Staff Engagement

Pictured (clockwise from top): Linda Taylor is Cat in the Hat, Suicide Prevention Walk, Posey County office grand opening, Race for Recovery Walk, Child Abuse Prevention Month, Hillcrest Holiday Program, Patient Accounts staff, Management Training, Posey County staff, Dr. Donna Culley receives a Health Care Hero Award, Service Awards banquet, First Annual Health Fair and Annual Recovery Month Balloon Release.

Committees

Employees have the opportunity to serve on our various company committees where the goal is to continue to improve our processes and engage our staff.

- Back to School
- Behavioral Management
- Clinical Staff Organization
- Employee Recognition
- Infection Control
- Peer Review
- Quality, Assessment and Improvement
- Safety
- Staff Development
- Strategic Planning
- Utilization Management
- Wellness
Year Ended June 30, 2017
Combined Statement of Revenue and Expenses

Revenue By Category
- Net Service Revenue* $10,971,158 (47.48%)
- State/Federal Funds $8,455,160 (36.59%)
- County Funds $2,523,843 (10.92%)
- Other Grants and Donations $90,968 (0.39%)
- Fundraising $47,736 (0.21%)
- Rent $472,330 (2.04%)
- Other $548,155 (2.37%)

Total Revenue $23,109,348
*($2,544,680 of charity care provided)

Expenses By Category
- Compensation/Benefits $15,931,007 (77.19%)
- Travel, Meetings and Education $375,384 (1.82%)
- Purchased Services $1,185,017 (5.74%)
- Supplies & Activities $304,327 (1.48%)
- Marketing and Outreach $33,777 (0.16%)
- Building & Equipment $1,364,280 (6.61%)
- Depreciation $980,918 (4.75%)
- Other Operating $463,617 (2.25%)

Total Expenses $20,638,327
Over the past year, our goals involved modernizing various areas of our business, but I can proudly report that we ended the year with more accomplishments than we planned. Innovative and quality work performed by dedicated staff resulted in improvements in our infrastructure, including information technology and facilities, along with special focus given to employee safety and retention, board enhancement projects, and a drive for intensive mental health and suicide awareness initiatives.

We can attribute this very successful year to our employees who show a tremendous passion for our mission and perform at the highest level. It is also evident that the Southwestern Healthcare, Inc. Board of Directors keeps us moving in the right direction, and their countless hours donated and willingness to develop best board practices shows their sincere commitment to our mission and organization.

I am confident you will be pleased with the numerous accomplishments listed in this year’s annual report from our family of entities. We are enthusiastic about next year’s outlook and expect another outstanding year with superior service provided to those we are fortunate to serve.

Heather E. Hertel, President/CEO
Southwestern Healthcare, Inc.

David M. Shaw, Board Chairman (2016-2017)
Southwestern Healthcare, Inc.

Top Accomplishments

Modernization & IT Infrastructure:

- Implemented E-Fax to reduce paper cost and improve workflow
- Launched use of E-Signature equipment to optimize workflows, increase productivity and reduce paper consumption
- Improved WAN speeds by enabling compression to reduce costs of telecommunications
- Implemented a LAN intrusion detection system to alert IT of immediate threats to our network
- Developed a contract management solution to effectively monitor corporate contracts and reduce organizational risk associated with those contracts
- Transitioned all credentialing functions and processes to the Patient Accounts Department
- Implemented new Recovery Works billing functions resulting in 490 clients enrolled and $1,195,090 in net receipts
- Implemented a Quality Control Plan to ensure EMR projects meet stated goals, are delivered on time, and are of the highest quality
- Set up integrated healthcare wellness visit in EMR
Facilities and Employee Safety:

- Purchased a new facility in Gibson County that is being fully renovated as Southwestern’s new outpatient office location with an expected opening in October 2017
- Received a $30,000 grant from the Community Foundation Alliance to complete a partial tuckpointing project at our Washington Court Apartments building
- Began leasing vacant building space to 4 new tenants at our 414 & 612 SE Fourth Street locations
- Completed additional construction and renovation projects at Stepping Stone, Community Support Services, Moulton Center, Washington Court Apartments, and Hillcrest
- Assessed our readiness to an active threat situation by providing location-specific active threat training to employees before drills were performed

Employee Focus:

- Offered a new health benefit, Teladoc, for all employees beginning January 2017
- Recruited a new Corporate Compliance Specialist, Erica Nall, to enhance all functions provided by the Corporate Compliance Department
- Approximately 40 managers and employees have completed the newly implemented Management Vitals Training since its inception in the Fall of 2015
- Held the first annual Health Fair for employees and spouses
- Improved employee education and training for HIPAA and IT security

