



OPEN ARMS BEHAVIORAL HEALTH, LLC

2025

Annual Report

January 2025 - December 2025

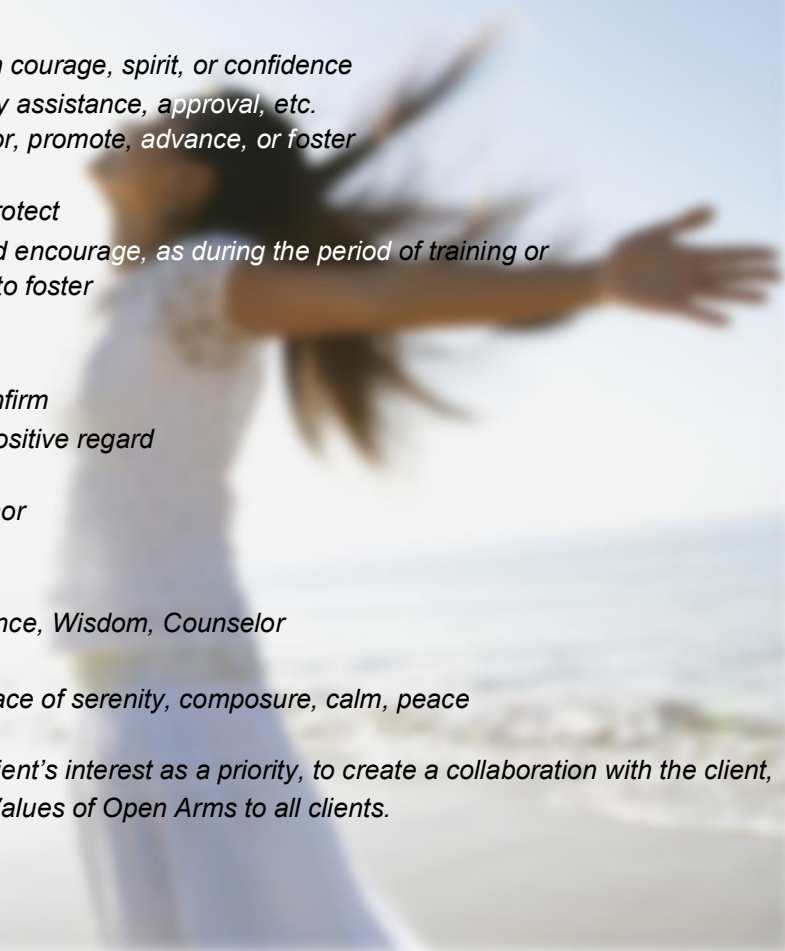


Established in faith, developed with resilience.

MISSION STATEMENT

The mission of **OPEN ARMS BEHAVIORAL HEALTH** is to collaboratively and comprehensively improve the quality of life of individuals, families, and the community by helping people to make positive changes in their lives and empowering them to make healthy and effective choices. We promote healthy living through affordable, sensitive, and professional behavioral health services in a safe environment that advances self-esteem.

OPEN ARMS VALUES



Openness:	<i>Accessible, Receptive, Ready to entertain new ideas; not biased or prejudiced: an open mind</i>
Professionalism:	<i>Punctual, Effective, Ethical, Appearance</i>
Encouraging:	<i>To inspire with courage, spirit, or confidence To stimulate by assistance, approval, etc. To advocate for, promote, advance, or foster</i>
Nurturing:	<i>To feed and protect To support and encourage, as during the period of training or development; to foster</i>
Affirming:	<i>To uphold, confirm To hold with positive regard</i>
Respectful:	<i>Esteem or honor Admiration</i>
Mentoring:	<i>Advise, Guidance, Wisdom, Counselor</i>
Spiritual:	<i>To create a place of serenity, composure, calm, peace</i>
Person Centered:	<i>To have the client's interest as a priority, to create a collaboration with the client, to impart the Values of Open Arms to all clients.</i>

ORGANIZATIONAL GOALS

Goal 1: Clients will make positive changes in their live to promote a higher quality of life.

Goal 2: Open Arms Behavioral Health will conduct all its business in a professional manner.

