



BRAZORIA COUNTY

Fiscal Year 2025 Annual Report

GALVESTON COUNTY



Access ~ Provision ~ Expansion



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"We don't come to work; we come to care."

At Gulf Coast Center, our mission is to provide accessible, efficient and quality services to support the independent and healthy living of those we serve. Inspired by our vision of better community healthcare promoting healthy living, we are committed to continuous improvement rooted in our values: Humanity, Excellence, Accountability, Loyalty, Teamwork, Honor, and You. This year's strategic direction is grounded in the recognition that while Gulf Coast Center is good today, we are determined to be great tomorrow. Our strategic plan outlines a bold and thoughtful path forward—one that embraces both clinical and operational transformation to meet the needs of the future.

At the heart of this plan are two powerful commitments:

- Leadership Excellence, to build a culture of accountability, communication, and growth for all who lead.
- Clinical Excellence, to strengthen the quality of care and ensure our structure, people, and programs reflect the highest standards of service.

Guided by our values:

- We elevate **Humanity** by ensuring our clinical teams are equipped to deliver compassionate, person-centered care.
- We pursue **Excellence** by redesigning our training and clinic infrastructure to support best-in-class outcomes.
- We hold ourselves to **Accountability** through clear metrics, milestones, and performance benchmarks across every initiative.
- We demonstrate **Loyalty** to our mission and the people we serve by investing in sustainable and responsive systems of care.
- We foster **Teamwork** by improving internal communication and leadership collaboration at all levels.
- We act with **Honor** in the way we train, lead, and serve—committed to growth through learning and coaching.
- And above all, we focus on **You**—the individuals, families, staff, and partners who make our shared progress possible.

This strategic framework is not simply a plan—it is a promise. A promise to evolve with purpose, serve with excellence, and lead with integrity. As we move into the second half of the year, we remain focused on executing the coherent actions laid out in this plan, measuring our success, and preparing for the clinic of the future—together.





MISSION + VISION = VALUES

MISSION

Provide accessible, efficient, & quality services to support the healthy living of those we serve.

VISION

Better community healthcare promoting healthy living.

HUMANITY
EXCELLENCE
ACCOUNTABILITY
LOYALTY
TEAMWORK
HONOR
YOU

3 Tenants of EXCELLENCE



► **Financial**
Strengthen & steward the Center's financial interests with transparency & fidelity.

► **Operational**
Consistently improve business processes & culture with a focus on service provision & care coordination.

► **Clinical**
Develop a professional & responsive staff who provide person-centered care resulting in better individual outcomes.





Board of Trustees



JAMIE TRAVIS
BRAZORIA COUNTY



**LIEUTENANT
JAIME CASTRO**
GALVESTON COUNTY



STEPHEN D. HOLMES
GALVESTON COUNTY



CAROLINE RICKAWAY
BRAZORIA COUNTY



VIVIAN RENFROW
GALVESTON COUNTY



CHRIS CAHILL
GALVESTON COUNTY



**SHERIFF
BO STALLMAN**
BRAZORIA COUNTY



MARYLOU FLYNN-DUPART
BRAZORIA COUNTY





Culture of Excellence

ELT - EXECUTIVE LEADERSHIP TEAM



FELICIA JEFFERY
CHIEF EXECUTIVE
OFFICER



RICK ELIZONDO
CHIEF FINANCIAL
OFFICER



LINDA BELL
GENERAL COUNSEL



SARAH HOLT
CHIEF NURSING
OFFICER



DR. RENEE VALDEZ
CHIEF MEDICAL
OFFICER



DR. DEVON STANLEY
CHIEF INFORMATION
OFFICER





Culture of Excellence

EMT - EXECUTIVE MANAGEMENT TEAM



JERRY FRESHOUR
SENIOR DIRECTOR OF CRISIS
OUTREACH & JUSTICE
SERVICES



JESSICA GENTRY
SENIOR DIRECTOR OF
BEHAVIORAL HEALTH
SERVICES



VIRGINIA SMITH
EXECUTIVE CONSULTANT,
DIRECTOR OF CCBHC



SANDY PATTERSON
DIRECTOR OF ADULT
BEHAVIORAL HEALTH
SERVICES



DEANNA DAVID
INTELLECTUAL &
DEVELOPMENTAL DISABILITY
SERVICES



AMANDA GROLLER
DIRECTOR OF
INNOVATIVE & SPECIAL
PROJECTS



KELSEY HOOSIER
DIRECTOR OF HUMAN
RESOURCES



ANDY TRIOLA
PROJECT MANAGER -
TRAINING





GCC Services & Trainings



INTELLECTUAL & DEVELOPMENTAL
DISABILITY SERVICES



MENTAL HEALTH COUNSELING
+ EDUCATION + SKILLS TRAINING



PEER
SERVICES



PSYCHIATRIC
SERVICES



DISASTER
SERVICES



VETERAN
SERVICES



PHYSICAL
HEALTH SCREENING



SUBSTANCE USE
RECOVERY SERVICES



RESOURCE + HOUSING
NAVIGATION



OUTREACH
& EDUCATION



JUSTICE
SERVICES



TRAINING
& SUPPORT



CARE
COORDINATION



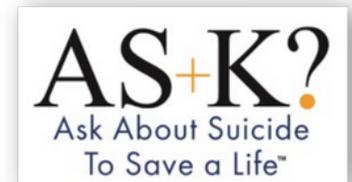
24/7 HOTLINE &
CRISIS SERVICES



**Mental Health
FIRST AID**
MENTAL HEALTH
FIRST AID TRAINING



MENTAL HEALTH &
LAW ENFORCEMENT
TRAINING



APPLIED SUICIDE
PREVENTION
SKILLS
TRAINING



CPR/FIRST
AID
TRAINING

24-hour Mental Health Crisis Hotline: 1-866-729-3848
Appointments: 800-643-0967





Expanded Partnerships





Expanded Partnerships





Expanded Partnerships



The Woman's Hospital of Texas



THE CENTER FOR MENTAL HEALTH & WELLBEING





Community Service Centers On The Rise



Key Accomplishments

- Recruiting and hiring underway for all EOU positions
- Conducted 3 Job Fairs with a 4th Job Fair pending
- Hired Psychiatric Mental Health Nurse Practitioner to serve as facility Nurse Manager
- Established Professional Services Agreement with UTMB for provision of professional psychiatry services weekdays 8:00am – 5:00pm
- Policy and Procedure development underway
- Identified and procured necessary facility furniture, medical equipment & supplies
- Established Facility Use Agreement with Galveston County
- Working to secure Professional Services Agreement with the Galveston County Sheriff's Office for Deputy security & support
- RFP process underway to secure Telepsychiatry provider for after-hours care
- Through RFP process, identified provider for Crisis Respite services and Direct Care Crisis Support Staff workers for EOU & CRU
- Secured agreement for AED services
- Developing and executing training & orientation plan for all positions
- Onboarding UTMB Department of Psychiatry faculty, residents and medical students underway with plan for mock admissions
- Ongoing discussion to secure necessary pharmacy services through expanded partnership with Genoa Healthcare
- Designing and mapping out workflows for patient intake, observation and discharge processes
- Ensure integration of medical systems (EHR) with EOU workflows
- Working to establish safety protocols for patient care, including emergency response and infection control

Focus Areas Ahead

- Finalize Pre-Operational Checklist
- Set up and test medical equipment and technology
- Develop a communication plan for all stakeholders during the transition
- Ensure the new facility is compliant with EOU operational regulations and safety standards
- Coordinate and execute the move of EOU operations to the new facility with minimal disruption
- Tentative opening and service delivery November 1st





Facilities & Outpatient Locations

Gulf Coast Center (GCC) is a Certified Community Behavioral Health Clinic (CCBHC). Services will be coordinated from all facilities, regardless of individual's ability to pay. The CCBHC model helps increase access to crucial primary & behavioral healthcare by reducing barriers such as cost, lack of insurance, distance, & language.



Brazoria County



Northern Brazoria Community Service Center (NBCSC)

Location: 101 Brennen Alvin, TX 77511

Square Footage: 6,856

Services: Adult Mental Health Clinic Services, Substance Use Services, Assertive Community Treatment Team (ACT), Disaster Services, TCOOMMI – Forensic Services, Coordinated Entry & Supportive Housing, Outreach, Screening & Referral (OSAR), PATH, Veteran Services, Peer Services



1

Southern Brazoria Community Service Center (SBCSC), Buildings 1 & 2

Location: 101 Tigner, Angleton, TX 77515

Square Footage: SBCSC 1: 8,100 - SBCSC 2: 8,368

Services: Adult Mental Health Clinic Services, Outreach Screening & Referral (OSAR), PATH, Peer Services, Risk Management, Peer Services, Substance Use Services



2



YFS Boat House (Youth & Family Services)

Location: 2352 East Mulberry, Angleton, TX 77515

Square Footage: 3,086

Services: Youth Mental Health, YES Waiver, School-based Law Enforcement Crisis Team (SLECT), Family Partner Services



Bayou House

Location: 2320 East Mulberry, Angleton, TX 77515

Square Footage: 1,566

Services: Family Partner Meetings, IDD Intake, YFS, Case Managers



Galveston County

Gulf Coast Center Administrative Offices

Location: 4444 West Main St., League City, TX 77573

Square Footage: 6,692

Services: Business and Administration Services, Financial Services, Clinical Leadership Team



Galveston Island Community Service Center (GICSC)

Location: 4700 Broadway, Suite F-100, Galveston, TX 77551

Square Footage: 1,126

Services: Mental Health Services, Crisis, Recovery, OSAR, TOOCMMI, COAST



YFS Anchor Point (Youth & Family Services)

Location: 3201 FM 2004 Texas City, Texas 77591

Services: Youth Mental Health, YES Waiver, SLECT, VOCA, OSAR/SUD, Call Center, Administrative Services, Chief Nursing Officer



Mainland Community Service Center (MCSC), Buildings 1 & 2

Location: 7510 FM 1765, Texas City, TX 77591

Square Footage: MCSC 1: 6,339 - MCSC 2: 13,000

Services: Mental Health Services, Crisis, Recovery, OSAR, TOOCMMI



Mackey Building

Location: 4352 Emmett F. Lowry Expressway, Texas City, TX 77591

Square Footage: 11,600

Services: Asset Management, IDD Intake, Continuity of Services & Service Coordination, IDD Crisis Services, IDD Provider Services, PASRR (Preadmission, Screening & Resident Review), Human Resources, BT&T, Medical Records



Brown House

Location: 7602 Texas Ave, Texas City TX, 77591

Square Footage: 1,590.70 Sq. Ft.