Board Enhancement:

- Developed an entity-wide Board Self-Assessment Survey to promote strong board practices
- Reviewed and implemented changes to our entity-wide new Board Member orientation process to coincide with best practices
- Developed a summary document to provide important details and to educate our Board Members on our corporate structure
- Developed and instituted a one-page summary document listing Board Member expectations and responsibilities
- Proposed and implemented By-Laws changes and enhancements

Mental Health and Suicide Awareness:

- Communications Manager, Becky Glines, received the Education Award at the 2017 Indiana State Suicide Prevention Conference
- Presented 11 QPR Suicide Prevention trainings to the community and conducted 4 Youth Mental Health First Aid trainings to 76 participants
- Glines serves as Southwestern Healthcare’s representative on the Southwestern Indiana Suicide Prevention Coalition and the HOPE Team
Hillcrest Youth Services continued to provide quality services while experiencing growth in all of our programs. The growth and development of the services we provide would not be possible without great staff to carry out the vision. We are truly lucky to have staff that genuinely care about the children we come into contact with on a daily basis, for without them we would not be successful. While they often have the toughest jobs, they also have the most important jobs. Thank you to our staff for the successes and thank you for keeping our number one priority, children, at the forefront everyday.

Jim Ward, CEO  
Hillcrest Youth Services  

Bernie Faraone, Board Chairman (2016-2017)  
Hillcrest Youth Services

Top Accomplishments

It is hard to believe that another twelve months has passed. We have grown and accomplished so much over the year that it is hard to narrow it down to what would be considered our top accomplishments, as each is just as important in their own way.

- We are working on new programming at the request of the Evansville Police Department to provide education to juveniles that have been found to be taking and sharing inappropriate images of themselves or others via social media.

- After recognizing that we are no longer “just” a youth home since we offer many other services to children, we created a new DBA, Hillcrest Youth Services. The manifestation of the name is not only a combination of Hillcrest Washington Youth Home and Youth Service Bureau, but in an instant says that we provide services to youth. Our logo will remain the same and we will continue to provide quality services, but we recognize that our boundaries have expanded to much more than just a youth home.

- We worked with the Department of Child Services and now can accept referrals for our Residential Substance Abuse program from any county in the State of Indiana.

2017-2018

Board of Directors:
Chairperson: Bernie Faraone
Vice Chairperson: Jarrod Luigs
Secretary: Shirley Outlaw
Treasurer: Ryan Merriwether

Alma Dabrowski
Heather Hertel (Ex-Officio)
Darin Lander
Javier Lugo
Steve Schmitt

Staff Leadership:
Jesse Vanhooser, Residential Services

Robert Newingham, Healthy Families

Diana Sherrard, Administrative Services Manager

Laura Walker, Clinical and Addiction Services
Residential/Emergency Shelter

Our Residential and Emergency Shelter program is licensed for children ages 10-21, male and female, who have become a ward of the court or are in need of services through the Department of Child Services. We are staffed with awake staff 24 hours a day, 7 days a week. While in our facility, each child will receive an individualized treatment plan, ongoing education with their home school, daily activities, access to life skills groups, psychotherapy groups, medical services, and will have individual sessions with a Licensed Clinical Social Worker (LCSW). The Therapist, Community Resource Specialist, and Placing Agent will work together with the child to plan their successful discharge in accordance to their discharge plan and permanency plan.

Average age: 15.3
Average length of stay: 41 days
Residential days: 7,637
Emergency Shelter days: 973

Substance Abuse

Our residential and outpatient substance abuse programs use the Seven Challenges, an evidence-based program specifically targeted for adolescents. The addition of this program allows us to interject treatment at any point within the life cycle of abuse and provide a seamless transition between each program to best suit the desired outcome for the child. A diagnosis of substance abuse or dependence is required, but for placement, the addition of the residential qualifications would be necessary. Our outpatient program is for youth ages 12-18 that have the same diagnosis but can better benefit from outpatient interventions.

Residential:
Number of group treatment days: 909
Number of individual sessions: 133
Number of family sessions: 11

Outpatient:
Number of group treatment days: 458
Number of individual sessions: 60
Number of family sessions: 7

Healthy Families

Healthy Families is a nationally recognized, voluntary service that connects expectant parents and parents of newborns with free child development assistance in their homes. Healthy Families promotes positive parent-child interactions, provides information on child development, makes appropriate referrals to support groups, links families to local physicians, provides age-appropriate expectations for parents to monitor, assists parents with developing budgets, time management, stress management, and teaches skills for better balance of parenting and home management. Healthy Families is a preventive program hoping to aid in breaking the cycle of abuse.