Goal 3: Open Arms Behavioral Health promotes an arena of collaboration with all stakeholders.

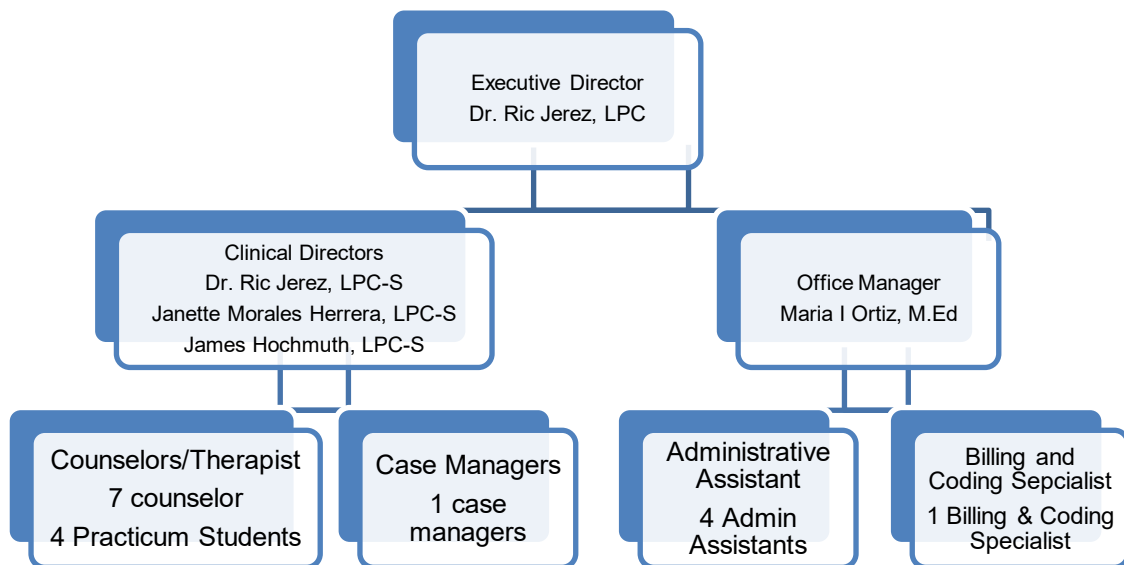
Goal 4: Open Arms Behavioral Health promotes an arena of respect.

Goal 5: Open Arms Behavioral Health establishes a safe, healthy and accessible environment in which to work and to change.

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ORGANIZATIONAL CHART



AGENCY STAFF

Counselor/Therapist

Ricardo Jerez, Ph.D., LPC-S
James Bashaw, MSBS, LPC Candidate
Falon Howell, MSBS, Candidate
Janette Morales-Herrera, MSBS, LPC
Christopher Sparrow, Candidate
Cali Wilcox, MSBS, LPC
James Hochmuth, MSBS, LPC-S

Practicum Students

Brittney Payette
Jessie Lemos
Erik Welsch
Kori Crowe

Office Manager

Maria I. Ortiz, M.Ed.