Services: Storage



Harbor House

Location: 5825 Emmett F. Lowry, TX 77591

Square Footage: 3,233

Services: Adult Mental Health Crisis Respite





FY25 Gulf Coast Center Unaudited Financial Summary

85

Days of Operation for
Unrestricted Fund Balance

5

Days of Operation for
Restricted Fund Balance

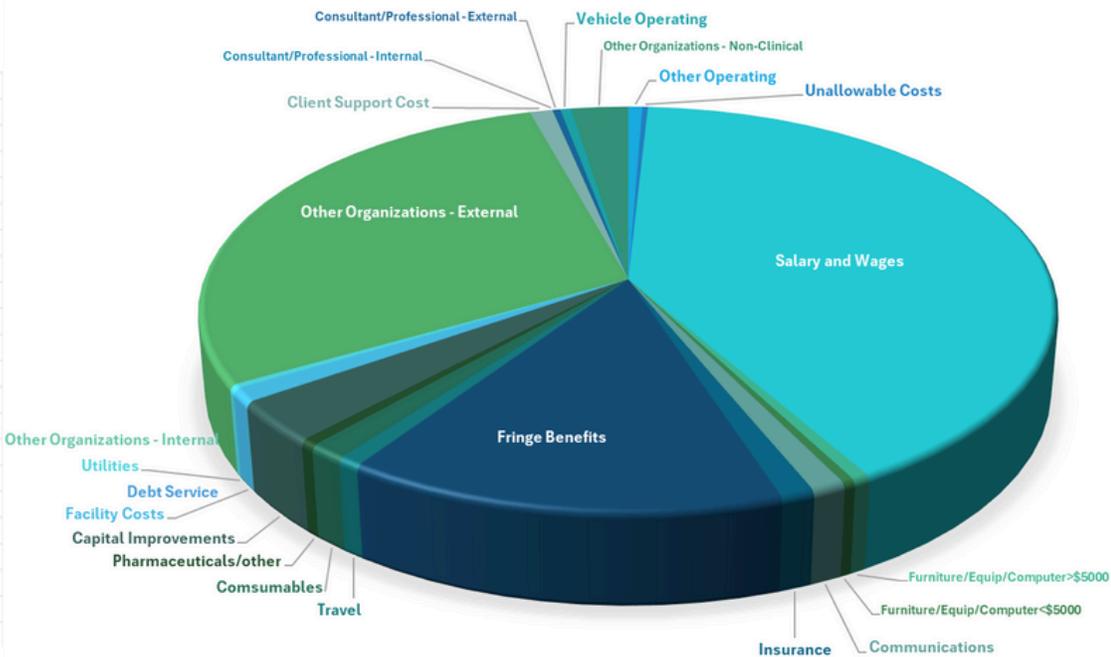
\$10,359,315

Total Unrestricted Fund Balance

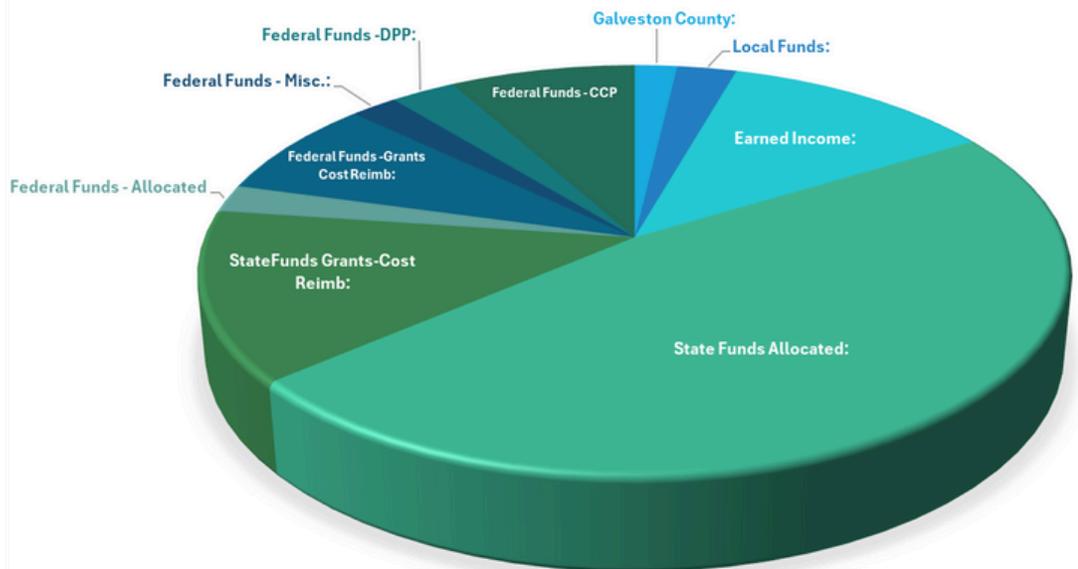
\$ 556,784

Total Restricted Fund Balance

Other Operating	0.6%
Unallowable Costs	0.2%
Salary and Wages	40.9%
Furniture/Equip/Computer>\$5000	0.6%
Furniture/Equip/Computer<\$5000	0.4%
Communications:	1.1%
Insurance	1.1%
Fringe Benefits	14.6%
Travel	0.8%
Consumables	1.3%
Pharmaceuticals/other	0.5%
Capital Improvements	3.3%
Facility Costs:	1.1%
Debt Service	0.0%
Utilities	0.3%
Other Organizations - Internal	0.0%
Other Organizations - External	29.0%
Client Support Cost	1.0%
Consultant/Professional - Internal	0.0%
Consultant/Professional - External	0.3%
Vehicle Operating	0.5%
Other Organizations - Non-Clinical	2.5%



Brazoria County:	0.62%
Galveston County:	1.83%
Local Funds:	2.56%
Earned Income:	11.81%
State Funds Allocated:	47.14%
StateFunds Grants-Cost Reimb:	13.35%
Federal Funds - Allocated	2.13%
Federal Funds -Grants Cost Reimb:	7.70%
Federal Funds - Misc.:	2.04%
Federal Funds -DPP:	2.83%
Federal Funds - CCP	7.99%

