



NorthKey
COMMUNITY CARE

FY
24-
25

ANNUAL REPORT

A Message From the CEO, Danielle Amrine

Dear Friends,

It is an honor to present NorthKey's Annual Report and to share this moment of reflection and forward vision with you. As the new CEO, I've spent the past few months listening, learning, and witnessing firsthand the extraordinary work that happens here every day. While I am still new to NorthKey, what is already crystal clear is that this organization is powered by people who are deeply committed to improving lives — not just through clinical expertise, but through compassion, innovation, and a fierce belief that everyone deserves access to quality care.

NorthKey is more than a provider of mental health, primary care, substance use, and developmental disability services. It is a cornerstone of hope and healing for thousands of individuals and families across Northern Kentucky. I've met staff who go the extra mile for a client in crisis, leaders who think boldly about system change, and partners who share in our vision for stronger, healthier communities. What we do here matters — and I am so proud to be part of it.

This report reflects the incredible impact of the past year, made possible by the dedication of our team, the trust of our clients, and the support of our community and partners. As a Certified Community Behavioral Health Clinic (CCBHC) and a state-designated Community Mental Health Center (CMHC), we are uniquely positioned to expand access to care, bridge gaps in the behavioral health system, and lead with equity and whole-person care at the center of all we do.

Looking ahead, I am filled with optimism. NorthKey's future is bright — not just because of where we've been, but because of where we're going. Together, we will elevate our services, strengthen our workforce, deepen our community collaborations, and reimagine what's possible for whole-person healthcare in Kentucky. Thank you for being part of this journey. Your support ensures that no one faces these challenges alone — and for that, I am deeply grateful.

With appreciation,

Danielle Amrine

Chief Executive Officer

NorthKey Community Care



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A Message From the Chair of the Board, Cassandra Welch

Greetings!

As newly-appointed Chair of the Board of Directors, I am excited and honored to share this year's Annual Report. I hope that, as you read through the Report, you will see all of the hard work that NorthKey's team has put in to achieve its internal goals and milestones, the most important and enduring of which is to meet the growing needs of the community we service.

This has been a year of change at NorthKey, with the retirement of our long-time CEO, Dr. Owen Nichols, and the welcoming of our new CEO, Danielle Amrine. Being involved in the process of this transition first hand allowed me to bear witness to the incredible strength and dedication of NorthKey's executive team, staff, and Board, as they worked tirelessly to ensure the best fit for NorthKey and the smoothest transition as possible. As we expected, Danielle has hit the ground running and brought a new and exciting energy to NorthKey as we endeavor to expand our services and ensure we are reaching the members of our community who are most in need of NorthKey's services.



As you review the Report, I hope you feel as proud as I do of NorthKey's achievements this year, particularly in light of a change in leadership. Most importantly, however, I hope you take pride in all of the people that NorthKey has helped in their time of need, and, in turn, the benefit that NorthKey has provided to the community at large. The services NorthKey provides are essential to our community, which we could not achieve without our exemplary team and your continued support.

My very best,

Cassandra Welch

Chair of the Board of Directors
NorthKey Community Care

Meet the Board of Directors



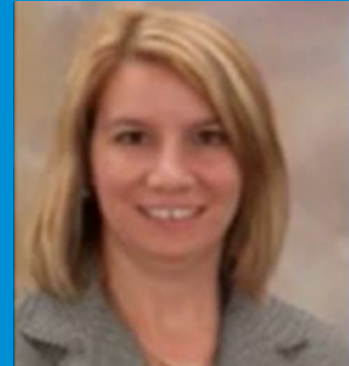
Cassandra Welch

Board Chair
Kenton County



Gary Goetz

Board Vice Chair
Kenton County



Stephanie Huhn

Board Treasurer/Secretary
Kenton County



Jim Thelen

Boone County



Molly Laird

Boone County



Kelly Fallon

Campbell County



Bari Joslyn

Kenton County



Stephen Zimmerman

Kenton County

In the Community

NorthKey team members—including therapists, prevention specialists, case managers, and crisis staff—regularly engage in community events to raise awareness and connect people with services. Our crisis team also visits local food pantries and shelters like Welcome House to ensure individuals know how to access support.



We partner with organizations such as NAMI Northern Kentucky, Mental Health America, and St. Elizabeth to host impactful events, including NAMI's mental health walk and the "Blue Christmas" program, offering hope and resources during the holidays.