Admin Asst

Leah Swlan
Ruth Anne Herring
Pamela Middleton
Ashley Harper

Case Manager

Elizabeth Wilson, CM II

Billing & Coding

Lucas Venard

FUNDING SOURCES

Private Insurance
Medicaid
Wichita & Associated Tribes
Comanche Nation

CERTIFICATIONS AND LICENSURES

National Accreditation

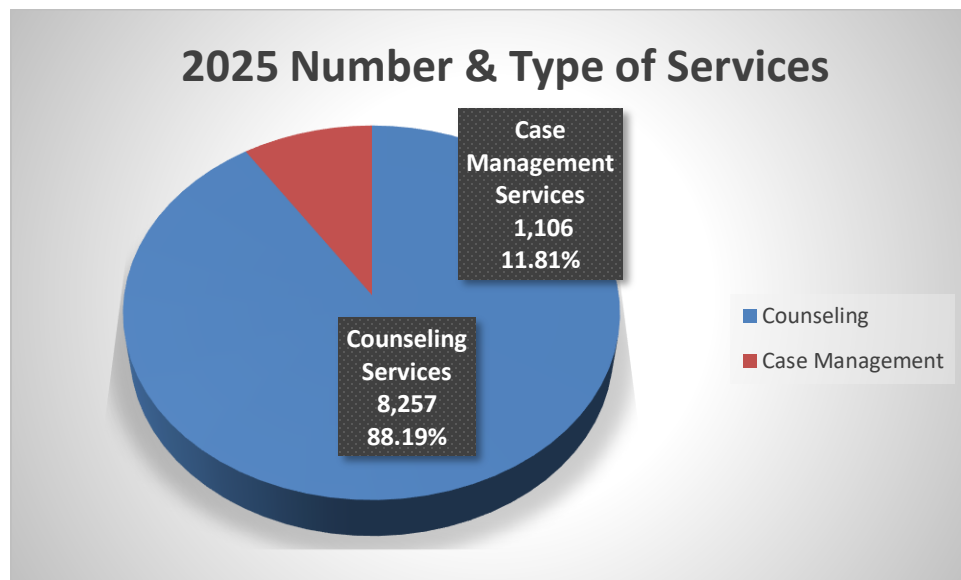
CARF: *Commission on Accreditation of Rehabilitation Facilities: June 2020-June 2024*
Oklahoma Health Care Authority
Certification *June 2022 – June 2024*

AGENCY SERVICES

Outpatient Services

Outpatient Counseling Services
Rehabilitation Services
Case Management Services

OUTPATIENT SERVICES



Totals for 2025

Counseling Sessions:
8,257 (13% decrease from 2024)

Total clients served:
731 (1% decrease from 2024)

Case Management Sessions:
1,106 (16% increase since 2024)

Total new clients:
461 (24% decrease from 2024)

20% NO SHOW RATE

(14% below National average)

488 FREE SESSIONS

(\$94,082 free or reduced services to the community)

Outpatient Counseling Services

Open Arms Behavioral Health provides individual, group, and family counseling. Services through outpatient counseling are individually planned and designed to meet the needs of the client. Each client is assessed, and a client-centered treatment plan is developed which contains measurable goals and objectives.

Overarching Goal: Clients will make positive changes in their lives to promote a higher quality of life.

Measurements:

Program Effectiveness:

Perceptions of Care:

“94.96% of our clients reported:

- They were assigned a counselor who met their needs
- Their counselor explains things in a way they can understand.
- Their counselor listens to them carefully.
- Their counselor treats them with respect.
- Their counselor ALWAYS reassures and supports them
- Their counselor helps them deal with their problems by themselves.
- Their counselor involves them in decisions about their treatment.
- Their counselor involves their family in their treatment.
- That the services they’ve received at Open Arms has helped Quit a Bit Outcome Questionnaire (OQ-45)
- All three measures (OQ-45, YOQ, & YOQ SR) show improved scores

2025 DEMOGRAPHIC DATA

	2023		2024		2025	
Total Number of Persons Served	823		757		731	
Adults	535	65.00%	339	44.79%	385	52.70%
Children/Adole	288	35.00%	418	55.21%	346	47.30%

Race/Ethnicity						
African American	132	16.00%	110	14.56%	112	15.31%
Asian	4	0.50%	11	1.47%	14	1.94%
White	493	60.00%	467	61.63%	400	62.98%

First Nation	0	0.00%	0	0.00%	0	0.00%
Hispanic/Latino	156	19.00%	141	18.62%	176	24.03%
Native American or Alaskan	81	10.00%	40	5.30%	41	5.62%
Native Hawaiian	8	0.70%	2	0.23%	10	1.36%
Other(s)	105	13.00%	127	16.78%	93	12.79%