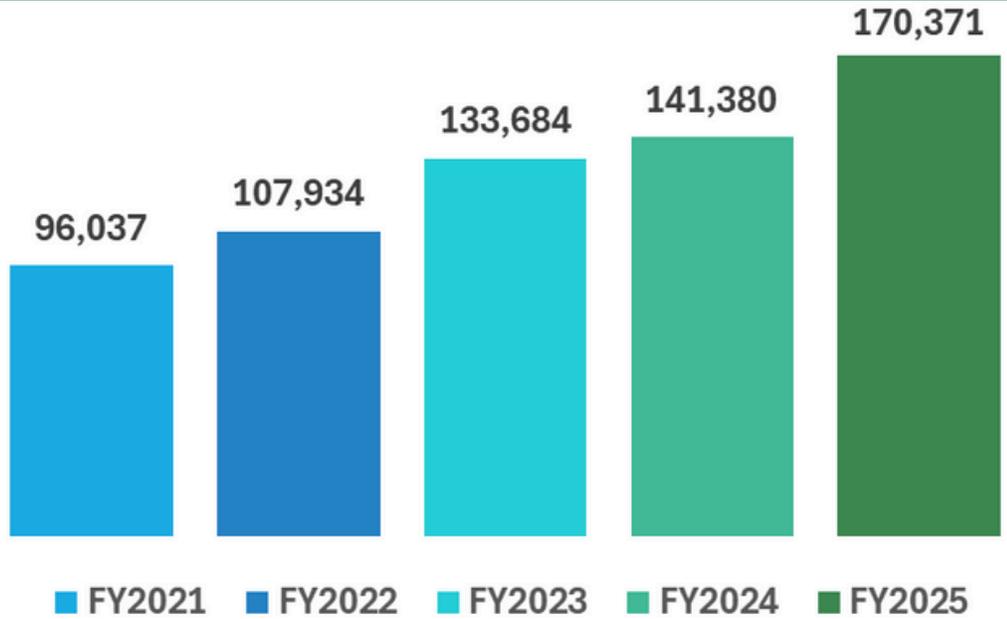




FY25 Gulf Coast Center Service Statistics

170,371

Services provided

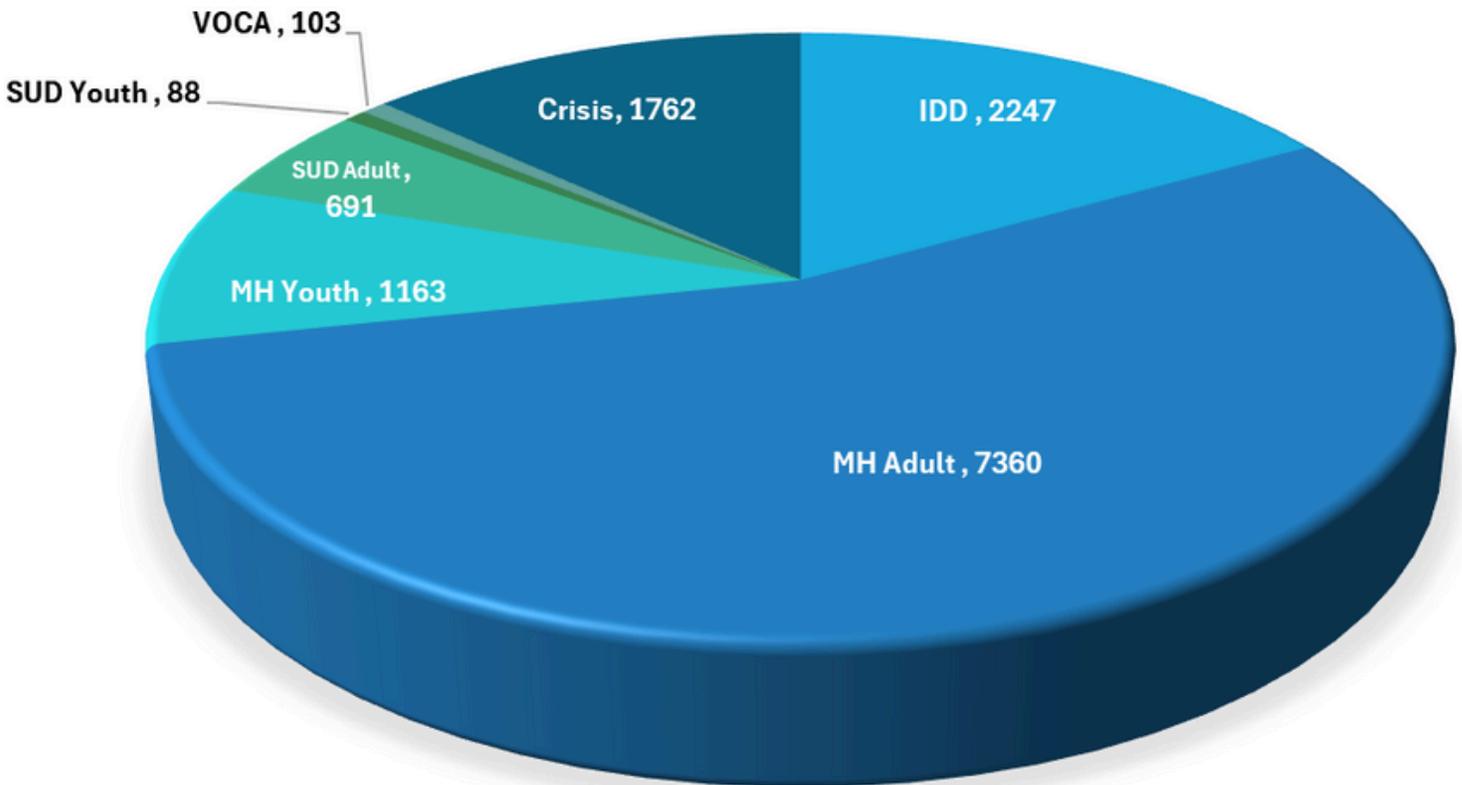


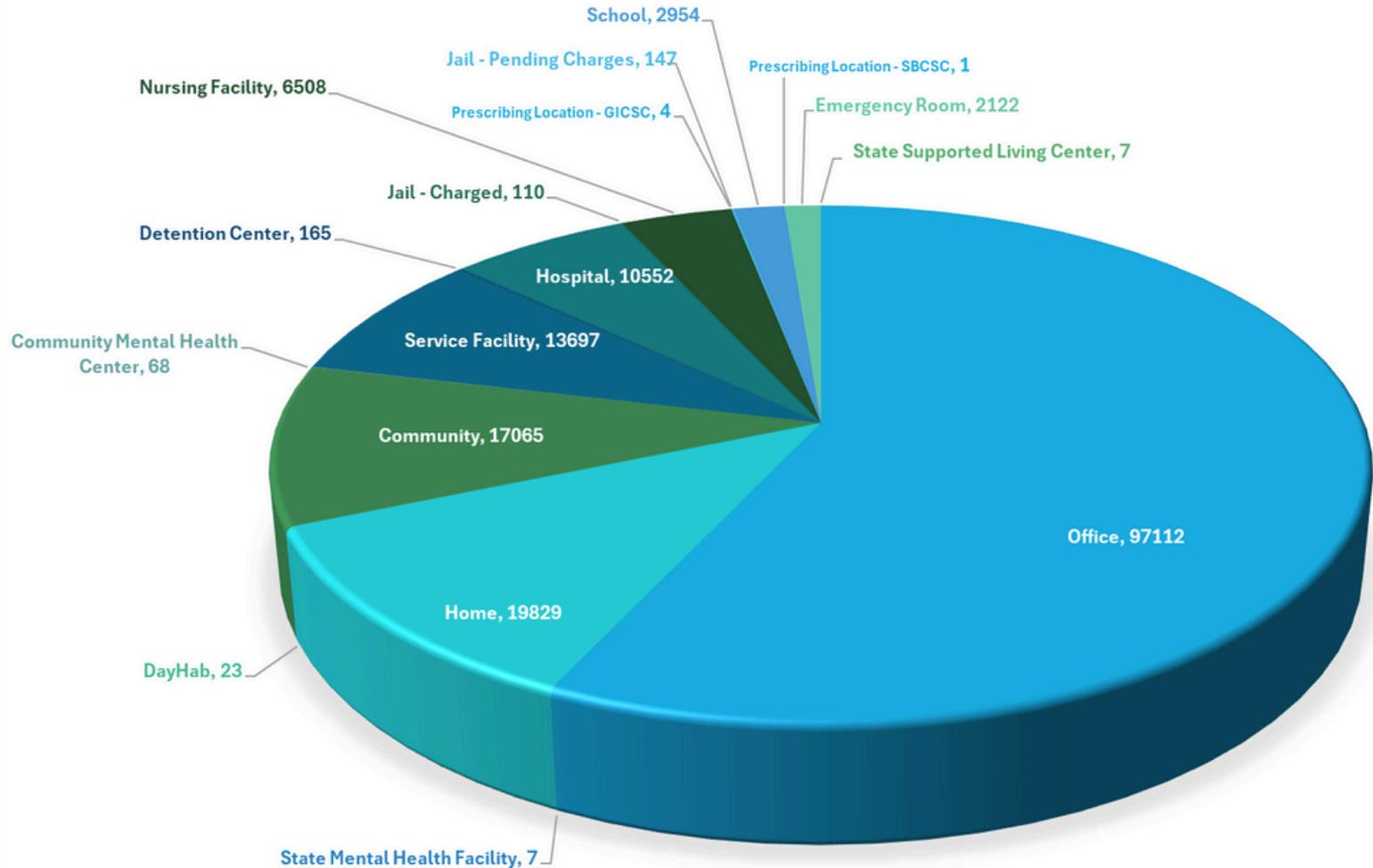
4,058

Total Number of New Individuals Served.

