



MHC

Mental Health Cooperative

2025 Annual Report



FORWARD
TOGETHER 



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FORWARD TOGETHER



SCAN TO WATCH
OUR STORY



SCAN FOR OUR
WEBSITE

A YEAR OF **EASY ACCESS,**
WHOLE-PERSON CARE AND
LIVES MOVING FORWARD.



**"No one has ever
helped me and
my family like this."**

**At 17, a Memphis teenager turned to
Mental Health Cooperative while
facing overwhelming challenges —
and found support.**

A TURNING POINT FOR DAMARIO HARRIS:

A STORY OF OUR IMPACT

Referred by his primary care provider due to behavioral concerns and suicidal thoughts, his family was deeply worried. At home and at school, daily defiant behavior strained relationships. Untreated ADHD symptoms made it difficult to focus or regulate emotions, and substance use added another layer of risk at an already vulnerable time.



WHAT HE NEEDED MOST WAS NOT JUST SERVICES... BUT SOMEONE TO BELIEVE IN HIM.

From the beginning, Mental Health Cooperative's team met him where he was. Through consistent, compassionate care, trust slowly began to build. As he grew older, that support expanded beyond clinical care. He enrolled in MHC's Individual Placement and Support (IPS) program, where the focus shifted toward helping him envision a future — and take real steps toward it.

With hands-on guidance from his IPS team, he began preparing for employment.

From career coaching and interview practice to practical support like providing appropriate interview clothing and shoes, every detail mattered. The goal was simple but powerful: remove barriers, build confidence, and help him believe he belonged in the workforce.

Now 19, he is moving forward with greater stability, confidence, and hope for what lies ahead. His journey reflects the impact of early intervention, wraparound support, and meaningful employment services — and what becomes possible when young people are supported not just for who they are today, but for who they can become.



"I like the way y'all help me out with things like shoes and getting me clothes to interview for a job.

No one has ever helped me and my family like y'all have done."



A MESSAGE FROM OUR CEO



Dear Friends of MHC,

It is my honor and privilege to reflect with you on the incredible work our team has accomplished this year. **At MHC, our communities and consumers are at the very center of everything we do.** I am deeply moved and grateful to our associates who work tirelessly to make each day better for those we serve. Together with our providers, therapists, nurses, care managers, crisis teams, and all our support staff, we see each person as an individual with their own specific needs. We treat the whole person and focus on changing the health of our communities with commitment, purpose, and partnership.

This year has been a year of transformation at MHC, and our Core Value of Integrity has shaped everything we have done. You will read about how we have transformed our access, focusing on meeting the needs of those we serve as they need it. Whether that is being able to walk into a clinic and be seen or call in and immediately get enrolled in care, easy access to the right care at the right time is critical to those we serve. We have transformed this process and are proud to share how we are fulfilling our commitment to **Hope Starts Here.**

I am also proud to highlight a couple of other ways we are demonstrating our commitment to those we serve. This year, **we opened our Children and Youth Crisis Stabilization Unit** and provided a way for families to access immediate care for their children in crisis without having to go to the hospital. This is the second unit of its kind in the state and is already making a significant impact on the communities we serve.

Additionally, **we continue to expand our Partners in Care and REACH programs to work with the Metro Nashville Police Department and Metro Nashville Fire Department** in a co-response model. This helps serve those in crisis by getting them to the services they need. We are incredibly grateful to both MNPD and MNFD for their innovative approach and partnership, allowing us to truly treat those with mental health and substance use disorders. I am deeply honored to convey that **our Partners in Care Program was honored by the Nashville Police and Public Safety Alliance with the Father Fred Dettwiller Award** for transformational service, dedication, and community collaboration.

Our commitment to honor and serve those with mental health and substance use disorders continues. We have embarked on a significant strategic and transformation plan where we will innovate care models, share our expertise, develop and expand programming and partnerships that drive the highest value for those we serve while leading the way to value-based, long-term, and sustainable care.

Thank you for your support!