Assessments: 204
Development Screens completed: 316
Childhood delays identified: 43
Referrals to community providers: 1,882
Home Visits: 5,523

Reducing Adolescent Aggression Program (RAAP)

Reducing Adolescent Aggression Program (RAAP) is an aggression replacement program targeted for youth ages 12-18 that is designed to provide area youth and their family with an effective research-supported solution. The purpose of RAAP is to educate, assess, and provide a positive direction and treatment intervention to youth who have begun to express their aggression in unhealthy, hostile ways in an attempt to redirect, educate, and defuse their self-destructive patterns of behavior.

Participants: 25
Successful Completions: 25

Substance Abuse Treatment Initiative (SATI)

The Substance Abuse Treatment Initiative (SATI) is a treatment program for adolescents ages 12-18. SATI is designed to provide area youth and their families with an effective research-supported alternative. The purpose of this program is to educate, assess, and provide intensive outpatient treatment to youth struggling with substance abuse or alcohol use. Each participant will be able to identify personal cravings, create solutions to those identified cravings, and will learn how to live a sober life.

Admissions: 89
Drug Screens: 454
Licit Screens: 428

Theft Intervention Program (TIP)

Theft Intervention Program (TIP) uses a cognitive-behavioral education model by addressing life-consequences with the goal of reducing and eliminating repeated behavioral incidents in adolescents ages 12-18. The purpose is to give youthful offenders the opportunity to explore their values, motives, behavior, personal potential, and responsibilities to their community with increased accountability.

Admits: 63
Successful Completions: 59
It is extremely pleasing to report that Southwestern Behavioral Healthcare (Southwestern) had a very good year in serving residents of our communities with excellent services that not only saved lives but also was a catalyst in making significant changes to the lives of individuals and families. Thousands were served in a variety of settings, from the offices of Southwestern facilities, to the homes, schools, jails and streets of our communities. This evidence-based care, delivered by specially trained staff, has made and will continue to make Southwestern a value-based leader of healthcare in the future.

To be responsive to the psychiatric trends and community needs, we continue to make changes and improvements. By addressing the issues of trauma-informed care in all of our services, we have increased the therapeutic ability to make positive changes. By enhancing our child treatment services into more schools, we have been able to meet the children in a safe and comfortable environment. With the expansion of addiction services, we have helped people here in Evansville from all over the state of Indiana with our residential services at Stepping Stone. By forming a close collaborative relationship with Evansville State Hospital, we have been able to improve the efficiency of psychiatric hospitalization.

While delivering great service, Southwestern was able to meet revenue expectations that resulted in a financially solid end to fiscal year 2017. To provide great service, meet financial expectations and please our customers, we must have the best staff. Our FY17 internal focus was largely on being the employer of choice in our field in our four counties. In so doing, Southwestern has been able to establish a culture where staff can feel empowered to make improvements to the valuable services they provide. Our staff work here because of the mission in their hearts to reduce the pain associated with psychiatric conditions and improve the lives of those they are so fortunate to serve. Their dedication and professional care are what make Southwestern the impactful change agent that we are in our communities. Our ability to continually provide staff with a balanced work environment to do good work with meaning will continue to serve us well.

The future of how we will deliver care will be most impacted by decisions related to how healthcare services will be reimbursed. At this time, the specifics are unknown, but we are well aware of the direction that includes addressing holistic care of both physical and mental health. New measures of value-based care will be formulated using the Triple Aim strategy. The Center for Medicare and Medicaid Services has validated this design to address cost-efficient medical care, meet consumer satisfaction, and provide new standards of value-based quality care. With this direction in mind, leaders at Southwestern have already started laying the early groundwork for the operational roads to be built to meet the triple aim targets.

Also on our immediate horizon is the significant influence and partnership our agency will have with the IU School of Medicine as the psychiatry program begins to develop locally. We look forward to providing leadership and working with our community to achieve this enhancement in our industry to provide more psychiatrists to our area.

In conclusion, it is with great confidence that the leadership of Southwestern Behavioral Healthcare, the Board of Directors, Southwestern Healthcare, and all of the staff delivering quality service will address each challenge of healthcare reform.

Faren Levell, President/CEO
Southwestern Behavioral Healthcare, Inc.

Diane Arneson, Board Chairman (2016-2017)
Southwestern Behavioral Healthcare, Inc.