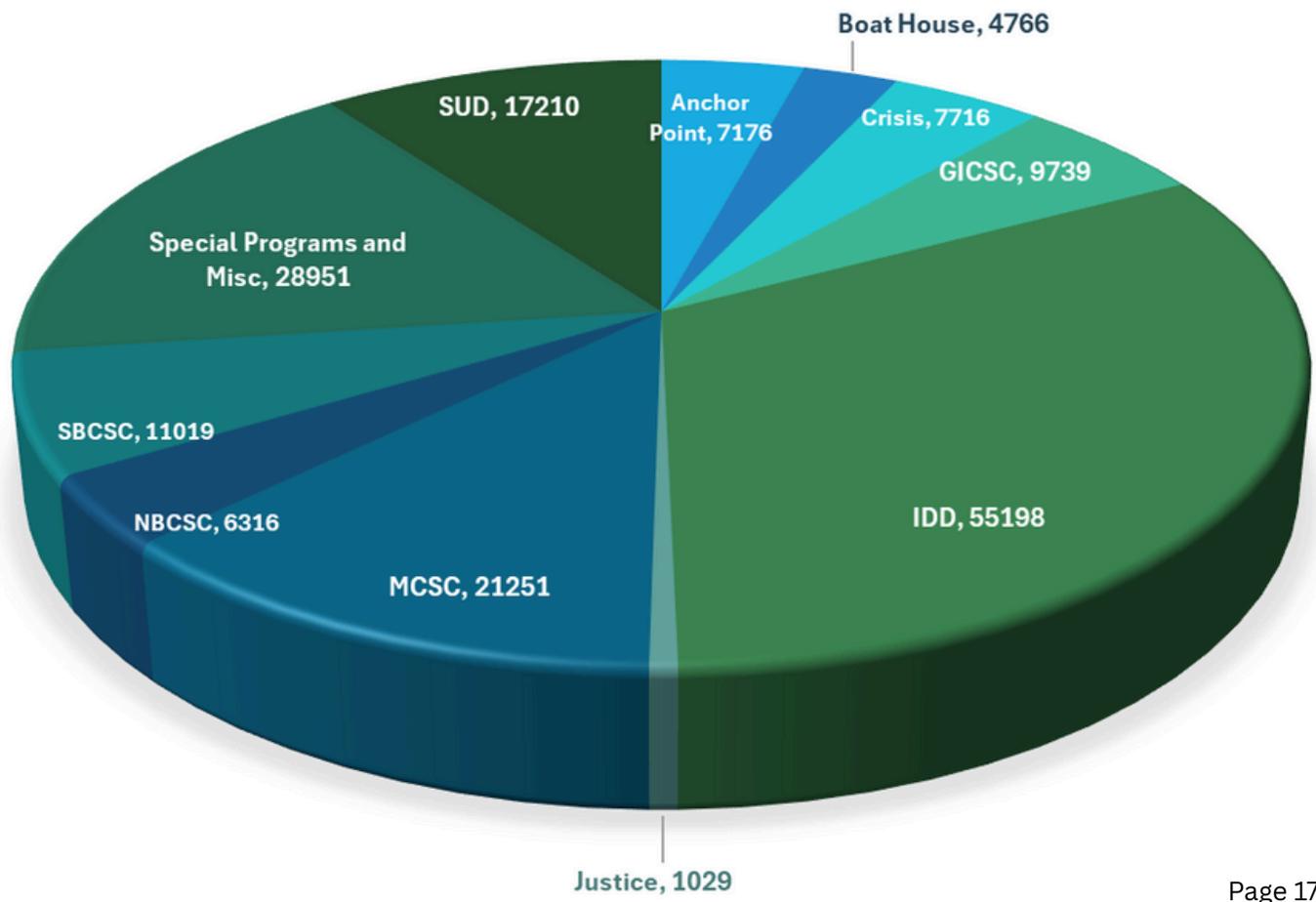
13,414

Individuals Served. Includes individuals seeking dual services

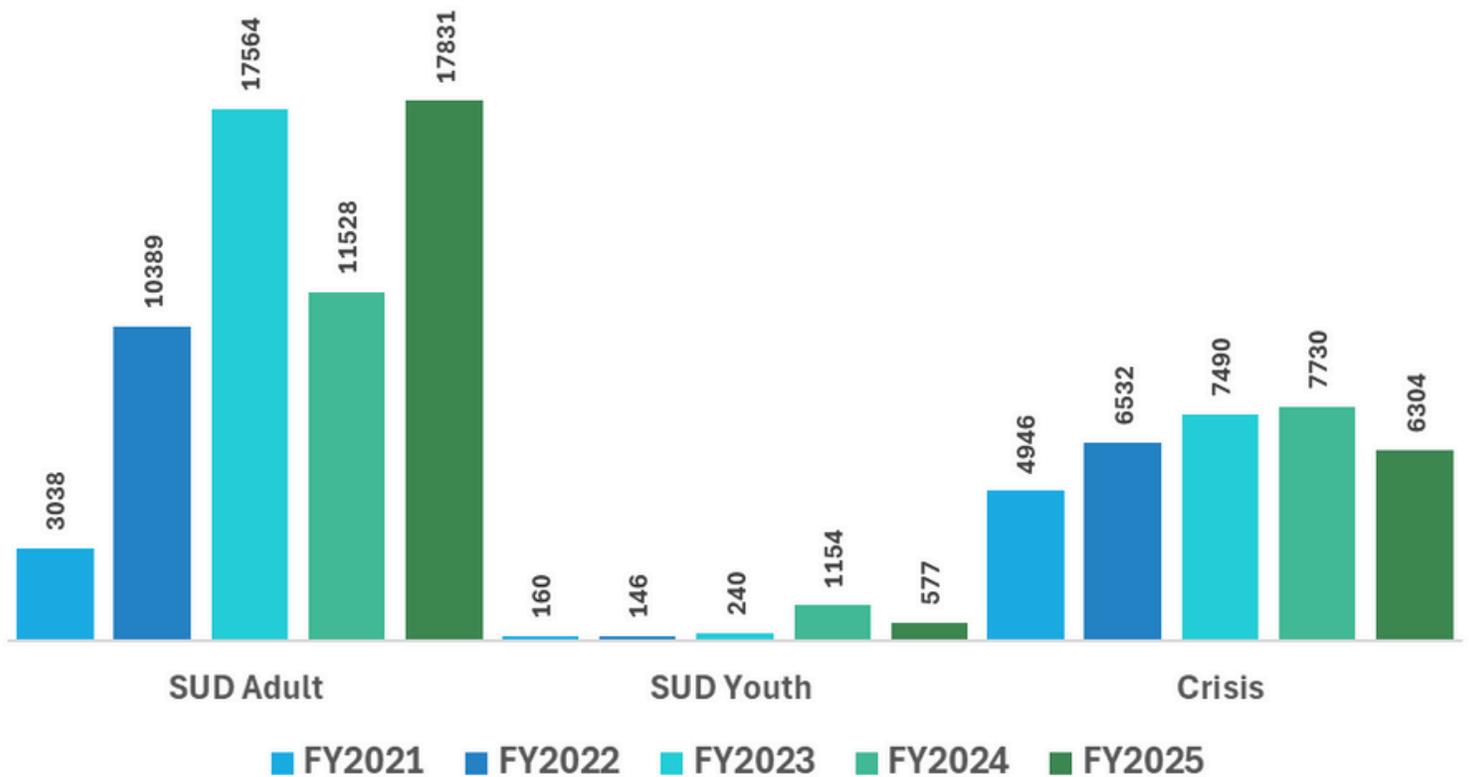
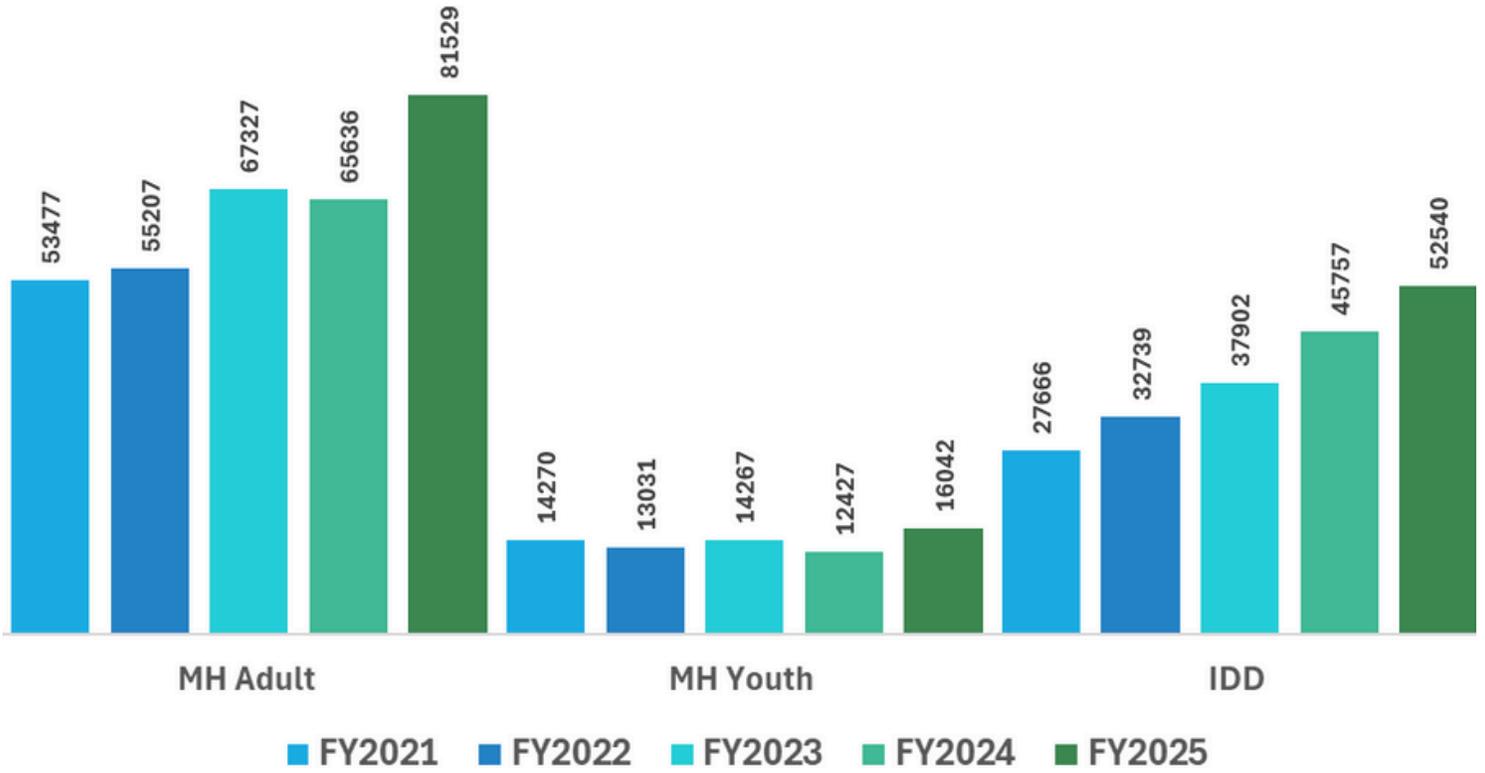




170,371 SERVICES PROVIDED



SERVICE COMPARISON BY FISCAL YEAR





FY25 Gulf Coast Center Staffing Statistics

RECRUITMENT & RETENTION

95

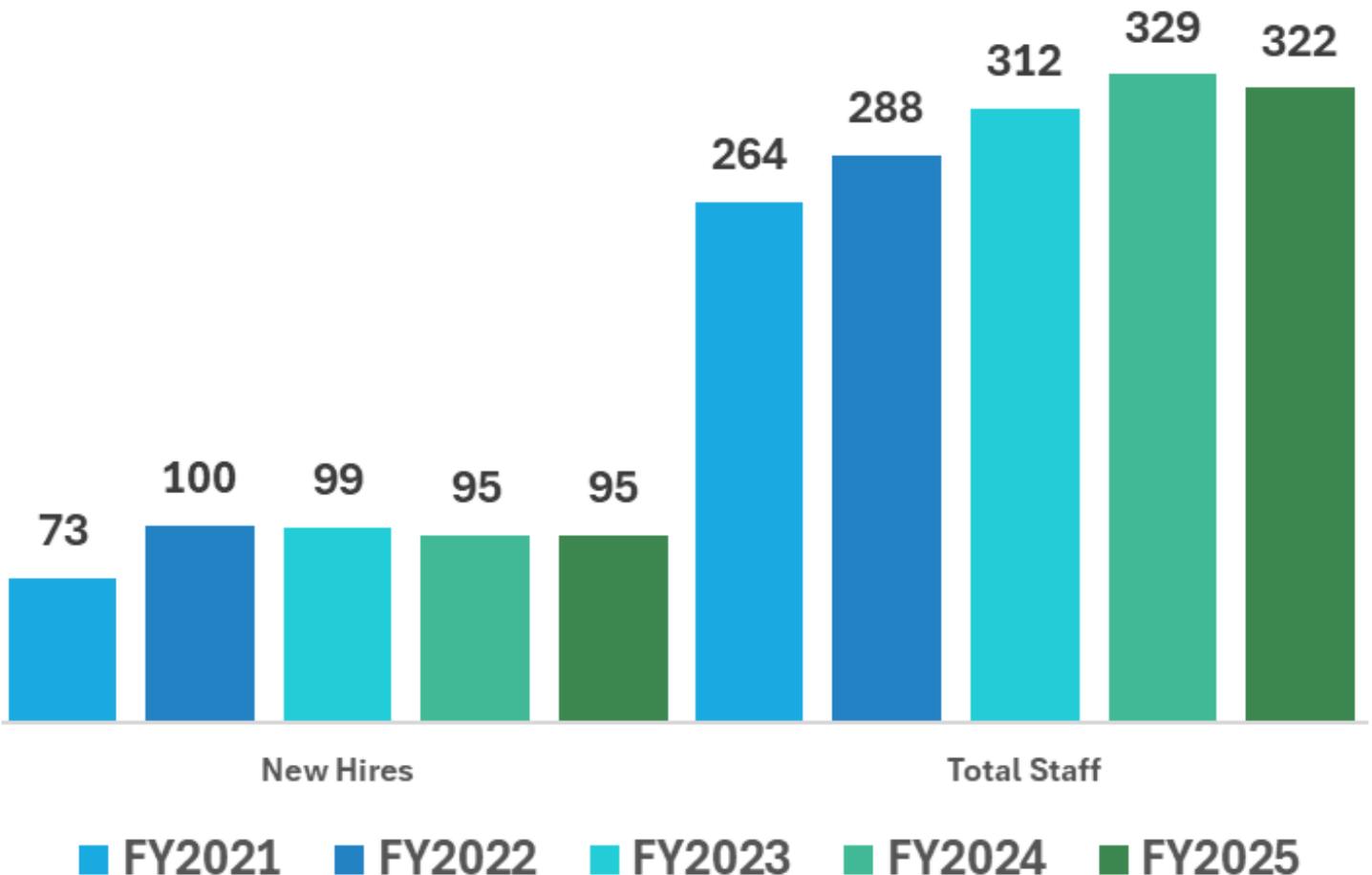
Total Number of New Hires

11%

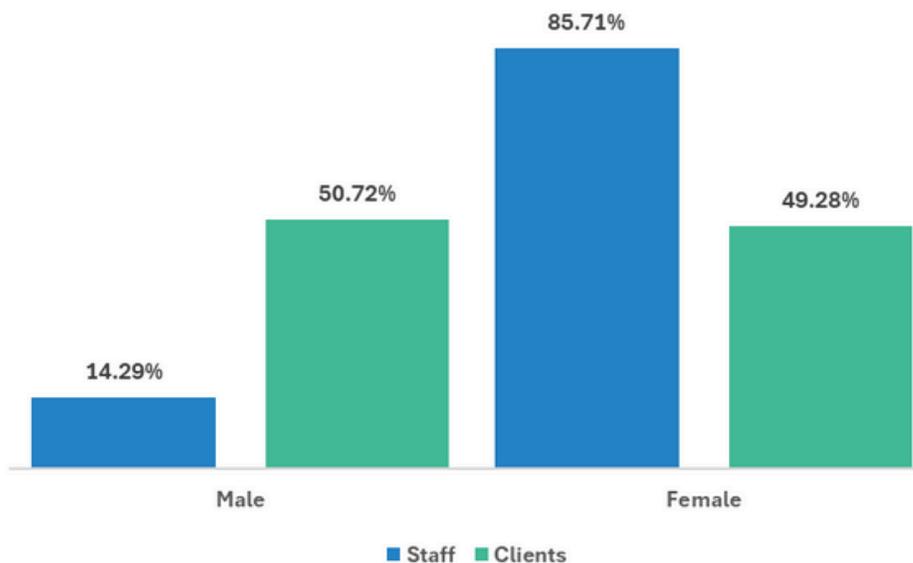
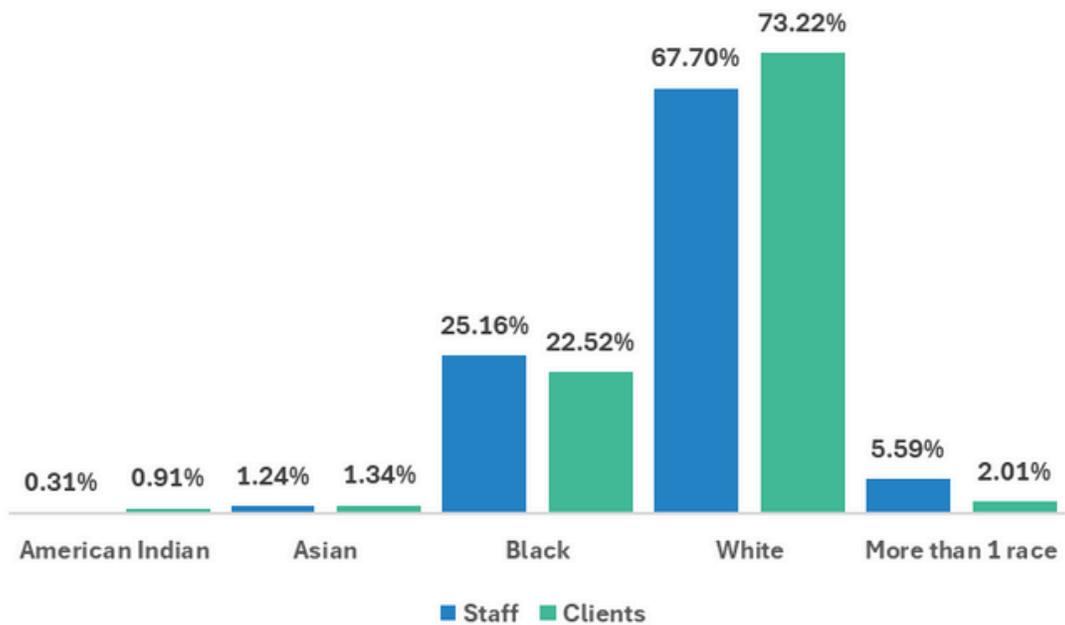
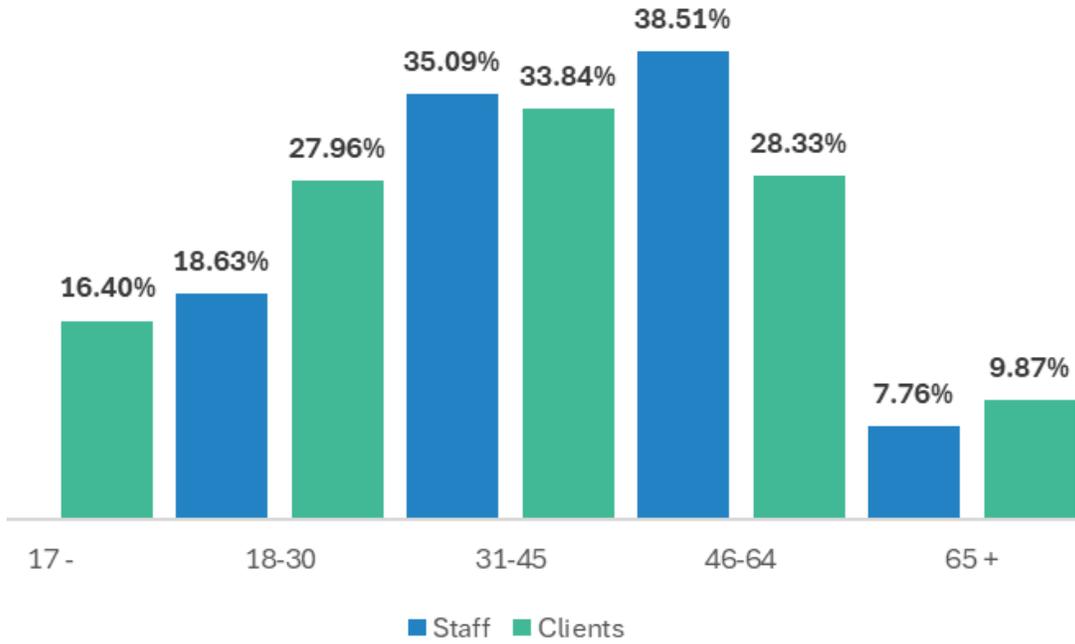
Average Monthly Vacancy

