

We believe...
in striving together
for recovery



2017 ANNUAL REPORT

Together for Recovery. Changing Lives. Saving Lives.

No one ever needs to seek recovery alone.

At our 2017 strategic planning retreat, we recognized that a critical component of successful recovery from behavioral health disorders was absent from our mission statement — namely, that recovery is a team effort. Though we live and practice this every day, we hadn't put it into words. Yes, we are all in this together — patients, their families, significant others, our staff members, our healthcare partners, and our community. And now our mission statement reflects it.

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“The challenge of leadership is to be strong, but not rude;
be kind, but not weak; be bold, but not bully;
be thoughtful, but not lazy; be humble, but not timid;
be proud, but not arrogant; have humor, but without folly.”

- JIM ROHN

FROM THE PRESIDENT AND CEO



2017 was a challenging, dynamic, busy and fulfilling year. To meet the challenges, Horizon continued to grow and improve both our services and our organizational capabilities. In doing so we benefited from our organization’s mission-directed maturity, and our history of striving for excellence for more than 40 years.

We embrace our role as industry leaders and patient advocates knowing that the stakes have never been higher. The crisis of opioid addiction and the associated mounting numbers of overdose deaths have been unrelenting in our community. In addition, suicide has become a major public health concern and is among the leading causes of death. In 2017, we lost more than 104,000 American lives to these “diseases of despair” – overdose and suicide. Not so easily measured are the heartache and emotional devastation experienced by individuals and families who are coping with severe behavioral health disorders and their consequences. Every day we strive to assuage their fears and anguish with education, supportive interventions, expedited access to care, and the delivery of evidence-based treatment. Most important, we provide hope.

We also have a responsibility to be leaders during this time of unprecedented change in the healthcare environment, including determining what services will be provided, how we will demonstrate their effectiveness, and how they will be paid for. The decisions made today in healthcare will have lasting impact – either positive or negative – for years to come. While change can be difficult, it is necessary to improve healthcare outcomes. New financing strategies can help to stabilize and alleviate the serious nationwide behavioral health workforce shortage that threatens to undermine the delivery of basic services.

We are truly grateful to our partners in leadership and advocacy who fight to ensure that we have the resources to achieve our mission. To our community of supporters, we are thankful for your gifts and support.

Our goal will always be recovery. Behavioral health conditions successfully respond to treatment. People can and do recover – even from the most serious disorders.

My gratitude and thanks also to our board of directors, and our community and government friends and partners. Thank you to the Horizon family – you are fulfilling our mission every day:

Together for Recovery. Changing Lives. Saving Lives.

Anne Constantino

Anne D. Constantino, President and CEO

We believe... in leading at



Horizon featured in WNET-TV documentary

Horizon was the only treatment agency depicted in *Understanding the Opioid Epidemic*, a documentary produced by WNET-TV and aired nationally on PBS. The program addressed possible solutions to the crisis, including more drug-free treatments for pain management, improved prescribing of opioids, and reducing the amount of opioids produced and prescribed in America. Interviews with several Horizon employees, including Anne Constantino, president and CEO, were filmed at Terrace House and Horizon Village. Cameras also documented group therapy sessions and wellness classes. Horizon was involved throughout the two-year production and editing process, and also contributed to an accompanying classroom curriculum for seventh and eighth grade students. The documentary is available online.

"Horizon was honored to be a part of this project. The information and education will help to reduce stigma and open the lines of communication in concerned families. This documentary provides an honest overview of the continued opioid crisis, and offers hope for recovery for those who are suffering and their families."

**-ANNE D. CONSTANTINO,
PRESIDENT AND CEO**

Guiding healthcare reform

Horizon executives are contributing their expertise to New York State's Delivery System Reform Incentive Payment (DSRIP) initiative. Their participation has influenced how data-driven enhancements in behavioral health services are being introduced to improve the Medicaid population's overall health and help the state meet its goal of reducing avoidable hospitalizations by 25% over five years. In Western New York, Millennium Collaborative Care (MCC) is one of the performing provider systems working to these purposes. Anne Constantino is a member of MCC's board of managers which represents community-based organizations. Several other Horizon executives serve on MCC advisory committees.