We're proud that the NorthKey mission extends far beyond the walls of our office. **Our team members consistently go above and beyond to live out our values in the community!**



During Hunger and Homelessness Awareness Week, staff supported local efforts by planting fruit trees, making hats, and preparing meals for shelters.



Employee Spotlight

Each year, NorthKey hosts an Employee Appreciation and Recognition event to celebrate staff achievements from the previous fiscal year. Staff nominate peers who exemplify NorthKey's mission of transforming lives and communities through excellent service.



ADMINISTRATIVE ACHIEVEMENT WINNER STANLEY FUGATE

"Stanley goes above and beyond every single day!!

When you call him, he always gives you 100% of his attention and always takes the time to help you no matter what! We are very lucky to have Stanley and hope he stays for many many years to come."



CLINICAL ACHIEVEMENT WINNER STELLA MASSEY

"Stella's impact extends far beyond the confines of her professional responsibilities.

She embodies the true spirit of service, using her skills and passion to uplift and empower those around her. Her commitment to making a difference in the lives of others is an inspiration."



QUALITY ACHIEVEMENT WINNERS MISSY TAYLOR

"Missy is willing to help with any task and can be counted on to complete each task to perfection.

Missy is always positive and is a great team player."



ANGELA FOX

"She has been striving for NorthKey's greatness and what we can bring to families in our community.

She strives to follow regulations; Angela cares about doing a good job, and shows great work ethic daily."



ROOKIE OF THE YEAR WINNER KELLY PICHOTTA

“Kelly's work spans both our Newport and Covington locations, where she consistently shows a profound care for her clients.

Her positive attitude and professional demeanor make her a pleasure to work with and an invaluable asset to our team.”



TEAM SPIRIT WINNERS SONSERRA FREEMAN

“Sonserra has such a positive attitude, contagious laugh and wonderful energy.

She is always looking for ways she can help her team and other staff feel supported in their positions.”



LAILA ELMASRI

“Laila consistently serves as the welcoming and professional “face” of NorthKey.

Her dedication and uplifting attitude make her an invaluable part of the NorthKey team, and I’m truly grateful for her contributions.”