HOW WE MOVED FORWARD TOGETHER



+99%

**Reduced Time-To-Care
(Enrollment)**



+97%

**Co-Responder
Contacts Diverted
From Arrest**



+98%

**Associates Trained
in Work
Improvement Skills**



+76%

**Crisis Assessments
Diverted from
Inpatient Care**



-5.96%

**Reduced
Emergency
Department Visits**



-8.22%

**Reduced
Inpatient Stays**

TOTAL ENCOUNTERS: 528,393

IMPACT WE MADE TOGETHER



New Community Partnerships

- Belmont University Flourish Clinic
- Meharry Medical College Psychiatry Residency Program
- HCA/TriStar Psychiatry Residency Program
- Vanderbilt Medical Resident Preceptor Program
- LifeDoc Partnership (Memphis)
- Tennessee Mental Health Consumers' Association (TMHCA) in McMinnville
- Partnership with ShowerUp at Nashville MHC location

New Programs Launched

- Intensive Care Coordination (ICC)
- Individualized Placement and Support (IPS) for employment in Memphis
- Transitions of Care
- Child and Youth Crisis Stabilization Unit
- Group Therapy

New Learning and Development

- New Learning and Development division created to improve standard operating procedures, enhance Consumer experience, and improve overall outcomes



FINANCIAL HIGHLIGHTS

Fiscal Year 2025 marked another year of strong financial stewardship at Mental Health Cooperative. Despite continued healthcare reimbursement pressures and economic uncertainty, we maintained a stable financial position while expanding services to meet growing community needs.

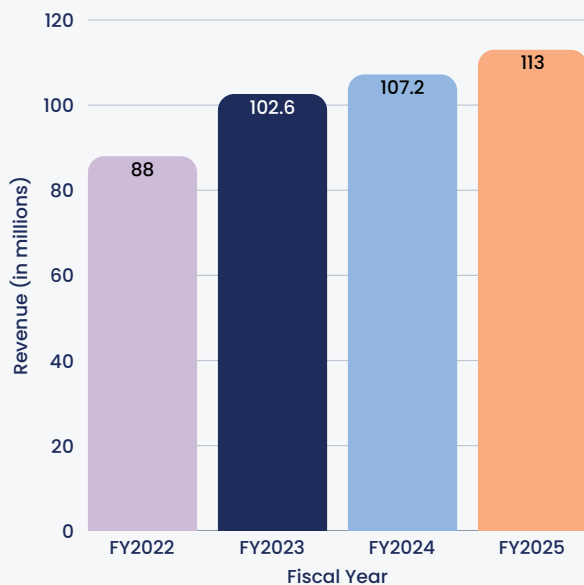
Strategic investments in infrastructure, staff development, and quality improvement positioned us well for sustainable growth. We strengthened relationships with our managed care partners across Tennessee and expanded access to specialized services for individuals with complex needs. We're particularly proud that **83% of every dollar contributed went directly to program services, reflecting our unwavering commitment to mission over margin.**

I'm grateful to our Board of Directors for their fiscal oversight, our leadership team for their operational discipline, and our staff for their dedication to delivering value-based care to the Tennesseans who need us most, individuals living with severe mental illness who deserve compassionate and expert care. Together, **we've built a financially resilient organization capable of fulfilling our mission for years to come.** Thank you for your continued confidence in Mental Health Cooperative.

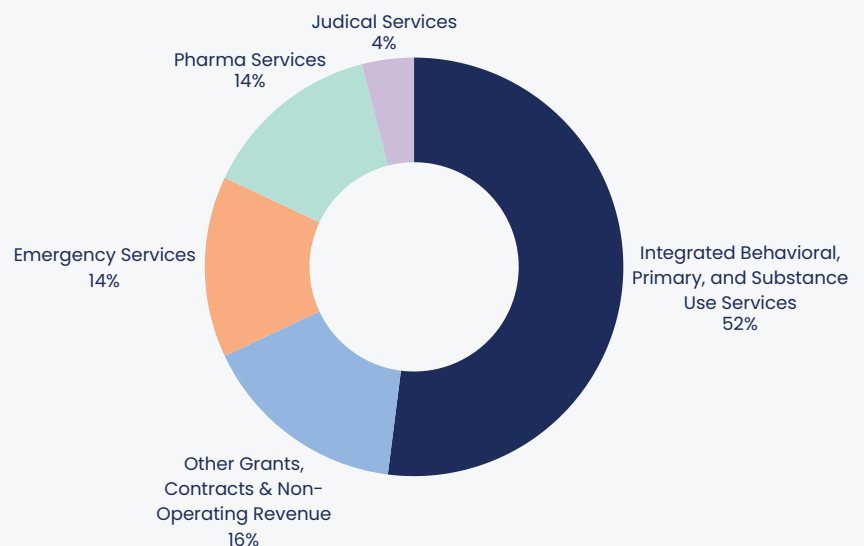
- David Wilson,
Chief Financial Officer

FINANCIAL OVERVIEW

REVENUE



FUNDING SOURCES



MEETING PEOPLE WHERE THEY ARE. WALKING WITH THEM FORWARD TOGETHER.

