Mental Health.

Clustered Apartments allow for on-site monitoring and on-site interventions and treatment of individuals who require an intensive level of care and support, and who may require skills in the necessities of daily living. Clustered Apartments provide low-income subsidized housing assistance to persons with disabilities, mental illnesses, and/or poverty.

Clustered Apartment services take a supportive housing approach to service delivery. Care Coordinators (CC) work with clients residing at the apartment complex operated by FCC. Program staff are onsite or available daily to clients and provide services in the client's living environment. CC's work with clients on a variety of independent living skills such as medication management, household management, symptom management, etc. to ensure they can maintain in the community and do not require a higher level of care.



Primary Care Clinic

FCC Primary Care Clinic is a CMS-designated Rural Health Clinic (RHC) committed to delivering high-quality, affordable outpatient care to underserved rural communities.

Our Mission: To enhance the health and well-being of our community and FCC employees by providing accessible, compassionate, and comprehensive primary care services.

What We Offer

- Preventative care and chronic disease management
- Wellness exams and health screenings
- Patient-centered care tailored to rural needs
- A dedicated extension clinic on the Kennett School District Campus, serving school staff and students.

Why Rural Health Matters

- 1 in 5 Americans—over 46 million people—live in rural areas.
- Only 10% of physicians serve these communities.
- Rural residents face higher rates of chronic illness and have a life expectancy nearly two years shorter than urban counterparts.

Our Role as a Rural Health Clinic

- Certified by CMS to serve rural populations.
- Undergoes a rigorous survey every three years to maintain RHC status.
- Reduces barriers to care by offering services close to home.

Extension School Based Primary Care Clinic (Kennett School District):

- Opened in 2023
- Jennifer Bader, APRN, FNP-BC (*Provider*)
- Dr. Sarfaraz Jasdanwala (*Supervising Physician*)
- Provides primary care services to Kennett School Staff and Students on campus.
- Visit volume doubled from 2023/2024 school year to the 2024/2025 school year. The current school year is already on track for continued growth.
- Absenteeism has decreased district wide since the inception of the school clinic
- Provides sports physicals
- The School Based Clinic has a 5-star rating based on patient review surveys sent through Primary Care Clinic EMR System.



Growth and Community Impact

Since opening in 2019, the main FCC Primary Care Clinic has:



Served FCC Behavioral Health clients, FCC employees, and the public.



Annual growth in visits over the past two consecutive years.



5-Star

Rating based on patient review surveys sent through Primary Care Clinic EMR System.

Kennett Board of Public Works Partnership:

- Collaborating Agreement with KBPW in 2024
- Primary Care provides pre-employment physicals
- Primary Care Offers telehealth services during KBPW business hours to reduce employee time away from work

FCC Primary Care Leadership

- Sara Daugherty - Director of RHC
- Dr. Sarfaraz Jasdanwala - RHC Medical Director
- Whitney Bradford, APRN, FNP-BC
- Jennifer Bader, APRN, FNP-BC

Learn More







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