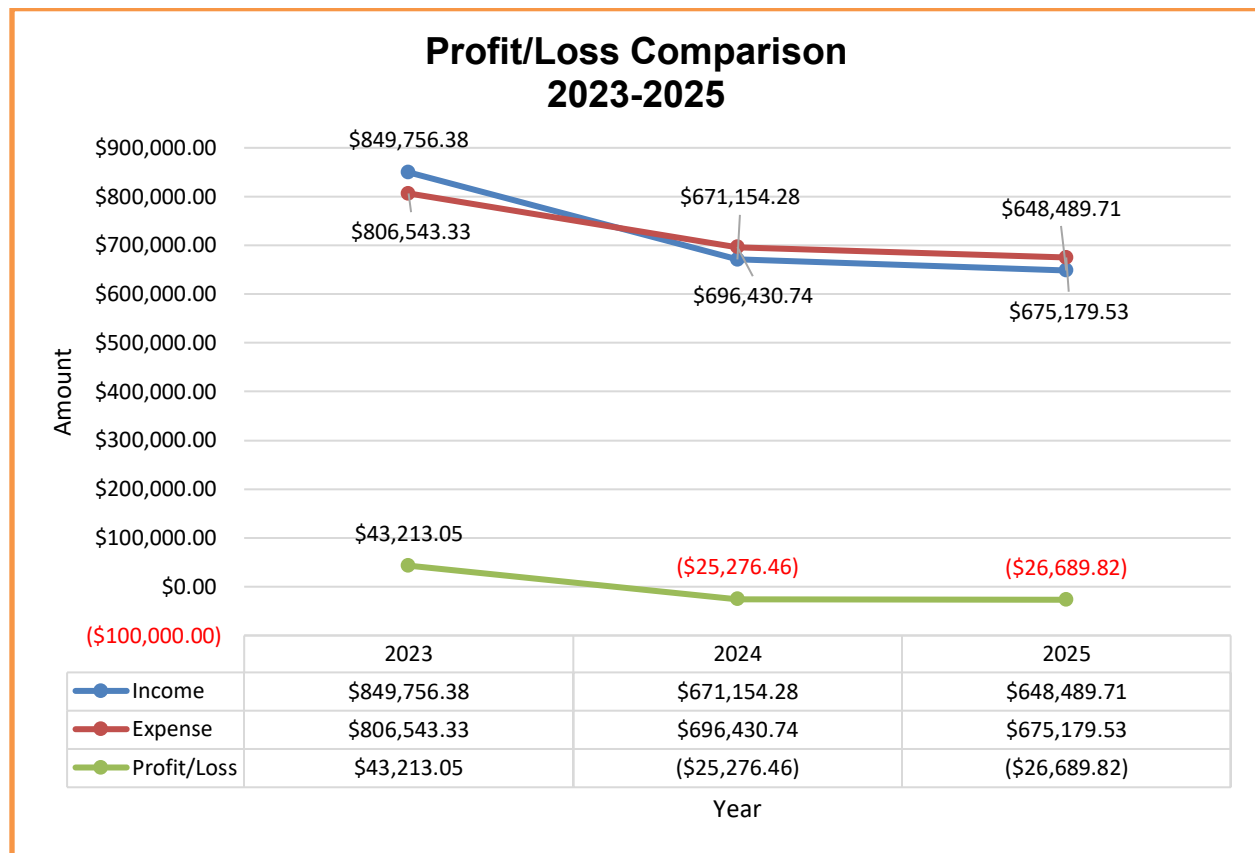
Gender						
Female	502	61.00%	478	63.21%	445	60.82%
Male	321	39.00%	275	36.34%	286	39.18%
Unknown Gender	0	0.00%	0	0.00%	0	0.00%

Age						
0-5	66	8.00%	42	5.53%	34	4.69%
6-17	322	39.00%	289	38.15%	234	32.03%
18-40	288	35.00%	295	38.94%	277	37.89%
41-65	123	15.00%	112	14.79%	91	12.50%
66-85	16	2.00%	16	2.14%	17	2.34%
86+	0	0.00%	2	0.11%	0	0.00%
Other Age Group	0	0.00%	0	0.00%	0	0.00%
Unknown Age Group	8	1.00%	1	0.11%	0	0.00%

Military	346	42.00%	344	45.40%	358	48.91%
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AGENCY FINANCIAL REPORT

The totals receipts for 2025 were **\$648,489.71** (4.1% lower than 2024). Expenses were \$675,179.83. Consequently, Open Arms experienced a loss of \$26,690.12 (34% lower than 2024).