30%

FY25 Turnover Rate



COMPARISON OF ETHNICITY, GENDER & AGE CENTER STAFF TO INDIVIDUALS SERVED BY PERCENTAGE





Gulf Coast Center Impact

15

**INDEPENDENT SCHOOL DISTRICTS
SERVICING OVER 80 SCHOOLS**

10

**SUD (ADULT & YOUTH) OUTPATIENT SITES
SERVICING 22 YOUTH SCHOOL SATELLITES
& 2 JUVENILE DETENTION CENTERS**

9

**GCC-OPERATED
OFFICE & PROGRAM SITES**

5

24/7 CRISIS FACILITIES

2

**INTEGRATED HEALTHCARE
LOCATIONS**

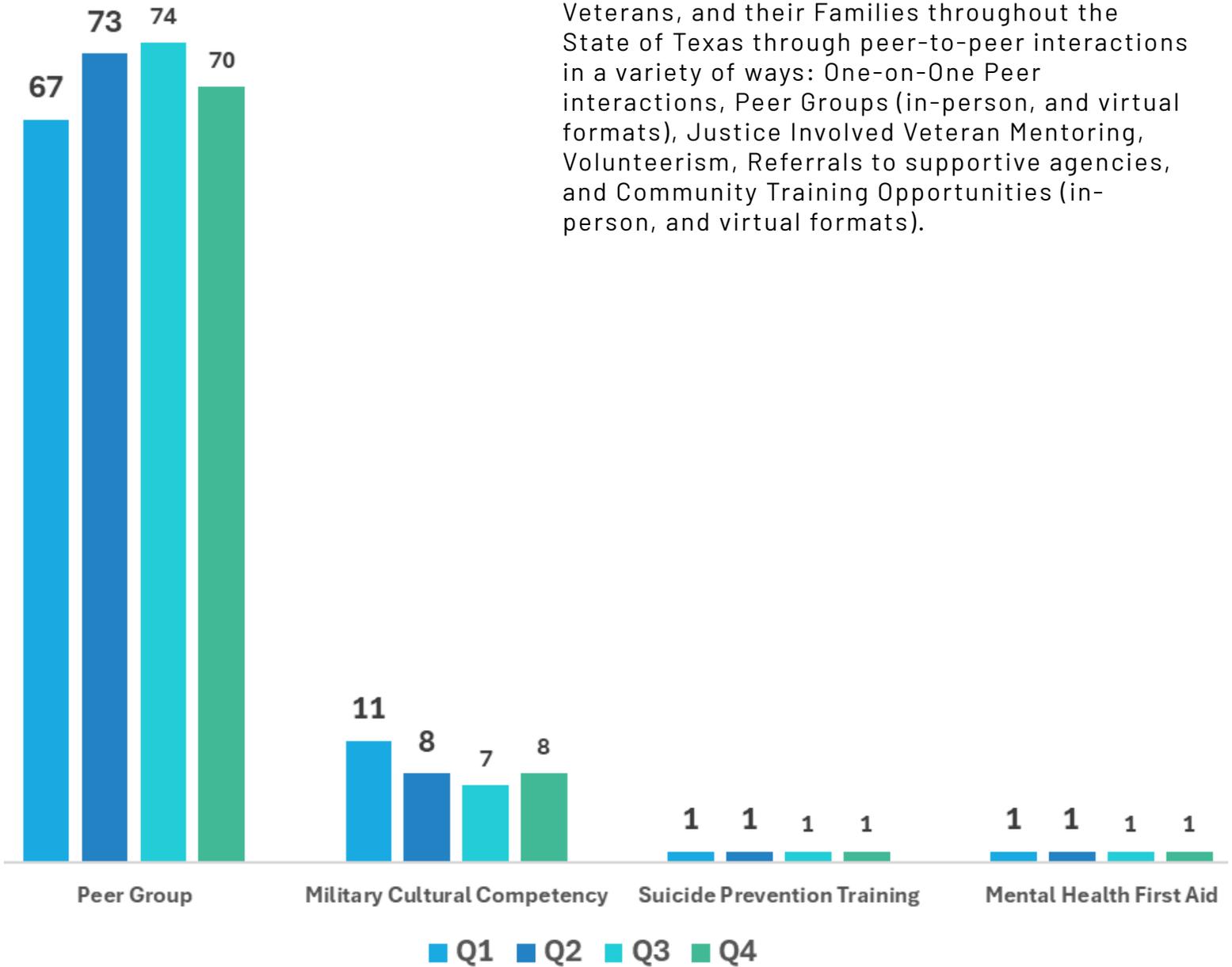




FY24 Gulf Coast Center Highlights & Accomplishments

MILITARY VETERANS PEER NETWORK

MVPN is here to serve the Service Members, Veterans, and their Families throughout the State of Texas through peer-to-peer interactions in a variety of ways: One-on-One Peer interactions, Peer Groups (in-person, and virtual formats), Justice Involved Veteran Mentoring, Volunteerism, Referrals to supportive agencies, and Community Training Opportunities (in-person, and virtual formats).





SARAH HOLT
CHIEF NURSING OFFICER



DR. RENEE VALDEZ
CHIEF MEDICAL OFFICER



Centered on
EXCELLENCE

Inpatient Services

Established an Interlocal Agreement with Tri-County Behavioral Healthcare LMHA for utilization of Tri-County's Private Psychiatric Hospital Bed (PPB) allocation which was underutilized, allowing PPB funding to be allocated to GCC for inpatient care.

Behavioral Health Hospital	Total Admits	Total Bed Days	Average Length of Stay	Galveston County	Brazoria County
SUN Behavioral Houston	536	5995	11.1days	295 Admits/ 3382 bed days	241 Admits/ 2613 bed days
Medical Behavioral	234	2263	9.8 days	234 Admits / 2263	No Brazoria
Private Psychiatric Beds					

MEDICATION SUPPORT SERVICES

Patient Assistance	Total Value PAP Distributed
873 (includes LAI injectable)	\$2,329,192

GCC CALL CENTER

Year to Date Total	One & Done Calls	Calls Requiring an Email to Staff	Transferred Caller to
57,911	36,182	5,396	16,333

Prescriber Services

Staffing

- Continued move toward 32hrs/week or more positions, W2 positions, and increased time on-site including newly accepted offer by PMHNP for Brazoria County.
- Continued optimization of staffing focusing on access and sustainability.
- Just-In-Time Prescriber Scheduling
 - Go-Live Late July 2025, now 6-weeks post implementation.
 - Primary outcome measures already show up to 15% improvement in Show rate, without decrease in total Kept appts.
 - Continued short-cycle quality and process improvement based on up-to-date data analysis.





DR. DEVON STANLEY
CHIEF INFORMATION OFFICER



Centered on
EXCELLENCE

SMARTCARE:

- 6.0 Upgrade Completed, January'25.
- Reports:
 - 60 new reports as part of the upgrade
 - Oversight on 3 Grant Projects, including data collection
 - Ongoing maintenance and updates of legacy reports
 - Ongoing development of robust PowerBI data analytics reports
- New Forms:
 - Benefits Screening
 - Good Faith Estimate
 - Unhoused/Unsheltered Attestation
 - Roughly 75 new forms as part of 6.0 upgrade for future use.

IT:

- Resolved 2100 tickets
- Alvin Temp setup
- Retired various VM's - implemented new VM's
- Shared drive migration partially completed
- Implemented new Asset Management system
- Security and Phishing simulations to probe center security for successful external attack vectors

Other Initiatives

- Established Survey Governance Team
- Provided direct staff training on CCBHC Measures and workflows
- Consultation for EOU IT infrastructure
- Arena Simulation Software to simulate office workflows for staffing and process improvement
- SMART Grant Data Collection / Dashboard
- Customer Satisfaction Survey



ON THE HORIZON
ROBERT EDEKER, IT DIRECTOR

- EOU
- Network Refresh
- Continue cloud migrations. (Accura, shared drives, etc.)





Programs

- Crisis
 - HHSC state contract
- Crisis Co-Response
 - MMHG-JI grant
 - HHSC state contract for others
- Crisis Respite-
 - HHSC state contract
- OSAR
 - HHSC state contract
- SUD Residential
 - HHSC state contract
- Justice Services
 - County Contracts
- TCOOMMI
 - TCOOMMI State Office Contract

► **Financial Excellence**

- Mental Health Grant for Justice Involved Individuals FY 2026 applications submitted for League City Police Multi-Disciplinary Response Team sustainability and to create a Galveston County Jail Re-Entry Team.