2017-2018
Board of Directors:
Chairperson: Alvin Holder
Vice Chairperson: Elissa Mitchell
Secretary: Mark Kopta
Treasurer: Robert Pigman

Diane Arneson
Jesse Clark
Beverly Corn VanHaaften
Judith Harper
Heather Hertel (Ex-Officio)
Sharon James
Keith Omer
Marsha Richardson
David Shaw
Larry Twycross
Mike Weber
Ann White

Staff Directors:
Katy Adams, Addictions
Beth Barchet, Programs
Dr. Donna Culley, Child and Family Services
Stacy Hodges, Healthcare Integration
Rick Paul, Clinical Practice
Bill Seymour, Adult Outpatient Services
Dr. Willard Whitehead, Medical Director
Outpatient Service
- Enhanced services to women in the perinatal period by training staff in nationally recognized best practices and developing process for quick response. Networked with local agencies to become more accessible to these women.
- Opened a new Mt. Vernon office to better serve Posey County residents and renovating a new office in Princeton to better serve Gibson county residents.
- Revisions made to our Person-Centered Treatment Plan format by an interdepartmental group to improve collaboration with clients and trained all staff in how to make treatment planning more of an integral part of treatment.
- Made Community Resource Specialist services available in all of the counties served by Southwestern.

Community Support Services
- Improved residential care by altering staffing patterns in the group homes with assigning a manager to each home.
- Created the position of RN Team Lead to provide improved healthcare coordination.
- Created a team to work with patients who are dually diagnosed.
- Partnering with Evansville State Hospital in sharing a medical provider has enhanced a coordinated perspective of hospital and community-based care. Patient transitioning from one provider to the next has become seamless.

Addiction Services
- Processed 412 more inquiries for the Detox or Residential program, a 20% increase from FY16.
- Added an Admissions Specialist to accommodate the increase in demand of our services, leading to a reduction in wait time for Detox admission by 3.42 days and Residential admission by 5.47 days.
- Served 43 counties in Indiana and increased revenue by $1.2 million through Recovery Works funding for services provided.
- Implemented Acudetox services in Detox and Residential programming, which has led to an increase in treatment engagement of patients in these programs:
  - Detox Length of Stay: Without Acudetox 2.38 Days, With Acudetox 3.29 Days
  - Residential Length of Day: Without Acudetox 9.42 Days, With Acudetox: 15.63 Days or With 5 or more Acudetox sessions 18.5 days
- Expanded Outpatient Addiction Services to now include 8 Matrix groups at Stepping Stone with expanded family therapy services.

Child & Family Services
- Expanded School-Based Mental Health services to Warrick County School Corporation by allocating therapists to provide assessment and therapy at four elementary schools. This allowed approximately 50 children to receive services by removing barriers which had prevented them from accessing treatment in the past. This model produced a 98% kept appointment rate for new assessments.
- Launched a new early childhood Evidence–Based Practice by training eight therapists and nine Bachelor’s level staff in Parent Child Interaction Therapy (PCIT). PCIT is part of our vision for expanding early intervention services to children ages 2-7.
- Implemented Trauma-Informed Care training for all current and newly hired staff to improve quality of services and overall client experience.
- Educated approximately 500 individuals about mental and emotional challenges facing youth in our community and provided resources from 25 community partners on how to access the help they need.

| Patients Served by County of Residence |
|-----------------|---|---|
| County          | Patients | % Total |
| Gibson          | 1,005     | 12%   |
| Posey           | 599       | 7%    |
| Vanderburgh     | 4,977     | 61%   |
| Warrick         | 1,180     | 14%   |
| Other           | 407       | 6%    |
| Total           | 8,168     |       |

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<th>Top Diagnoses Treated</th>
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<tbody>
<tr>
<td>Mood Disorders</td>
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<td>Anxiety Disorders</td>
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<td>Substance Related</td>
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<td>Childhood Disorders</td>
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<tr>
<td>Inpatient Days</td>
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<tr>
<td>Group Home Days</td>
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<tr>
<td>Residential Addiction Days</td>
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<tr>
<td>Office-based Visits</td>
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<tr>
<td>Community Visits</td>
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<tr>
<td>School-based Visits</td>
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</tbody>
</table>
Top Accomplishments

What an INCREDIBLE year for the Friends of Mental Health! Each year we are so thankful that our efforts not only gain traction, but well surpass the goals we set. The increase for the Brim and Rim alone from 2016 to 2017 was over $11,000 bringing our all-time high total to $34,000 raised this year! Included in that total, $14,000 was specifically designated to our new Patient Needs Fund.

To date, we have granted 80 applications for support where we have directly assisted the patient and their family with needs such as rental assistance, utilities, clothing, food, transportation and other basic needs.

This fund truly speaks to the core of the mission of the Friends of Mental Health as we are directly impacting individuals with needs that help support them at that time and have lasting effects as they continue on their journey to wellness and recovery.