The financial course of 2025 was very similar to the one experienced in 2024.. The loss of providers due to governmental competition was unexpected and caused significant hardship. The outlook for 2026 seems to be promising due to the possible increase in providers.

AGENCY STRATEGIC PLANNING

Strategic planning is the process of writing a roadmap for our organization. While detours may occur from time to time, the strategic plan should guide the organization back to its goals. The core of a strategic plan is to identify the organization's strengths, weaknesses, opportunities and threats (SWOT). We have focused on those things that are most likely to impact the agency's operation and progress toward goals and objectives.

Strategic planning allows an organization to accentuate its strengths and opportunities, while staying on guard for existing threats and weaknesses. This plan is a combination of a study of internal processes, SWOT, and goals and objectives. The plan contains input from the Executive Director, agency staff, and all other stakeholders to include persons served. The plan should have a 3-to-5-year life, with a semi-annual review.

STRENGTHS

There are a number of key strengths possessed by Open Arms

- Experience and excellent reputation in the Lawton/Fort Sill community
- Effective and efficient services
- CARF Accreditation
- Collaboration with Cameron University and other universities
- Location
- Expertise
- Team Approach
- Strong training program
- Diversity of services
- Increase in Tricare reimbursement

THREATS

- The loss of providers
- New counseling businesses moving to Lawton

OPPORTUNITIES

Open Arms has a reputation of staying at the fore front of the mental health industry

- Continued work with the Native American Tribes
- Underserved military community
- Partnership with the Veteran's Administration
- Expansion at Freedom Ranch

WEAKNESSES

All organizations will have weaknesses ... staying aware of them is key to avoiding problems that may arise as a consequence of its weaknesses and threats.

- Financial – low profit margin
- Turnover of staff

OBJECTIVES

Objective 1:

Learn and develop therapies and treatment to better serve the military community.

Timeline:

3-5 years

Measure:

New Certifications

Objective 2:

Reduce employee turnover rate and hire additional providers.

Timeline:

3 years

Measure:

Turnover Rate Table

Objective 3:

Develop Disaster Preparedness Policy and Procedures.

Timeline:

3-5 years

Measure:

Disaster Preparedness Policy & Procedure
Disaster Preparedness Materials in place

Objective 4:

Increase Profit Margin.

Timeline:

3-5 years

Measure:

Financial Reports

HOW DID WE DO IN 2025?

2025 came full of challenges and rewards. Our goal of being the “Behavioral Health Agency of Choice” in Southwest Oklahoma is ever closer to being reality.

2025 was a year that continued to move us forward in the electronic world of Behavioral Health. The reality of COVID on Health and Safety and the continued reality of Telehealth took huge adjustment and new procedures. Today we are more committed to the reality Telehealth practices and have developed new policies and procedures to make Telehealth a safer and more ethical practice.

This year was a year of continued movement toward our goals. In 2019 we had one provider certified as an Equine Assisted Psychotherapist (EAP) with EAGALA (Equine

Assisted Growth and Learning Association). By 2024 we now have 4 providers certified in EAP and that has moved us significantly closer to Objective 1.

Turnover has been a significant problem for us at Open Arms. Although we reduced our turnover rate from 28% in 2018 to 12% in 2019, turnover is going to continue to be a problem for us. Our inability to pay higher wages, working with a transient military population and an inability to offer fringe benefits make turnover an accepted but difficult reality. Competition from government contractors makes it very difficult to keep providers. Objective 2 will continue to be a struggle for Open Arms. However, we have seen an interest from practicum students to stay and practice at Open Arms.

Natural disasters are a fact of life in Oklahoma. Preparing for natural disasters is an ongoing process and Open Arms has made significant strides in its preparation to confront community needs in the event of a natural disaster. We have developed a Disaster Preparedness Policy & Procedure and have contracted with an alternative site to conduct business and are in the final stages of collecting the necessary materials to preposition. Although in 2020 we had completed this process, in 2024, due to provider retirement, we had to move location. We currently have a new location in Lawton, if needed, to continue business in the occurrence of an emergency.