Communicate with
H.E.A.R.T.SM

A HORIZON HEALTH SERVICES PROGRAM

Using empathy to create the best patient experience

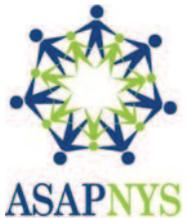
Horizon's H.E.A.R.T. program, developed in partnership with the Cleveland Clinic, expanded in 2017 with the introduction of a new phase, Coach with H.E.A.R.T. Because every employee contributes to a patient's overall experience, everyone receives training that emphasizes empathy in all interactions. Volunteers in every Horizon department are trained to help their colleagues apply the H.E.A.R.T. skills – Hear, Empathize, Apologize, Respond, Thank – to effectively handle often challenging situations.

Faster action for first responders

Horizon developed a program that enables expedited access to substance use care for first responders and veterans in partnership with BlueCross BlueShield of WNY and the Erie County Medical Center (ECMC). With one call, City of Buffalo first responders and veterans can obtain an assessment for immediate admission to ECMC for private substance use withdrawal services or to Horizon's Freedom Village for residential treatment. After withdrawal at ECMC, patients may be admitted directly to Freedom Village, where they continue their recovery journey with clinicians specially trained to address their needs.

State-wide conference comes to Buffalo

Agencies from across the state attended the 2017 Alcoholism and Substance Abuse Providers of New York



(ASAP) conference held in WNY. Several Horizon staff members made presentations on leadership, using technology and data analytics to highlight best practices, and Freedom Village, our residential treatment center for veterans and first responders. Horizon also collaborated with ASAP in developing a guide to assisting veterans with substance abuse disorders. Anne Constantino served as president of ASAP.

every level

Horizon reputation draws the attention of the nation's drug czar

Seeking our perspective on the opiate epidemic and barriers to treatment, representatives of the Office of National Drug Control Policy (ONDCP) toured Horizon Village Terrace House in September. Richard J. Baum, acting director, was accompanied by ONDCP's outreach liaison and community engagement coordinator, and its acting deputy chief of staff and chief operating officer. The visit included a discussion of Horizon's treatment strategies and recommendations in the fight against addiction, as well as conversations with Horizon patients and family members.

Residential Redesign certification

Horizon Village was the first treatment program to secure certification as a residential treatment center by the NYS Office of Alcoholism and Substance Abuse Services (OASAS). This certification allows our patients to progress seamlessly from residential drug withdrawal, to emotional/health stabilization, to intensive personal and family rehabilitation, and to community reintegration with outpatient care. Insurance companies are increasingly reimbursing residential care based on its demonstrated success.

Advocacy works!

Horizon is actively involved in public policy conversations at the state and national levels, advocating for changes to benefit our patients and advance our field. One example is our successful advocacy to permit nurse practitioners and physician assistants to prescribe buprenorphine for the treatment of opiate addiction. The previous restriction of their prescribing only for pain relief undermined our ability to serve the many patients in need. In addition, we engaged successfully in defeating proposals to end the ability of Credentialed Alcohol and Substance Abuse Counselors to practice in behavioral healthcare organizations. This would have exacerbated the state-wide workforce shortage. Horizon is also continuing to advocate on behalf of our counselors for student loan forgiveness to support our ability to recruit and retain qualified staff members as well as address this workforce shortage.

Richard J. Baum, who was acting director of ONDCP at the time, visited Terrace House in Buffalo.



Lt. Gov. Kathy Hochul attended one of many roundtables and community forums Horizon hosted.



We believe...in always seek

Controlling health insurance costs

In an effort to reduce cost volatility, Horizon joined a health insurance “captive” – a type of self-funded employee health benefit plan that offers benefit flexibility, fiscal control and transparency. A proactive wellness component encourages staff members to seek medical screenings for early detection of potential health problems.



Horizon leadership honored by HEALTHeLINK

HEALTHeLINK is a secure technology platform that enables health providers and insurers to share patient information efficiently and privately. Recognizing that behavioral health is integral to overall wellbeing, HEALTHeLINK sought Horizon’s expertise to share this information with primary physicians, specialists, hospitals and other caregivers. The organization honored Horizon as a Leader in Healthcare Innovation.



ATM convenience for patients

With our purchase of two ATMs, Horizon Village patients now enjoy easier access to their monthly entitlement personal needs allowances. Funds are deposited on debit cards provided by Horizon, and patients use them to obtain cash from the ATMs. In addition to improved responsiveness to patients, the new system simplifies allowance management by our finance staff.