Community Impact

14,950 Clients Served
From July 2024 - June 2025

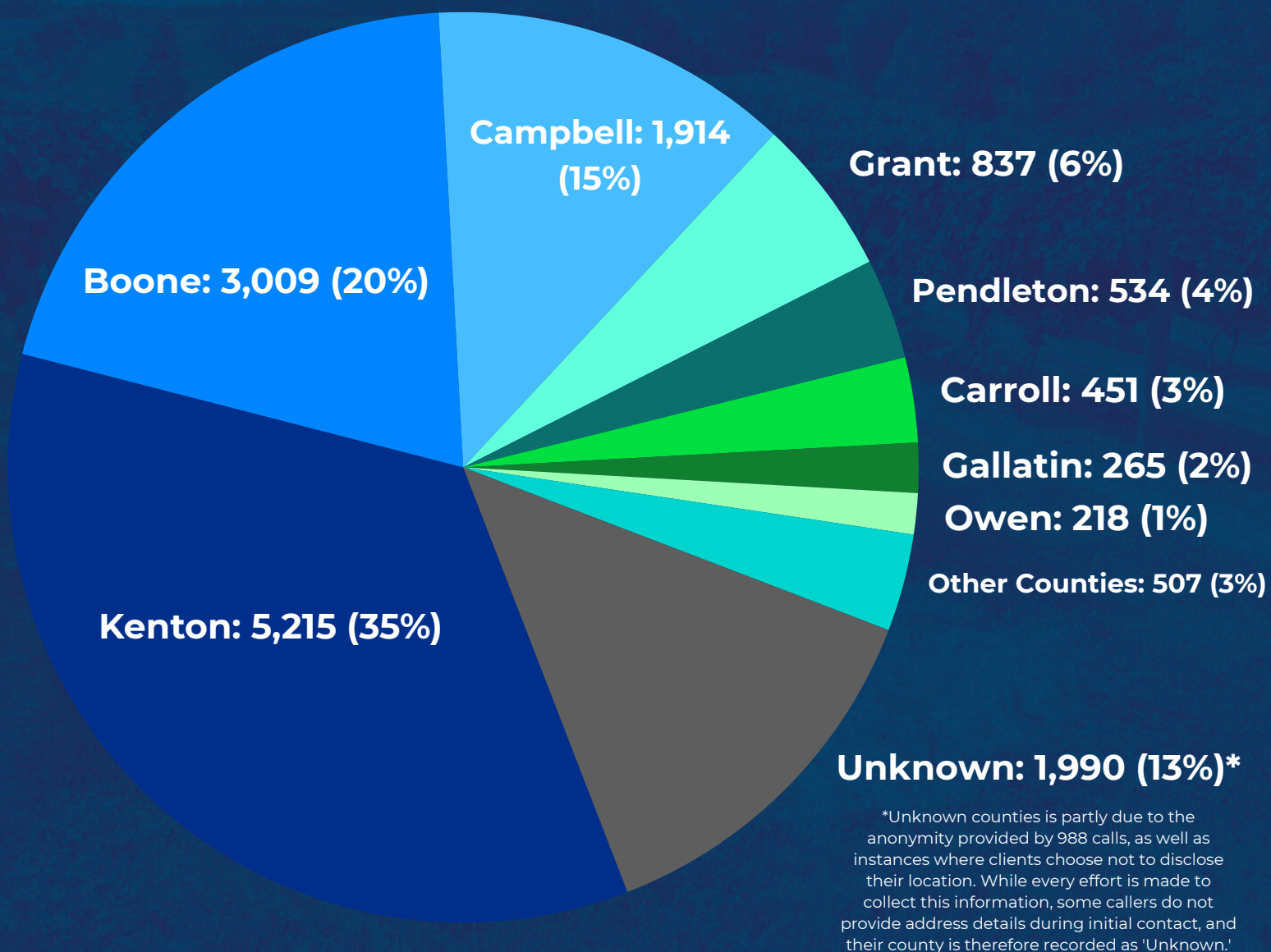


Through crisis response, therapy, substance use treatment, and intellectual and developmental disability services, we are not only improving lives—we are reducing strain on emergency rooms, jails, and long-term state systems.



Clients Served by County

	Kenton		Grant		Gallatin
	Boone		Pendleton		Owen
	Campbell		Carroll		Other



Behavioral Health Impact:



7,399

individuals received therapy



50,580

therapy visits completed



31,508

case management visits completed



2,623

crisis intervention clients
(walk-in, mobile, crisis
stabilization unit)



11,927

crisis intervention visits completed

Medical Services



12,895

visits provided in
psychiatric/medication
management program.

679

individuals received
primary care services.



Substance Use Disorder (SUD) Treatment: Saving Lives



786

clients participated in
substance use group
therapy

16,587

group therapy
visits completed

91

IOP clients served

1,082

IOP visits
completed

559

clients participated
in Peer Support
groups

6,757

group visits
completed by Peer
Support Specialists

46

therapeutic
rehabilitation clients

1,741

therapeutic
rehabilitation visits
completed



IDD Services

1,381 IDD clients served





Crisis Stabilization Unit

Launched in January 2025

From launch of unit to June 2025:

42 clients
served

93% stabilized without
hospitalization

Client Success Stories*

*Client PHI has been changed.



PEER SUPPORT SUCCESS STORY

Jill, 57, has made significant progress managing PTSD and dissociative identity disorder since starting Peer Support in April 2023. With consistent support, she now demonstrates emotional stability, increased self-awareness, and effective coping, reflecting the strong impact of integrated care on her recovery.

ADULT DAY TRAINING SUCCESS STORY

Logan joined Falmouth ADT in April 2023 through the IDD crisis department and later transferred to Grant ADT for proximity. With support from ADT staff and a job specialist, he began working at Culver's and gradually increased his hours. Logan now works three days a week and attends ADT two days, with plans to transition to full-time work at Culver's soon.



SCHOOL-BASED SERVICES SUCCESS STORY

Grace, a 13-year-old receiving counseling since 2020 for severe mental health challenges, began making significant progress in 2024 after building trust with a new school-based therapist. With weekly support and a healing connection through cooking with her grandmother, she's shown resilience and growth on her path to recovery.

KENTUCKY EARLY INTERVENTION SERVICES

Ethan, after months of hard work in physical therapy through KEIS, made great progress in walking, balance, and strength. With support from his therapist and family, he met all his goals and proudly graduated, ready to explore the world with confidence.