Open Arms operates by reimbursing providers on a percentage basis. Consequently, when revenue increases so do expenses. Our goal was to reduce expenses while increasing revenue. Although we have successfully increased revenue, the need for continued reduction in expenses continues to be challenging.

Overall, in 2025, Open Arms had planned, executed, and measured our progress toward our objectives. We will continue to move in the same direction until we find the appropriate solutions toward accomplishing our goals.

INFORMATION MANAGEMENT

Open Arms Behavioral Health responds to the needs of persons served and other stakeholders through an extensive information management system which is centered around promoting state of the art business practices and service delivery. The system is intended to enhance communication among all stakeholders, the leadership, management, and staff. Overall, the information gathered and shared through this system is the mechanism by which Open Arms makes decisions and brings about changes that will move us forward to being the “Behavioral Health Agency of Choice” in Southwest Oklahoma.

Open Arms has various (direct and indirect) methods of collecting data from stakeholders. Our measures have high reliability and validity to ensure that the data we gather is useful for decision making and providing the best services possible. Our

information management system targets 1) promoting quality of life through positive change, 2) professionalism, 3) collaborativeness, 4) respect and 5) providing a safe, healthy and accessible environment in which clients can change and staff can work.

Presently we use the following surveys/questionnaires to help us manage our operations:

1. Outcome Questionnaire – 45 (OQ-45)
2. Perceptions of Care
3. Accessibility Survey
4. Community Needs Survey
5. Performance Evaluation
6. Organizational Evaluation
7. Technology Survey

Goal Alignment Report

Goal 1: Clients will make positive changes in their live to promote a higher quality of life. **MET for 2025**

Measurements: Outcome Questionnaire (OQ-45)

OQ 45	% Improved
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2024 Scores	92%
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2025 Performance Goal: 90%

2025 Performance 92%

Y OQ

2024 Scores	84%
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2025 Performance Goal: 90%

2025 Performance: 78%

Y OQ SR

2024 Scores	90%
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2025 Performance Goal: 90%

2025 Performance: 96%

Perceptions of Care

Questions: 4, 12, 15, 17

2024 Performance: 94.62%

2025 Performance Goal: 90% of clients would report that **YES**, they were assigned to a counselor who met their needs, that their counselor **ALWAYS** reassures and supports them, that their counselor involves their family **ABOUT THE RIGHT AMOUNT** in their

treatment, and that the help they've received at Open Arms has helped **QUITE A BIT**.

2025 Performance: 92.02%

Goal 2: Open Arms Behavioral Health will conduct all its business in a professional manner. **MET for 2025**

Measurements: Annual Evaluations

Perceptions of Care

Questions: 7

2024 Performance: 98.43%

2025 Performance Goal: 90% of clients report that they **AGREE** that if needed, they would come back again to Open Arms

2025 Performance 95.08%

Goal 3: Open Arms Behavioral Health promotes an arena of collaboration with all stakeholders. **MET for 2025**

Measurements: Perceptions of Care

Questions: 3, 8, 9, 11, 13

2024 Performance: 94.10%

2025 Performance Goal: 90% of clients report that, when they first called, they got **an appointment as soon as they needed it**, that it takes **less than 4 hours** for their counselor to call them back when they call, that their counselor **ALWAYS** explains things to them in a way they can understand, that their counselor **ALWAYS** treats them with respect, and that their counselor **ALWAYS** helps them learn to deal with their problems themselves.

2025 Performance: 91.46%

Goal 4: Open Arms Behavioral Health promotes an arena of respect.

MET for 2025

Measurements: Perceptions of Care

Question: 5, 10

2024 Performance: 98.43%

2025 Performance Goal: 95% of clients report that when they call or check in for appointments they are **ALWAYS** treated with courtesy and respect, and that their counselor **ALWAYS** listens to them carefully.