Horizon's Faces of Compassion and Hope, as featured in *Buffalo Spree Magazine*.



ing a better way

Annual Mission and Excellence Award goes to Nicole Tobey

At our annual board meeting in May, Nicole was honored for her exceptional achievement in establishing and growing Horizon's Health Home Care Management Program. Health Home care managers coordinate treatment and services among a wide range of providers and entitlement programs, guiding patients and resolving issues that might impede their recovery. Since starting on a small scale in 2013, the program Nicole leads now has 29 employees assisting almost 700 patients in Erie and Niagara Counties. All three Horizon boards and our entire executive team looked on as Michelle Curto, vice president of administrative operations, presented the award.

Horizon acquires new corporate headquarters

Horizon has outgrown its current administrative facility and will relocate to 55 Dodge Road in Getzville. The new space will facilitate collaboration among all administrative management teams and accommodate our expanding operations.



Horizon chosen to host state funding press conference

State Senator Tim Kennedy's announcement of increased funding to combat the state's opiate crisis took place at Horizon. Explaining that \$16 million of the \$213 million allocation would come to our region, Kennedy cited "the incredible providers like Horizon Health who go above and beyond for those who find themselves dependent on these drugs." Anne Constantino expressed gratitude to Governor Cuomo "for acknowledging how vital resources are to all communities," adding that "we know treatment works, and that people can recover and go on to live happy, healthy and productive lives."



Local media interviewed Anne Constantino: "The progression of this epidemic has been horrific and devastating for the entire country, but we are unfortunately feeling the daily effects right here in WNY."

We believe...in making eve

Embracing diversity

The Horizon Diversity Committee was established to foster sensitivity and responsiveness to the cultural beliefs, attitudes and practices of patients and staff members, and thereby empower Horizon to deliver improved care.

The Buffalo Pride Parade in June was a highlight of the committee's 2017 activity. Signing up for our fourth year, we attracted more Horizon participants than ever. Many employees volunteered their time to decorate our float. Then they, along with members of our boards, executive management team, family and friends – even certified therapy dogs – all turned out to march.

Volunteers decorated Horizon's colorful float for the Pride Parade.

Our tenth consecutive Best Company award!

The NYS Council of the Society for Human Resource Management again named Horizon one of the state's Best Companies to Work For. We were highly ranked among large companies, and the only large not-for-profit treatment provider. The distinction truly demonstrates the skill, commitment and passion our employees display every day, as well as our corporate resolve to excel in benefits, culture and work environment.



What rain?

Stormy weather failed to dampen spirits at our annual Employee Appreciation Event on the Horizon Village Campus in June. The day was filled with games, food, prizes and team-building as well as specific team awards for each Horizon location.



"We march in support of our patients, colleagues, friends, families and all LGBTQA individuals who have touched our lives. We are truly proud of the way we embody diversity and connection at Horizon in our everyday work: embracing difference, encouraging others, and giving voice to the disenfranchised."

**-ELIZABETH HOLE,
PROGRAM DIRECTOR**



Every workday a great one

United Way Day of Caring

Our partners for a second year, 26 volunteers from M&T Bank dedicated an entire day, 40 gallons of paint, hundreds of paint rollers and countless other supplies to spruce up the exterior of our 1370 Niagara Falls Boulevard site – one of our biggest outpatient facilities. Their impact was immeasurable – not only saving us the cost of re-painting, but also allowing us to inform new friends about our valuable services.



Aurora Village nearing completion

Aurora Village will provide 25 critically-needed residential treatment beds for women ages 18 and older who are struggling with serious substance use disorders. Like all Horizon residential treatment centers, it will offer comprehensive services for both patients and their families. Aurora Village is on target to open in August 2018.



Horizon Village residents benefit from a holistic approach to recovery that focuses on their health, wellness, vocational, educational, social and spiritual needs. Each resident has a primary counselor. Clinical staff members are available seven days a week. Evidence-based treatments are combined with alternative therapies including art, music, gratitude practices and guided meditation. Patients also benefit from GED, college prep and job readiness classes, self-help meetings, recreational activities, wellness/fitness programs and more.

Aurora Village

- 25-bed, intensive residential treatment facility for women with substance use disorders
- Horizon and Delta Village will convert to all male facilities
- **Opening August 2018**



We believe...in putting spe

Promoting recovery with new ways to have fun

Young people often give up their hobbies and pastimes – and many other healthy activities they once enjoyed – when substance use takes over their lives. Horizon successfully competed for a grant from OASAS to create programming that helps patients avoid the boredom and lethargy that could jeopardize their recovery.

Our program exposes young adult residents and program alumni to social, recreational, cultural, intellectual and spiritual resources in the community. The grant supports a myriad of outings, from bowling nights and self-help meetings to visits to the Memorial Art Gallery, the Botanical Gardens and the Buffalo Zoo. Improvisational art and yoga classes bring alumni back to the campus, maintaining their connection should they need our services again, and helping current residents see that a fulfilling and fun recovery is possible.