Entry

Walk-in, Referral, Mobile Crisis, & Primary Care Providers

People do not arrive at MHC in the same way or in the same state of mind. Some walk in on their own. Others are referred by a school, a hospital, or a community partner. Some are in crisis. Others are quietly struggling.

Wherever someone begins, MHC is designed to meet them there. There is no wrong door and no perfect moment required to reach out. Whether support starts through a walk-in visit, a referral, a mobile crisis response, or a school-based connection, the goal is the same: Reduce barriers.

Listen first. Make the next step clear.

Treatment

Therapy, Psychiatry, Care Management, Crisis Treatment, & Integrated Health Care

Treatment at MHC is designed around real lives, not isolated symptoms. Mental health care, psychiatry, and care management work together so people are supported as a whole person, not a set of separate needs.

Care plans are shaped by what matters most to each individual. Services are coordinated, progress is monitored, and adjustments are made as needs change over time. Support is consistent, thoughtful, and grounded in trust.

Treatment is not a single visit or a short phase. It is a steady partnership focused on stability, progress, and lasting wellbeing.

Engagement

Fast access & Enrollment Hub

After the first connection, people need more than information. They need follow through. They need someone to help them take the next step while the moment still matters.

Engagement at MHC is where uncertainty turns into action. Teams move quickly to connect people to care, coordinate next steps, and reduce the friction that so often causes people to fall through the cracks.

Engagement is about building trust early and creating momentum that carries people into care and beyond.

Stability

Housing, Food, & Supports

Care cannot take hold when basic needs are uncertain. Stability at MHC focuses on the everyday foundations that help people stay engaged in care and move forward with confidence.

Teams work alongside individuals to address housing, food, transportation, and other practical supports that shape daily life. These needs are not treated as side issues. They are part of the care plan because they matter.

Stability creates the conditions for healing to continue. It helps reduce crises, supports consistency, and allows people to focus on recovery and personal goals.

FORWARD 
TOGETHER

Long-Term Connection

Recovery & Goals

Progress does not end when treatment stabilizes. Life continues to change, and support should be there when it does.

Long term connection at MHC means staying engaged beyond immediate needs. Teams remain a trusted point of contact, helping people navigate new challenges, pursue personal goals, and stay connected to care and community over time.

This ongoing relationship helps prevent setbacks, strengthens recovery, and reinforces the sense that no one has to start over alone. Support is not episodic. It is a steady presence that adapts as life moves forward.



THE DIFFERENCE YOU HELPED MAKE

WHAT ACCESS TO CARE MAKES POSSIBLE

After more than 18 months without stable housing, Ryan found a place to call home in November 2025, marking a powerful turning point in his journey.

Well known to MHC's emergency and crisis services, Ryan had been navigating ongoing instability while seeking consistent support. With help from Evelyn Yargin, Director of Advocacy and Housing, Ryan was connected to the Center of Hope Young Adult Housing Program and was able to move into one of their homes—taking his first steps toward stability.

Since securing housing, Ryan has maintained employment for over two months, re-engaged in therapy, and resumed his long-acting injectable treatment. He is also actively working through the SOAR process with Park Center, taking meaningful steps toward long-term stability.

Today, Ryan is more engaged than ever with his care team—a testament to what coordinated, whole-person support can achieve. His journey reflects the impact of collaboration, persistence, and meeting people where they are—a true win for Ryan, FEPI, and the entire MHC community.

"Best quality help in Nashville for psychiatric services.

They provide the help I've been searching for, and they do it with genuine care."