► **Operational Excellence**

- Individuals releasing from the Galveston County Jail releases that are homeless with mental health needs are offered transitional shelter and services through the crisis respite program to increase engagement with Same Day Next Day intake and to reduce jail recidivism.
- Gulf Coast Center services in the Brazoria County Jail, working with the jail medical provider, are ensuring continuity of care for GCC individuals that admit and release from the jail.
- OSAR partnering with the Grace Clinic’s SUD Medication Assisted Therapy (MAT) program to transition the individuals that have finished MAT and need SUD residential treatment to ADA House and Bay Area Recovery Center.
- Office of Governor Grant for MMHPI to conduct Brazoria Criminal Justice/ Menta Health Systems Assessment and consultation to the county to create a Criminal Justice and Mental Health Coordinating Council.
- Brazoria County Youth Sequential Intercept Mapping workshop led to creatin of the Brazoria County Youth Behavioral Health Leadership Team with a mission to advocate for juvenile justice/detention systems diversion resources.

► **Clinical Excellence**

- OSAR counselors are outreaching into the GCC psychiatric hospital unit to refer patients with co-occurring psychiatric and substance use disorders to substance use residential treatment.
- Mobile Crisis Outreach Team sent out over 2,000 Caring Contact Letters in the last year as part of the Center’s suicide prevention best practices.
- Mobile Crisis Outreach Team completed over 8,000 crisis follow up calls this year.
- The Center had 130 admissions to Adult Mental Health Crisis Respite this year.
- Achieved a 100% restoration rate in Galveston County Jail Competency Restoration Program.

ON THE HORIZON

- **Wellness Center launch November 2025**
- **Bureau of Justice Grant for Galveston County Jail Reentry Team funding released to begin hiring staff now!**
- **Implementation of the Galveston County Jail Re-Entry Program, with services estimated to begin in Fall of 2025.**





JERRY FRESHOUR
CRISIS OUTREACH, & JUSTICE SERVICES



Centered on
EXCELLENCE



SUCCESS & ACCOMPLISHMENTS

ARIELLE GRAY, CHRISTEN DOBBS-PEREZ, DAVID HERNANDEZ

Forensics in Galveston County

- Awarded a 3 year Improving Adult and Youth Crisis Stabilization and Community Reentry Program grant from the Bureau of Justice Administration to provide jail re-entry services to individuals with Serious Mental Illness releasing from Galveston County Jail.
- Completed Planning phase of Galveston County Jail Re-Entry Grant.
- The Galveston County Jail Based Competency Restoration Program has a 100% restoration rate to date, with 12 defendants successfully restored to date to competency in the jail rather than waiting the year long wait for competency restoration care in the state hospitals.
- Developed and implemented a referral process for individuals releasing from Galveston County Jail to access Crisis Respite services.
- Continued to enhance access and continuity of care for Galveston County jail releases with imbedded GCC jail staff collaborating with GCC staff operating the Same Day Next Day and Just In Time Psychiatry processes.
- Galveston County Mental Health Specialty Court graduated defendants that were at risk for TDCJ upon referral.

COAST

- Recently working with COAST, the team encountered an unhoused client. When the team arrived, the client was very escalated and on the verge of becoming arrested. The clinician was able to step in and help deescalate the client. The client was a previous client of GCC but was discharged in 2023. The clinician messaged Angela Lewis and was directed to bring the client to the clinic for SDND. The team facilitated transportation, and the client was able to be seen that day with a low wait time. Client was scheduled for psychiatry 8 days out. Client was very thankful, and the team will make all attempts to ensure she makes scheduled appointment due to knowing where she hangs out on the island.
- COAST team received a call from Our Daily Bread in regard to a client stating she need mental health assistance, or she would harm herself. The COAST clinician reviewed SmartCare, and it revealed she had an appointment with her prescriber that day which she no showed. The clinician messaged the JIT team and due to no shows was directed to have the client transported to the clinic within 30 minutes to be seen by her prescriber. Transportation was arranged and the client made it to appointment to see prescriber to discuss medication changes.





JESSICA GENTRY
SENIOR BEHAVIORAL HEALTH DIRECTOR



Centered on
EXCELLENCE



SANDY PATTERSON,
DIRECTOR, BEHAVIORAL HEALTH,
GALVESTON COUNTY

► **Financial Excellence**

- Behavioral Health Programming demonstrated increased service provision and billable services, leading to notable revenue growth.
- Ongoing commitment to developing and sustaining person-centered, reliable programming.
- Executive Management collaborated with the PMO to identify and pursue state and federal grant funding; several awards will fund FY25 initiatives.
- Focus on CCBHC recertification to secure future funding and professional development opportunities.

► **Operational Excellence**

Coordinated Specialty Care (CSC)

Service expansion to support individuals aged 15–30 within two years of their first psychotic episode.

- Team-based care includes: Individual Placement & Support (IPS), CBT for psychosis, Family Therapy, Peer Support, and person-centered recovery planning.
- 19 total enrollments (17 adults, 2 youth)
- Only 1 psychiatric hospitalization since Dec 2024
- 9 participants competitively employed in Q4

On the Horizon:

- Monthly groups: 2nd group to begin in late September of 2025
- Presentation to local ISDs
 - Collaborate with Youth and Family services to enroll additional youth 15–17

Assisted Outpatient Treatment (AOT)

Gulf Coast Center's AOT Program provides court-ordered mental health treatment for individuals with serious mental illness, aiming to reduce hospitalization or incarceration. Services include medication management, therapy, regular monitoring, and community-based support to improve stability, independence, and quality of life. AOT involves collaboration among mental health professionals, families, and the legal system to ensure effective treatment.

- Implementation plan approved
- New Project Director: Jennifer Lattermann
- Alignment with ACT and CSC for cohesive service delivery

On the Horizon:

- Full program rollout across Galveston County
- Establish data tracking/reporting
- Strengthen collaboration with courts, law enforcement, hospitals, mental health providers

YES Waiver Program

- 12 new youth enrolled, 6 graduates
- 12 contracted providers delivering services
- 5 additional providers onboarding

On the Horizon:

- Engage with community, juvenile justice, and schools to share program information and increase enrollment





► Operational Excellence

Galveston Adult SUD Programming

- Virtual sessions improving access .
- Contingency Management program implemented.
- NAS Symposium participation & Family CARE Portfolio training.

On the Horizon:

- Expand Peer Support.
- Review new interactive curriculum (R1 Learning).
- Evening group in Galveston through new federal contract.

Brazoria County SUD Programming

- Spanish-speaking outpatient treatment at Alvin and Angleton.
- All-female group launched in Alvin.

On the Horizon:

- Integrated Behavioral Health leaders into SUD groups by co-facilitating 1x monthly.
- Focus on the relationship between chronic physical/mental health conditions and substance use.
- Evening group in Alvin through new federal contract.

SMART Grant (Youth SUD Services)

Family Engagement Initiatives

- 9 family events hosted.
- 2 back-to-school drives, 330 backpacks distributed.
- 640 individuals engaged (exceeded goal by 240 persons).

On the Horizon:

- Additional grant year added for FY26 with continuation of funding.
- Fall Family Nights.
- Holiday Support Initiatives.
- Ongoing engagement tracking.
- Partnership development through purposeful and consistent student and faculty engagement with local ISDs.
- Sustain strong participation & deepen quality of engagement.

Youth Prevention Unit (YPU)

- Expanded community activities and presentations.
- Collaborated with GCC-Youth Peer and IOP groups.
- Positive Action curriculum implemented in JJ Detention Center.
- A total of 28 community presentations provided for Brazoria and Galveston Counties.
- 107 Tobacco Compliance Checks completed.
- 69 Alternative Activities provided to youth and adults.

On the Horizon:

- Presentations/alternative activities in 24 schools.
- Continue programs at Brazoria County JJ, Texas City ISD DAEP, Dickinson ISD, Alvin ISD ADAPT.
- Red Ribbon Week events.
- Tobacco Checks one day/week.
- Strengthen family recruitments.
- Continuing work at the Brazoria County JJ with alternative activities, presentations, Life Skills, and Positive Curriculum – three days a week.
- GCC-Youth Weekly Peer Support groups.





► Operational Excellence

Same-Day/Next-Day (SDND) Assessments

The SDND process has been in place for 13 months as of 8/31/25

Completed Assessments by Clinic: MCSC 344, SBCSC 239, NBCSC 143, GICSC 251, YFS: Brazoria 87, ANCHOR POINT 102–

Total of intakes between 3/1-8/31/25 is 1,167.

On the Horizon:

- Streamline intake processes as needed
- Monitor assessment trends
- Integrate with referral and enrollment systems
- Implementation of additional intake tools to increase engagement and improve quality measures

Integrated Healthcare – FY25 Updates

- Ongoing Efforts: GCC and CHW continue to collaborate to provide coordinated behavioral health and primary care services.

On the Horizon:

- Relaunch Monthly Steering Committee Meetings to strengthen integrated healthcare efforts.
- Expand opportunities through shared funding initiatives to enhance collaboration and service delivery.

► Clinical Excellence

Development of a Clinical Academy following New Employee Orientation.

- Focus Areas:
 - Therapeutic treatment skills and documentation requirements.
 - Skill-building exercises for clinical practice.
 - Supervisory role development and staff relationship building.
- Delivery: Offered 3 times per year, with both in-person and virtual training options.
- 18-Month Recovery Exchange (TREx) Launched
 - Focus on Person-Centered Recovery Planning and Peer Support Services.
 - In-person kickoff meeting took place in April 2025.
 - Monthly meetings continuing through the year.

On the Horizon:

- Expand Clinical Academy to include advanced clinical topics and evidence-based interventions.
- Integrate mentorship and peer learning opportunities within the academy.
- Evaluate impact on staff competency, retention, and client outcomes.
- Continue TREx engagement to strengthen recovery planning and peer support initiatives.

Multisystemic Therapy (MST)

- Evidence-based treatment for justice-involved youth aged 12–17, targeting reduced criminal behavior and stable placement.
- Delivered in partnership with Southwest Keys at GCC's Texas City office.
- 14 Families were served during the final quarters of fiscal year 2025.
- MST funding has been continued through FY26 and FY27.



VIRGINIA SMITH
EXECUTIVE CONSULTANT, DIRECTOR OF CCBHC



Centered on
EXCELLENCE

Over the past year, Gulf Coast Center has advanced as a CCBHC by strengthening access, enhancing care coordination, and improving quality outcomes. These achievements demonstrate our ongoing commitment to equitable, person-centered care and highlight progress in fulfilling our mission and values.

Key Accomplishments:

Improved Early Access to Care. More people are connected to services before reaching a crisis as work continues with Same Day Next Day Easy Access. With the addition of Just in Time Scheduling, individuals in services gained quicker access to appointments, ensuring support was available at the moment it mattered most. This flexible approach ensures that when someone is ready to take the next step in their recovery, a provider is available.

Care Coordination Team Expanded. This year, we expanded our Care Coordination team to improve transitions from inpatient care to community-based services. By working closely with hospital Continuity of Care staff at Sun Behavioral Health, MBCL, and other facilities, the team ensures individuals receive the support they need as they return to their communities. A new Care Coordinator Liaison now focuses on justice-involved individuals and those in the AOT program, further strengthening consistent, person-centered care.