2025 Performance: 97.25%

Goal 5: Open Arms Behavioral Health establishes a safe, healthy and accessible environment in which to work and to change. **MET for 2025**

Measurements: Accessibility Assessment
Questions: Architecture, Environment, Attitudinal
Perceptions of Care
Question: 16
2024 Performance: 97.77%

2025 Performance Goal: 90% of clients report that they AGREE that they feel comfortable that their concerns are handled with confidentiality.

2025 Performance: 98.35%

All measures are distributed and collected at set intervals by a trained staff. The staff is trained consistent with policy and procedures established to ensure reliability. Several measures (OQ-45 and Perceptions of Care) are established measures being used in other mental health arenas and have reputable validity. The other measures are straight forward questions with high face validity.

Data entry is completed by a trained person and checked by the Executive Director. Checking is done by selecting a representative sample of the surveys and checking for data entry accuracy.

Data is then analyzed to ensure compliance with goals. If data shows a decline or deficit in any area, a "Barrier Process and Resolution" form is completed and reviewed by the appropriate CARF Committee.

Personnel

The staff configuration at Open Arms meets the needs of the persons served and is consistent with the purposes and objectives of the agency. We presently have five licensed clinicians and one license candidate. All licensed and license candidates are also eligible to do Case Management and Behavioral Health Rehabilitation services. All clinicians and license candidates are under the supervision of Dr. Ric Jerez and Janette Morales Herrera who have been Licensed Professional Counselors- Supervisors for

many years. As of 2025 we have one additional supervisor to aid in our ongoing quality control. We have weekly total staff meetings and clinical staff meetings. Our employees are some of the most highly educated, fully qualified, appropriately credentialed, and dedicated people in Southwest Oklahoma. The demographics of the staff closely mirrors the demographics of the community we serve.

Outcomes – Satisfaction, Effectiveness and Efficiency

Clients are satisfied - strongly satisfied with all areas assessed. We combine three scores to arrive at a true measure of client satisfaction with our services: (17) “How much have you been helped by the care you’ve received at Open Arms”, (20) “I would recommend Open Arms to others”, and (7) “If needed, we would come back again.” According to this measure of **“True Satisfaction,”** our clients were strongly satisfied with our services (**94% strongly agreed or agreed**). On the **“Effectiveness Scale”** (assigned a counselor who met your needs (4), counselor explained things so I understood (9), counselor listened carefully (10), counselor treated me with respect (11), helped me deal with my problems myself (13), involved me in treatment decisions (14), involved my family (15), handled things confidentially, I have been helped by the services) **95% strongly agreed to agreed that we are effective in our service delivery.** The **“Efficiency Scale”** (did you get an appointment as soon as you needed (3), are you treated with courtesy and respect (5), how long do you wait for appointments (6), and how long do you wait to be called back when you call (8)) shows that **90% of our clients strongly agreed or agreed that our services were efficient.**

Perceptions of Care Questionnaire

The Perceptions of Care Questionnaire is a survey type instrument designed to assess how the clients perceive the care they are receiving at Open Arms. It is a 20 question survey which is distributed with the Outcome Questionnaire – 45 (OQ-45) every fifth week of treatment.

The questionnaire asks clients to answer in a forced format. Some questions are “yes or no” and some range from (1) Always to (4) Never. Below is a chart that shows the results of the Perceptions of Care for 2024.

2024 Questions on the Perceptions of Care			
1. Date		10. Does your provider listen to you carefully?	91% said USUALLY
2. Who is your Counselor/Therapist		11. Does your provider treat you with respect?	97% said ALWAYS
3. When you first called, did you get an appointment as soon as you needed it?	83% said YES	12. Does your provider give you reassurance and support?	91% said USUALLY
4. Where you assigned a counselor who met your needs?	94% said YES	13. Does your provider help you deal with your problems yourself?	96% said USUALLY
5. When you call or check in for appointments, are you treated with courtesy and respect?	98% said YES	14. Are you involved as much as you want to be in decisions about your treatment?	99% said USUALLY
		15. Does your provider involve your family in your treatment?	94% said the RIGHT AMOUNT
6. How long do you wait to be seen beyond your appointment time?	93% said less than 10 minutes	16. I feel comfortable that my concerns are handled confidentially.	98% said AGREE
7. If needed, would you come back to Open Arms?	95% Agreed	17. How much have you been helped by the care you've received at Open Arms?	90% said Quit A Bit
		18. How well have our services helped you use programs and resources in the community?	71% said QUIT A BIT
8. When you call to speak with your provider, how long does it usually take before you call is returned?	87% said less than 24 hours.	19. I have been informed of all the services offered at OABH.	98% said YES
		20. Would you recommend OABH to someone in need of help?	97% said YES
9. Does your provider explain things in a way you can understand?	100% said USUALLY		