VOICES FROM OUR COMMUNITY

"The staff at Mental Health Cooperative are so collaborative, kind, and compassionate. It is clear from their words and actions that they care about the mission and vision. We are grateful to be partnered with them as we explore all the options that PENCIL and MHC can work together to enrich the lives of students in Nashville."

About PENCIL: PENCIL is a nonprofit whose mission is to link community resources to Metro Nashville Public Schools to help young people achieve academic success and prepare for life.

"I recommend this place to my friends and family. They have helped our family for the past 2+ yrs after a family tragedy. They are not just mental health providers; they have become family. Thank you all for your hard work. I know we can be a handful, and we appreciate your patience and your effort in helping us heal."

- Family Member of a Consumer

"The care we offer lives in the small but deeply impactful moments each day - in home visits, connecting people to resources, providing transportation to appointments, checking in with a simple phone call, or problem-solving tough situations. It's a true honor to work alongside a team that cares so deeply and intentionally wraps support around every person who walks through our doors. Our work not only changes lives for those we serve but also shapes and inspires those of us who have the privilege to do it."

- Haley Womac, Intensive Care Management Supervisor, Cleveland Satellite



WHAT'S NEXT: EXPANDING ACCESS, SIMPLIFYING CARE, STRENGTHENING LIVES

EXPAND

Access is where everything begins. In the years ahead, MHC will continue to remove barriers that prevent people from getting help when they need it most. Care will be easier to reach, simpler to start, and available in more of the places where life happens.

We will expand entry points through walk-in care, referrals, PCPs, mobile response, and community connections so there is no wrong door. By meeting people earlier and closer to the moment of need, we help prevent crises, shorten the path to care, and support better outcomes.

SIMPLIFY

Care works best when it is both simple and informative. MHC will continue to reduce complexity, so people experience care as clear, coordinated, and easy to navigate from the very first interaction.

At the same time, care will become more personal and more precise. Teams will use data, shared insights, and ongoing feedback to better understand what is working and when adjustments are needed. This allows care to be tailored to individual goals, changing needs, and real-life circumstances. Smarter systems support better decisions, while relationships remain at the center of care.

PARTNER

Lasting progress happens through connection. MHC will deepen partnerships with healthcare providers, community organizations, schools, and families to support people beyond a single episode of care.

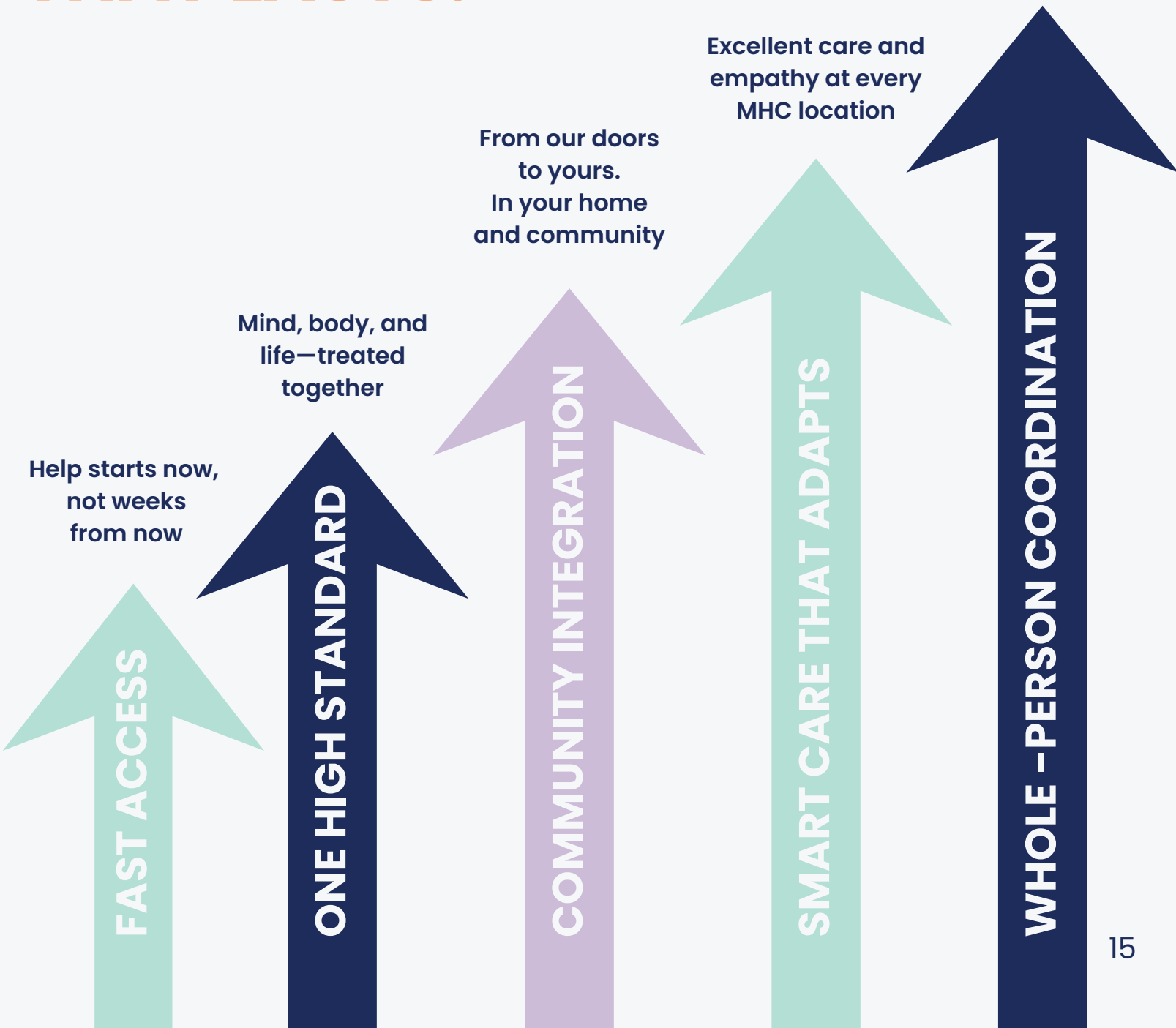
By staying connected over time, we help individuals build stability, pursue health, and work toward meaningful goals. Care does not end at discharge. It continues through trusted relationships that adapt as life unfolds, strengthening lives and communities for the long term.