OUTPATIENT SUCCESS STORY

Andrew started at NorthKey in September 2023 after hospital discharge, struggling with substance use and serious mental illness. Through therapy and medication, he learned to manage hallucinations, address trauma, improve his health, rebuild family relationships, secure independent housing, and maintain sobriety for one year.



ADULT FOSTER CARE SUCCESS STORY

Ryan and Tommy have lived with Bruce and his family through the AFC program for nearly six years. They're fully included in family life—celebrating holidays, joining vacations, and sharing everyday moments. From beach trips to camping, they've built lasting memories and continue to thrive in this warm, supportive home.

SUPPORTED EMPLOYMENT SUCCESS STORY

Janet, 44, came to NorthKey after surviving domestic violence and substance use. Living in a rural area with no public transportation, she joined the supported employment program and secured a local job, eventually saving enough to buy a car. In May 2024, she landed her dream job as a front desk associate at a major hotel chain. Now thriving in recovery, Janet enjoys her work, visits family more often, and is working toward a promotion with support from her employment team.



IDD CRISIS SUCCESS STORY

In April 2024, IDD Crisis was contacted about Edgar, a 24-year-old man with Cerebral Palsy and a Moderate Intellectual Disability, who was at risk of homelessness while living in unsafe conditions with his mother. He had been neglected, isolated, and without proper medical care. With help from IDD Crisis, Edgar was relocated to a safe, accessible family home in Louisville, where he now receives proper care, attends adult day programming, and is thriving physically, emotionally, and socially for the first time in his life.



RURAL CO OUTPATIENT SUCCESS STORY

Juan, 47, came to NorthKey experiencing severe panic attacks and anxiety that left him unable to work or sleep. Constantly overwhelmed by worry—especially for his daughter—he began therapy and psychiatric medication services. After a few months, Juan reported significant improvement: better sleep, reduced anxiety, and more confidence in letting his daughter attend social events. He is now actively interviewing and feels ready to return to work.



INTENSIVE OUTPATIENT SUCCESS STORY

Nick was referred to NorthKey for IOP and initially resisted treatment, denying substance use issues. Despite challenges with attendance and drug screens, support from group leaders helped him feel heard and address underlying trauma. Nick has since completed the program, gained employment, and is actively using sober supports to maintain his recovery.



Helping Those in Crisis



24,411

Calls to NorthKey's 24/7 Crisis Line

From July 2024 to June 2025, NorthKey's ACCESS and Call Center recieved **24,411** calls to our 24/7 Crisis Line.

988

**SUICIDE & CRISIS
LIFELINE**

988 Suicide & Crisis Lifeline Calls

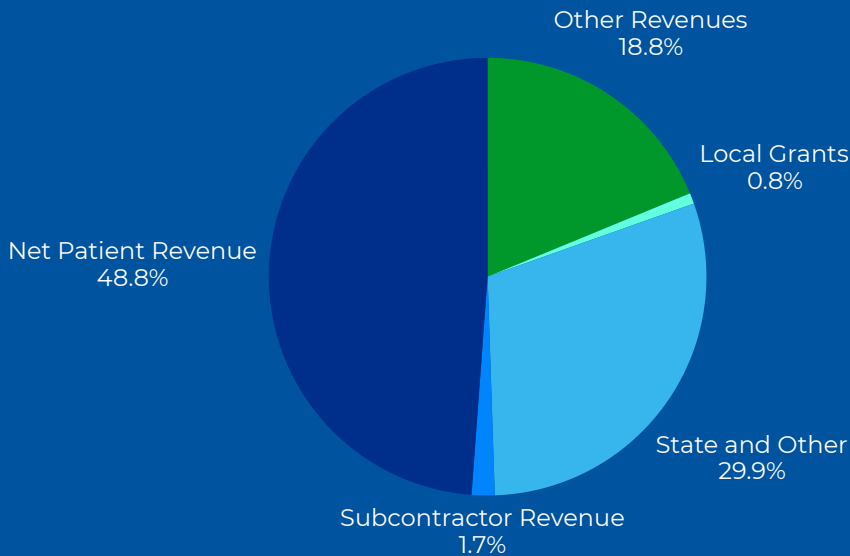
From July 2024 to June 2025, NorthKey's 988 responders received 3,062 calls