In reviewing the Perceptions of Care collected in 2025, it is clear that Open Arms has areas of strength and areas where we can do better. The areas needing improvement are “Did you get an appointment as soon as you needed it?” and “Help with community

resources.” In our estimation, these two areas are in deficit due to our need for more providers and our inability to provide all clients with community resources as needed.

Overall, the Perceptions of Care present a steady rating of how well we are taking care of our clients.

Organizational Evaluation Questionnaire

The Organizational Evaluation Questionnaire is a survey-type instrument used to assess areas that are essential to high quality service delivery. Questions are scores on a 10 point Likert Scale.

Results indicate that Open Arms is doing well in their organizational assessment. Below are some additional comments made during this assessment:

- We really work hard on utilizing input
- Very ethical
- We are very culturally diverse
- Great leadership
- This facility is the only one that I am aware of that does outreach in the form of education on mental health issues.
- Staff is competent & friendly
- Quality remains great

Community Needs Assessment

Approximately 68 Community Needs Assessments were completed in 2025. The demographics indicate that there are 3 people living in each household with an average of 2 children. Ninety-three percent of households had health insurance with an average income of \$56,400. Forty-three percent rent their homes and 43% own their homes. Sixty-three percent said they have used counseling services in the past and 21% said they were presently in need of counseling services. Thirty-six percent said they were currently experiencing or had experienced child behavior problems in the past, while 57% said they were experiencing or had experienced stress, anxiety, or depression in the past. The biggest community issues facing families according to the survey is homelessness and mental health needs.

We have seen a significant increase in annual income throughout 2019 then it began to waver. The average income per household has risen each year since 2013. It has gone from \$34,000 to \$44,200 in 2017 to \$55,018 in 2018 and sustained in 2019 at \$53,527 (an increase of 57-62%). In 2024 the average income reported was \$59,000 per year. In 2025, income average dropped to \$56,400.

Cultural Diversity Statistics

Southwest Oklahoma has a diverse population of families and individuals. Always Whites are by far the majority (60%) while the African American and Hispanic populations are well represented (African Americans 16% and Hispanics 19%). At Open Arms culture is very important to us. So much so, that we involve our staff and clinicians in the Multicultural Counseling Competencies prescribed by the American Counseling Association. In addition, Open Arms is owned by a Hispanic Veteran and his wife dedicated to insuring that the staff and clinicians are as culturally diverse as the population they serve. Although the majority of the staff and clinicians are caucasian, the African American and Hispanic community is well represented (20% Hispanic and 7% African American).

Regulatory and Legislative Environment

CARF ACCREDITATION

Open Arms Behavioral Health was first nationally accredited (CARF) in 2008. Since then we have been successfully accredited six times by CARF for three years each time. The accreditation requires an agency to meet internationally recognized standards of quality in the provision of outcome-driven programs and services. The accreditation is extremely vital to the agency's services. CARF accreditation is required to have contracts with Oklahoma Health Care Authority (OHCA) which are necessary to provide services to Medicaid clients.

Health and Safety

To ensure a safe and healthy environment for persons served, a Health and Safety Program is in place. A Health and Safety binder is kept which contains information about Critical Incidents, Annual Safety Checklist, and documentation on drills (fire, bomb threats, tornado/severe weather drill). All drills and inspections have been conducted.

Technology

After compiling data from the Technology Assessment, several barriers were identified in the areas of hardware, security, confidentiality, back-up procedures, assistive technologies, disaster recovery preparedness and virus protection. Computers were all protected by surge protectors and anti-virus software was purchased and installed.