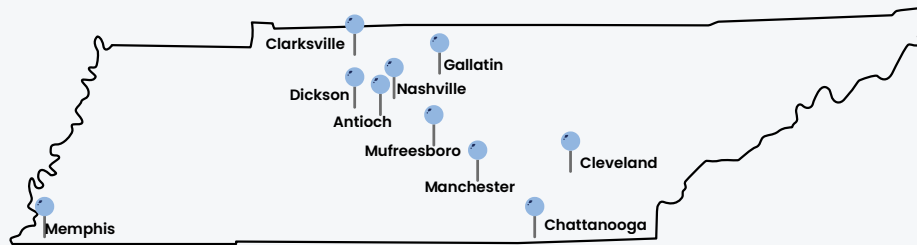
ONE VISION: **ONE CLEAR PATH.** BUILT TO WORK FOR REAL LIFE.

WHOLE-PERSON CARE AND SUPPORT **THAT LASTS.**

As needs change,
care adjusts—so
support stays
relevant, responsive,
and effective.



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LEADING FORWARD TOGETHER

EXECUTIVE MANAGEMENT TEAM



**Michelle Scafer, MS,
CEAP, LMHC**
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**Corey Cronrath, DO,
MPH, MBA**
Chief Medical Officer



**Andrea Westerfield,
LCSW**
Chief Operating Officer



David Wilson, MBA, CPA
Chief Financial Officer and
Chief Development Officer



Kendall Elsass, LCSW
Vice President, Clinical Services
and Quality



Kenya J. Adams, MHA
Vice President,
Integrated Care



Brittany Greene, MA
Vice President, Metro Operations,
Grants & Contracts



Melanie Mummert, SPHR
Vice President,
Human Resources



Scott Palmer, MBA
Vice President, Strategy &
Business Development



**Ruth vanBergen, MBA,
MEd, LPC**
Senior Vice President,
Emergency Services



Kate Westergard, MEd
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FORWARD TOGETHER STARTS WITH ONE STEP



Everything You Need, One Scan Away



Refer Someone Today



Work With Us



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Mental Health Cooperative

275 Cumberland Bend
Nashville, TN 37228

Vist us at www.mhc-tn.org