**3,062 CALLS
RECEIVED**



FINANCIAL REPORT - FY 2024



Total Revenue: \$37,648,585

Net Patient Revenue: **\$18,478,757**

State and Other Contracts: **\$11,135,163**

Other Revenues*: **\$7,096,732**

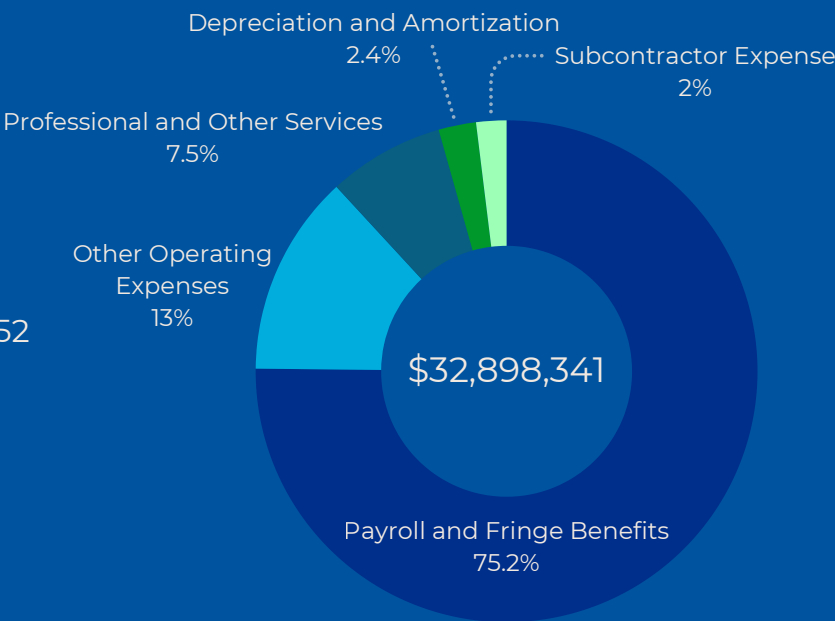
*Majority is income from investments and KERS

Local Grants: **\$296,753**

Subcontractor Revenue: **\$641,180**

Total Expenses: \$32,898,341

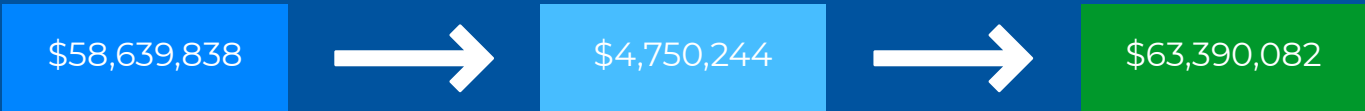
- Payroll and Fringe Benefits: \$24,728,768
- Other Operating Expenses: \$4,268,385
- Professional and Other Services: \$2,463,552
- Depreciation and Amortization: \$796,458
- Subcontractor Expense: \$641,178



Total Program Expense: \$28,701,050 (87.3%)

Program Expense: \$28,701,050 87.2% of Total Expenses	General/Admin: \$4,196,193 12.8% of Total Expenses	Fundraising: \$1,098 <0.1% of Total Expenses
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Change in Net Assets



A Leader, A Legacy: Celebrating the Retirement of Dr. Owen Nichols

After nearly 40 years of service in psychology—and 16 years as President and CEO of NorthKey Community Care—Dr. Owen Nichols has retired.

Dr. Nichols has made lasting contributions to behavioral health as a psychologist, clinical director, and Joint Commission surveyor. Under his leadership, NorthKey doubled the number of clients served annually, strengthened its financial foundation, and expanded integrated care across Northern Kentucky, including launching two mobile care clinics.

He played a key role in advancing clinical psychopharmacology and co-founded the Western Kentucky Pre-Doctoral Internship Consortium, helping to shape future generations of psychologists. A passionate advocate for mental health, he has served on numerous boards, including Mental Health Corporation of America and Eastern State Hospital, and is especially recognized for championing veterans' mental health.

Dr. Nichols is a Fellow in several prestigious organizations and is Board Certified in Clinical and Medical Psychology. His influence will be felt for years to come.

We thank Dr. Nichols for his visionary leadership and lifelong dedication—and wish him the very best in retirement!



NorthKey

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