T-CCBHC/CCBHC Quality Measures Improvement Plan. A formal Quality Measures Improvement Plan was implemented to systematically track, analyze, and improve outcomes under the (CCBHC) model. The plan monitors key performance indicators such as timely access to care, follow-up after hospitalization, and Social Determinants of Health. By regularly reviewing these measures, the team identifies trends, gaps, and opportunities for intervention, enabling data-driven decisions that enhance service effectiveness and ensure measurable improvements in behavioral health outcomes.

Electronic Health Record (EHR) Integration. Coastal Health and Wellness expanded collaboration by granting care coordinators access to its EPIC EHR system. This integration enables closed-loop referrals, strengthens care coordination, and enhances continuity of care for shared clients.

Community Outreach and Equity. Gulf Coast Center strengthened its commitment to behavioral health equity by expanding outreach efforts that connected underserved and diverse communities with essential services. In the past year, outreach initiatives increased awareness of GCC programs across multiple counties, reaching hundreds of residents through education, screenings, and community events. The Disaster Response Team further extended this impact by deploying to Kerrville, where they provided crisis support and recovery resources to individuals and families affected by the significant weather emergency.

ON THE HORIZON

Looking ahead, Gulf Coast Center is building a more connected and person-centered system of care. Strategic priorities include advancing Health Information Exchange (HIE) collaborations to improve data-driven decision making, launching a patient portal to empower individuals in managing their health, and expanding care coordination models that bridge gaps and strengthen continuity across our catchment areas. Together, these initiatives position GCC to deliver more seamless, equitable, and future-ready behavioral health care.





Performance Contract

Provider Services

- General Revenue
 - Community Support
 - Respite
- PASRR
 - Independent Living Skills Training (ILS)
 - Day Habilitation

Authority Services

- PASRR
 - Habilitation Coordination
 - MH Case Management
 - Enhanced Care Coordination

Intake Waiver Enrollment Service Coordination

- General Revenue
- Texas Home Living
- Home and Community-Based Services
- Continuity of Services
- Community First Choice

Crisis Intervention Services

Internal Projects

- IDD Services Redesign
- IDD services are moving to electronic records to increase efficiency to reduce manual documentation processes

► **Financial Excellence**

- Maximized ILS training hours in nursing facilities.
- Reduced claim denials through close billing collaboration.
- Partnered with Benefit Advisors to reinstate Medicaid eligibility and ensure continuity of care.
- Averaged 3326.5 monthly direct face to face services provided with 55% of staff maintaining 100% of their service provision goals.

► **Operational Excellence**

- Expanded respite through Special Strong Adaptive Fitness and UTMB Capstone Project.
- Recognized as Most Outstanding CRCG Team of 2024.
- Strengthened partnerships with schools, courts, and community stakeholders.

► **Clinical Excellence**

- Implemented ELEOS & collaborative documentation → real-time quality and family engagement.
- Transitioning to electronic health records and electronic forms using DocuSign to increase efficiency and reduce manual work.
- Exceeded the HCS and TxHmL Interest List Biennial Contacts(2064 individuals) for the first time in IDD history since implementation of the Performance Contract Requirement.
- PASRR services scored 90.61% on annual survey.

ON THE HORIZON

- **NCQA Accreditation:** Increased structured, data-driven and person-centered accountability.
- **Innovation & Collaboration:** UTMB Capstone partnerships, IDD Hackathon, student worker collaboration with College of the Mainland
- **Community Engagement:** IDD Awareness Day, family/partner meetings, celebration events.
- **Increased Quality Management:** IDD SmartCare Electronic Health forms project starting Sept. 2025
- **Internal Collaboration:** Same Day/Next Days standards in IDD Services for referrals from internal program partners
- **Workforce Development:** Enhanced onboarding, refresher training, staff growth and empowerment.

Expected Outcomes

- Increased access to IDD services and community events for community members.
- Higher satisfaction among individuals & families.
- Stronger visibility & trust for GCC as the leading IDD resource in Galveston & Brazoria Counties.





- **Development of career ladder for frontline staff:**
 - The goal of the Career Ladder is to allow staff to increase their rate of pay in a specific position, while supporting a clear path towards more responsibility.
 - FY25 planned to implement Phase II to include Managers/Directors.
- **Support Employee Engagement**
 - Advisor for Staff Council
- **Greater focus on benefits awareness**
 - Communications and surveys
 - FY25 focus on enhanced communication and upgraded plan offerings
- **Support of grant submissions/implementation and CCBHC recertification**
 - Job description development and narrative assistance
 - Staffing planning
- **MHDD Captive Committees membership:**
 - Strategic Planning and Clinical Risk
- **Enhanced Recruiting Efforts**
 - Quicker turnaround time for application processing
 - Hosting on-site job fairs
 - FY26 to focus on increasing partnerships with colleges/universities

ACCOMPLISHMENTS

- Streamlined onboarding process for efficient interviewing
 - Contact from HR within 48 hours of application
 - Contact from hiring manager within 3 days of receiving application from HR
 - Interview within 7 days of contact from hiring manager
- Added additional new employee orientation class each month to decrease time to hire and moved to virtual platform
- Organized multiple job fairs (5) in which 27 people attended, and 8 were hired as result.
- Collaboration with 3H Leadership/Dr. Julie Armstrong to develop new performance review that aligns with organizational goals and objectives
- Implemented Trakstar performance management system
- Support Employee Engagement via Staff Council – Appreciation Celebration Dec. 6th, 2024; Spring Fling May 2nd 2025
- Increased focus on benefits awareness and communications





AMANDA GROLLER
 DIRECTOR OF INNOVATIVE AND SPECIAL
 PROJECTS



Centered on
EXCELLENCE

Programs

- Crisis Counseling Program (CCP) – grant ended 7/31/25
- Home ARP
- Kempner Moody Transportation Grant – grant ended 6/30/25
- Law Enforcement Crisis Training
- Military Veteran Peer Network (MVPN)
- Peer Support
- Permanent Supportive Housing (PSH)
- Projects for Assistance in Transition from Homelessness (PATH)
- Supported Housing/Supported Employment
- Victims of Crime Counseling (VOCA)

Projects:

- Supported Housing Rental Assistance (SHRA)
- Disaster Preparedness and Response

► **Financial Excellence**

- Successful completion of Crisis Counseling Program Beryl RSP grant; successful spend down of Permanent Supportive Housing grant (PSH); Effective implementation of HOME ARP grant

► **Operational Excellence**

- Successful completion of the CCP Hurricane Beryl RSP, including a final anniversary event with 10+ community partners at Galveston College, and over 27,000 community encounters (Nov 2024–July 2025). Active participation in regional coalitions and networking groups (ROSC, VOAD, CRCG, Advisory Councils, Suicide Prevention Committees, and more), along with facilitation of the Galveston County Suicide Prevention Coalition.
- Provided external Suicide Safe Care trainings—including Talk Saves Lives train-the-trainer sessions for TAMUG, Houston Area Suicide Prevention Coalition, and Galveston College. Partnered with law enforcement and first responders on events and trainings (Crime Victims’ Rights Week, ASIST, crisis response).
- Ongoing outreach to K-12 and higher education institutions in Galveston and Brazoria Counties through tabling, education, and MHFA trainings. The PATH program manager completed MHFA Youth Train-the-Trainer, delivering 10 trainings for ISDs and youth providers.
- Continued leadership in local homeless coalitions, securing over \$1.5 million in Rapid Rehousing and Permanent Supportive Housing for Galveston County, collaborating on a Youth Homeless Improvement Grant, and supporting Brazoria County HOME ARP fund implementation.

► **Clinical Excellence**

- Internal Suicide Safe Care Trainings including ASIST for GCC Staff. Leadership and training related to Zero Suicide Initiative including facilitating NEO ZS trainings, facilitating ZS Roundtable meetings and follow-up, All Center Staff Call monthly facts and education and presence on ZS Joint Regional Community of Practice Series Calls. Presentations/Attendance at Community Conferences including Belly of the Whale on Galveston Island. Participation in the Integrating Behavioral Health into Mass Violence Readiness training in Houston. Hosted Prosumers to offer Focus for Life program to 15 individuals to promote resiliency, personal recovery and wellness for Peer Support. Presented PNAC initiative (Planning and Network Advisory Committee) to the Board of Trustees with next fiscal year steps to build membership. Involvement with the Coordinated Entry Assessment & Prioritization Redesign Workgroup (CEAP) to develop a new assessment tool for 214 counties in Texas. This workgroup aims to create a person centered and trauma informed tool that can be utilized in different communities.

ON THE HORIZON

Peer Planning and Network Advisory Committee; Expansion of Disaster Response and Recovery Workgroup





The Gulf Coast Center offered a total of 100 Mental Health First Aid trainings from September 2024 to August 2025 resulting in 1,686 newly certified mental health first aiders. This a 243% growth in Certified Mental Health First Aiders from previous year. Of these trainings, 396 adults were certified in Adult Mental Health First Aid and 1,290 adults were certified in Youth Mental Health First Aid. All trainings were provided at no cost to the community.

Not only are these individuals more aware of the mental health needs of their community, but they are better equipped to help someone they know who is experiencing a mental health or substance use challenge.

Summary of training demographics:

- 105 organizations reached; each participant is given information on Gulf Coast Center services.
- 1,080 school district employees
- 52 Texas university employees
- 230 law enforcement officers/public safety professionals
- 69 Gulf Coast Center employees
- 45 persons who are incarcerated
- 203 community members
- Of the total number of participants, 315 identified as a United States Military Service Member, Veteran, or immediate family member of a service member/veteran.

Other trainings completed at no cost:

- 168 Public Safety Professionals trained in Critical Incident Stress Management (CISM)
- 17 firefighters trained in Applied Suicide Intervention Skills Training (ASIST)

ON THE HORIZON

- Partnering with Galveston County CISM Team to provide a two-day First Responder Mental Health and Wellness Conference in FY26 in Galveston, Texas.
- Working closely with all Brazoria and Galveston County ISDs to reach compliance with having all staff trained in mental health first aid per Texas legislation.





- **Continuing Individual and Iterative/Overlapping Evaluations for Training Redesign**
 - Utilize Kirkpatrick Model to evaluate and analyze Training sessions
- **Conduct Stakeholder meetings with Program Managers, Team Leads and Individual staff regarding current Training Program**
 - Analyze Feedback and Metrics – Address any Training Gaps identified
 - Identify Strengths and Weaknesses based on feedback
 - Make Recommendations and Update/Revise Training Content
 - Improve Training Delivery Methods using blended learning formats, simulations, exercises and real-world applications
- **Establish Implementation and Follow-up Evaluation Plans and Support**
 - Provide post-training support (e.g., Mentorship, refresher courses and continuous learning)
 - Use post-training surveys to gauge updated content, delivery method and effectiveness of training
 - Implement regular Follow-Ups to measure long-term impact (e.g., 6 months later)
- Implement a Repository for all Training Related content
- Establish a Process for managing New Training Requirements and Requests
- Align project with Kotter’s Change Management Model

ACCOMPLISHED

- **Defined Training Redesign Project Plan**
 - Drafted Plan / Established Timeline / Received Sponsor Approval
 - Presented Project Plan to Leadership and Staff
 - Identified Stakeholders
- **Defined Training Redesign Project Scope**
 - Reviewed existing Map of Trainings by Role (Timing/Modality)
 - Conducted Stakeholders meetings with ELT, EMT, HR and IT Director
 - Determined Kirkpatrick Model will be used to evaluate all current Trainings
- **Continuing Individual and Iterative/Overlapping Evaluations for Training Redesign**
 - SmartCare General NEO
 - SmartCare PCRCP
 - SmartCare CRISIS Intervention, Safety Planning, CALM
 - Zero-Suicide Training
 - EOU Training
- Created NEO Checklists based on Employee Role
- Created Team Building Activity for Spring Fling, May 2, 2025
- Compiled Overall Training Redesign Evaluation and Present Findings to Stakeholders
- Delivered a presentation of Training Redesign stakeholder feedback to the Executive Leadership Team (ELT) and Executive Management Team (EMT) on June 11.
- Shared Training Redesign stakeholder insights during the All-Center Call on August 18.