Thank you to all who have supported our cause, and we look forward to continuing our work in making improvements in the lives of those that are served.

July 1, 2016 - June 30, 2017

GENERAL CONTRIBUTIONS:
Amy DeMello
Bill Seymour
Brenda Meyer
Brenda Sexton
Cindy Johnson
Connie Bickwermet
Corey Minnette
Family Video/Meredith Salley
Faren Level
Heather Hertel
Jane DeMotte
Jeffrey Wagner
Jenni Ashby
Kristy Spindler
NAMI Evansville
Richard and Diane Arneson
Susan McDowell Riley

In Memory of Bettye Lou Jerrel
Gerald and Adelia Evans

In Memory of Jean Shrobe
Joann Dunham
Kathy and Jeff Berry
Robert and Jayne Dillow

In Memory of Lauren Muensterman
Billy Jo and Connie Buell, Sr.
Eric and Susan Hostettler
Gerald and Driscilla Taylor
Paul, Lori, Dante Fratturo

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Hilliard Lyons
NFP Clippinger Financial Group, LLC
Old National Bank
Ron and Connie Romain
Deaconess Women's Hospital
Tropicana
University of Southern Indiana

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Chanca Stahl
Charlotte Robinson
Davi Stein Kiley
Dave Murray
Dave and Jody Risner
Dr. Krie and Shannon Brasseale
Dr. Randall and Sandy Brown
Gail Dunn
Ginny Shrode
Heather Hertel
James Scott Branam
Janet Heldt Baas
Jeffrey and Kathleen Berry
Jenny Korack
Jill Griffin
Jon and Martha Goldman
John and Tina Spears
Judith Moore
Judy Griffin
Judy Mayes
Karlin Morris
Karla Horrell
Karleen Wink
Kathy Schoettlin
Kathy Talley
Larry and Ruth Twycross
Lauren Singleton
Lee and Kirsten Wagmeister
Linda Pruitt and Phillip Field
Lori Moosbrugger
Lottie Cook
Matt and Erika Taylor
Mark and Jennifer Browning
Mark and Shelah Powers
Mary Pedtke
Mary Schreiber
Midwestern Pet Foods
Patricia Mitsos
Paulette Titzer
Peggy Chastain
Tom and Lisa Slade
Tracy Nunn Greenwell
Robert and Shannon Wathen
Sandy Bane
Scott and Carrie Hartig
Susan Cameron
Vicki Simmons

Our Friends
### Southwestern Healthcare, Inc.

www.southwestern.org/healthcare

415 Mulberry Street • Evansville, IN 47713
812.436.4231

### Hillcrest Youth Services

www.hillcrestyouthhome.org

**Hillcrest Youth Services**
2700 West Indiana Street • Evansville, IN 47712
812.428.0698

### Southwestern Behavioral Healthcare, Inc.

www.southwestern.org/behavioral

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Location</th>
<th>Phone Number</th>
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<tbody>
<tr>
<td><strong>Robert M. Spear Building</strong></td>
<td>Outpatient/Administration</td>
<td>415 Mulberry Street Evansville, IN 47713 812.423.7791</td>
</tr>
<tr>
<td><strong>Lillian G. Moulton Center</strong></td>
<td>West Side Outpatient</td>
<td>1 North Barker Avenue Evansville, IN 47712 812.423.4418</td>
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<td><strong>Community Support Services</strong></td>
<td></td>
<td>410 Mulberry Street Evansville, IN 47713 812.436.4243</td>
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<tr>
<td><strong>Stepping Stone</strong></td>
<td>Addiction Services</td>
<td>4001 John Street Evansville, IN 47714 812.473.3144</td>
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<tr>
<td><strong>Moran Center</strong></td>
<td>East Side Outpatient</td>
<td>60 S. Stockwell Road Evansville, IN 47714 812.476.5437</td>
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<td><strong>Warrick Regional Services</strong></td>
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<td>315 South Third Street Boonville, IN 47601 812.897.4776</td>
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<td><strong>Gibson Regional Services</strong></td>
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<td>320 South Fifth Avenue Princeton, IN 47670 812.385.5275</td>
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<td><strong>Posey Regional Services</strong></td>
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<td>309 N. Sawmill Street Mt. Vernon, IN 47620 812.838.6558</td>
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<tr>
<td><strong>School Based Services</strong></td>
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<td>414 S.E. Fourth Street, Ste. 101 Evansville, IN 47713 812.428.4880</td>
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Supervised Group Living Homes: Buena Vista, Chandler and Michigan

### Friends of Mental Health

www.southwestern.org/friends-of-mental-health

415 Mulberry Street • Evansville, IN 47713
812.436.4221