PROJECT MANAGEMENT

INITIATION	Business Continuity Plan	IDD Operating System
PLANNING	Legislative Strategy	Goodman Group - Resiliency Centers
GCC Training Redesign	IDD Hackathon	
EXECUTION	Same Day / Next Day	NCQA
Customer Satisfaction Survey	One Care Center - Integration Project	Area Clinic Modeling and Simulation
Galveston County Wellness Center	Alvin Beautification Project	GCC Strategic Plannig
JIT Prescriber Scheduling	Eleos Compliance	Trackstar Implementation
Grant Strategy Project	CCBHC Recertification	OIG Audit Prep



Date of Initial CCBHC

Certification:

October 2021

Recertification Date:

October 2024

Application Renewal:

July 2028

Certification Renewal Process

Initiation: January 2028

Awarded CCBHC Grants:

- CCBHC IA (Improvement and Advancement) Grant: Awarded September 2023
- CCBHC IA Grant Year 3 Award: Pending

SAMHSA CCBHC Attestation:

July 2027





PERSON-CENTERED PRACTICES

Five-Year Plan

FY24

- ✓ Train PCT & PFT Trainers
- ✓ Identify Mentor Trainer
- ✓ Technical Assistance
- ✓ Initiate Community of practice
- ✓ Train staff
- ✓ 1st-year Survey/Evaluation
- ✓ Hoshin Planning/Report

FY25

- ✓ Train PCT & PFT Trainers & Prep for PFT Candidate Training
- ✓ Technical Assistance
- ✓ Work on Community of Practice
- ✓ Train Staff
- ✓ 2nd-year Planning/Evaluation
- ✓ Hoshin Planning/Report

FY26

- Train PCT & PFT Trainers
- Work with mentor candidate(s)
- Technical Assistance
- Map out Community of Practice
- Train staff
- 3rd-year Survey/Evaluation
- Hoshin planning/Report

FY27

- Train PCT & PFT Trainers
- Mentor new mentor candidate(s)
- Technical Assistance
- Map out Community of Practice
- Train staff
- 4th-year Survey/Evaluation
- Hoshin planning/Report

FY28

- Sustainability plan/next steps
- PCT Trainers
- Train Staff
- Technical Assistance
- Community of practice established
- Final survey/final evaluation
- Hoshin planning/Final report

PCT Accomplishments

- Identified Trainers: Sarah L, T.J. O, and Jesse D. Observation and curriculum training complete.
- Identified Mentor: Deinisha Tryals. Currently working as PCT lead with consultant.
- 10 Training Classes have been completed September 2024 through August 2025.
- 242 Staff trained September 2024 through August 2025.

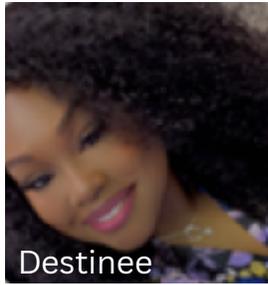




STAFF COUNCIL



JoAnne



Destinee



Marnie



Kim



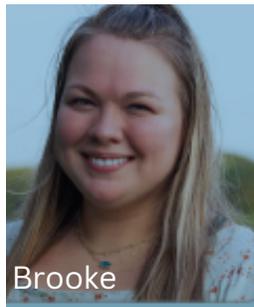
Maritza



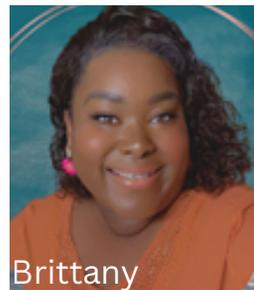
Candace



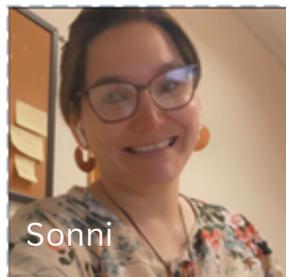
Eli



Brooke



Brittany



Sonni

FY25 Staff Council Members

All Center Events

- December- Appreciation Celebration
- May- Spring Fling

Initiatives

- Fundraising for All Center Staff Events
 - \$635.50 raised through a 50/50 drawing
- December's Appreciation Celebration brought about Battle of the Counties Toy Drive for Blue Santa and Deputy Claus
- Staff Morale
 - Snacks for staff
 - Drink stations with flavor packets and syrups
- Awareness Months with Jeans days
 - Colon Cancer -Blue
 - Self-harm - Orange
 - Veterans day - Red, White & Blue
 - Breast Cancer - Pink
 - Mental Health month - Green
- Morale booster days with Jeans days
 - St. Patty's Day
 - Astro's opening day
 - Football opening day
 - Levi Straus birthday
 - Halloween
 - Dare Week
 - Bomb Pop 75th Anniversary
 - Pineapple and Sunglasses Day
- Started Staff Connects - an afterhours staff get together each month alternating counties
- Hike for Hope
 - 21 GCC Participants
 - \$300 Raised for Suicide Awareness





FY 25 YEAR IN REVIEW

SEPTEMBER 2024



GCC attends ADA's Angels Among Us Luncheon



GCC at Dickinson High School Open House



Brazoria County Recovery Walk

OCTOBER 2024



Juvenile SIM Mapping in Brazoria County



GCC LEADS Kicks Off



GCC Celebrates 55 years with Together We Rise

NOVEMBER 2024



Alvin Clinic begins construction



Youth Sequential Intercept Model Mapping Workshop in Brazoria County



Bags of Thanks



DECEMBER 2024



Youth SUD at Alvin Skate



GCC's 2024 Appreciation Celebration



JANUARY 2025



CCP at Friendswood Library



Youth SUD at Jumping World



OSAR at College of the Mainland

FEBRUARY 2025



Youth SUD at Alvin Bowling Company



GCC Visits Texas State Capitol



GCC @ DALC Career Day



MARCH 2025



Special Education Parent Resource Fair



CCISD Resource Night



Galveston's Hike for Hope

APRIL 2025



MDRT @ Texas CIT Conference in San Marcos



MVI Readiness in Houston



OSAR at College of the Mainland

MAY 2025



CCP in the Community



YAGA'S Annual Wild Game BBQ



Felicia & Devon present at NatCon25



JUNE 2025



Youth Mental Health First Aid Training to the entire Alvin ISD Police Department



Felicia, Dr. Valdez & Jessica present at the Annual Texas Council Conference

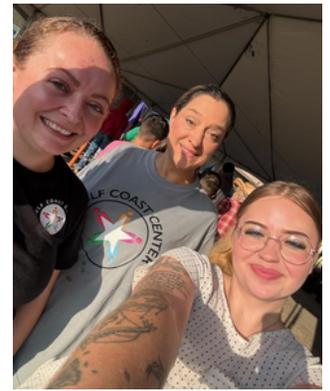
JULY 2025



The Deployable Disaster Team @ The Response Worker Assistance Center in Kerrville



MHFA trained 250 Alvin ISD employees in Youth Mental Health First Aid



Youth Substance Youth @ The Dream Center

AUGUST 2025



UNITE THE FIGHT 3 Counties, 1 Cause - Suicide Prevent



Youth SUD at Dickinson ISD Open House



Narcan Machines arrive





Recipients & Nominees

Gulf Coast Center's **Big John Cares Award** was created in honor of long time employee John Lewis. Throughout his years with GCC, John was always willing to go above and beyond for his co-workers and clients. As a GCC employee, John understood what it meant to be an "Ideal Team Player".

In recognition of other Ideal Team Players, the **Big John Cares Award** survey was created as a way for staff to recognize each other for going above and beyond even when no one is watching.

When someone sees a fellow staff member go above and beyond in the workplace, they are encouraged to complete the survey to nominate them for the **Big John Cares Award**. Each month the individuals who were nominated are recognized, and one of them is chosen to receive the **Big John Cares Award**, as well as a gift card in appreciation of their service.



September 2024
Melissa Krauss



October 20234
Veronica Bass



November 2024
PASRR Team



December 2024
Sonya Moses



January 2025
Alvin Team



February 2025
Christina Moor



March 2025
Deanna David



April 2025
Renee Lamberton



May 2025
Sarah Galliker



June 2025
Angela Lewis



July 2025
Claudia Narvaez



August 2025
Lindsey Brevig

Nominees

- | | |
|----------------------|------------------|
| Ashlyn Murphy | Kristen Beamer |
| Amanda Groller | Kristie Vasek |
| Ashley Sanchez | Kristina Robles |
| Avys Reeves | Kyle Ferguson |
| Brittany Bennett | Lisa Gantt |
| Brittany Gaffey | Marisa Pressnell |
| Brooke Camarata | Marisela Delgado |
| BT&T | Marit Lusk |
| Candace Cogswell | Maritza Morales |
| Casey Hurtt | Matthew Bigham |
| Cathy Rice | Melissa Hollman |
| Catrina Duncan Lewis | Melissa Krauss |
| Chris Warner | Melissa Tallman |
| Christina Bolen | Mikala Johnson |
| Christine Armand | Milisa Carter |
| Courtney Trinidad | Nieshia Hall |
| Deanna David | Pam Mescall |
| Deinisha Tryals | Raymond Lopez |
| Dionisia Hernandez | Rick Elizondo |
| Emily Williams | Rita McGee |
| Jana Ogilvie | Sam Tingle |
| Jessica Nunez | Shanita Sheppard |
| Jessie Martinez | Sonni Miller |
| Joanne Martin | Stephanie Little |
| Joy Bryant | Stephanie Perez |
| Juanita Nolley | Sunny Tharp |
| Julie Deleel | Tiffany Nguyen |
| Kacie Koenig | Tori Baxter |
| Kayla Edwards | Vanessa Moore |
| Kelsey Hoosier | Viki Kibodeaux |
| Kelvinisha Horton | Wendy Zgarba |
| Kenna Rice | |





THANK YOU

Dear Gulf Coast Center Board of Trustees,

Thank you for your continued leadership, vision, and unwavering support as we advance Gulf Coast Center's mission to empower individuals toward independent and healthy living. Your guidance has been instrumental in shaping a bold strategic direction rooted in leadership and clinical excellence—one that reflects our core values of Humanity, Excellence, Accountability, Loyalty, Teamwork, Honor, and You.

As we carry out our strategic plan, your partnership remains vital in building the clinic of the future and ensuring that every decision we make enhances the lives of those we serve. We are deeply grateful for your trust, commitment, and dedication to creating a stronger, healthier community.

Thank you for *coming to care*.