Cutting-edge training to assist veterans

The Veterans Administration has identified Eye Movement Desensitization and Reprocessing (EMDR) as an evidence-based practice for treating veterans who suffer from post-traumatic stress disorder (PTSD). Thanks to a two-year, \$40,000 grant from the National Fuel Gas Company, nine clinical staff members received intensive EMDR training over several months, and are now either certified or nearing certification. As a result, Horizon can now provide EMDR both for residents at Freedom Village and for patients at our mental health clinic in Sanborn. So far, 136 unique patients have been treated with 439 sessions of this innovative therapy that helps patients with PTSD manage their past painful emotional experiences.



“I have experienced positive changes toward my past experiences when completing an EMDR session. It helps me cope with memories that have haunted me for many years.”

“I didn’t really want to try it but, boy, was I wrong. EMDR takes you back to those times that were painful and traumatizing and allows you to understand the trauma and fix some of the damage it caused...It works and is a great tool to have.”

“This technique has been extremely helpful to me for dealing with anxiety. There are many things in my past that I have always thought were not completely processed. I am now able to do this using this tool.”



cial grants to special use

Faster access to mental health services

A \$25,000 grant from the NYS Office of Mental Health enabled Horizon to implement Intensive Outpatient Program (IOP) services for individuals struggling with mental illness. These services provide patients expedited access to medications and intensified counseling services designed to avert serious relapses and hospitalizations. Our plan is to expand these services to several of our facilities.



Time is of the essence when someone struggling with drugs or alcohol decides to seek help.



New Light Court Group Room at Horizon Village

On a tour of Horizon Village, East Hill Foundation board member Julia Spitz targeted this space for a facelift. The resulting \$15,000 grant supported the creation of a safe, bright and comfortable environment for patients engaging in group counseling, visiting with their families, or relaxing and socializing during free time.



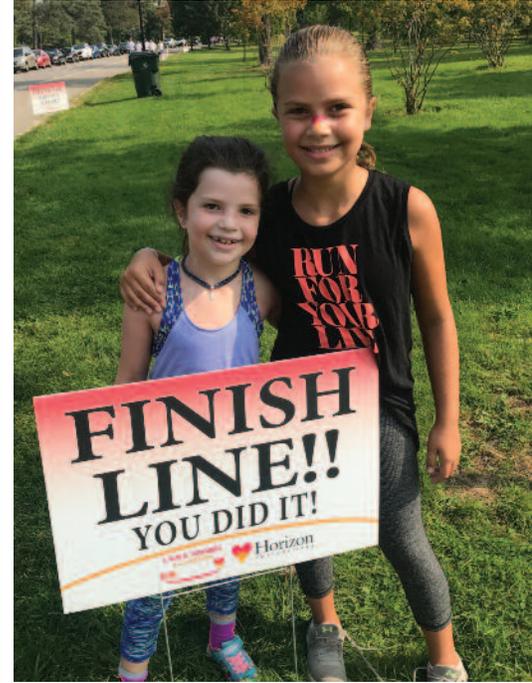
“Touring Horizon Village gave me hope... It made me believe more people fighting the good fight can win.”

—JULIA SPITZ
EAST HILL BOARD MEMBER

We believe... in raising friends

4th Annual Wellness Walk – our biggest turnout yet

Patients, families, alumni, employees and friends from across the community turned out to support hope and recovery for people dealing with mental health and substance use disorders. More than 250 walkers circled the loop in Delaware Park while Horizon Village residents offered support as volunteers. The event, which grows every year, surpassed its fundraising goal by raising \$36,000 – our highest total ever.



Team Philly – organized by Lisa Catanese in memory of her brother, Phil Catanese Jr. – fielded the largest group and raised the most funds for our Wellness Walk.



ds as well as funds

Buffalo Bills Alumni stage Kick the Habit Weekend

The 2017 Buffalo Bills Alumni Weekend took the lead in the fight against the opiate epidemic that is devastating the community. Horizon was designated the major beneficiary, receiving a \$15,000 donation. "We have teamed up with one of the outstanding not-for-profit organizations in the Buffalo area," said Booker T. Edgeron, president of the Buffalo Bills Alumni Foundation. Horizon, he explained, "is on the front line of this fight...to bring awareness, help and hope to those affected." Events including a gala and auction, a tailgate party and a golf outing are scheduled around the team's home opener.



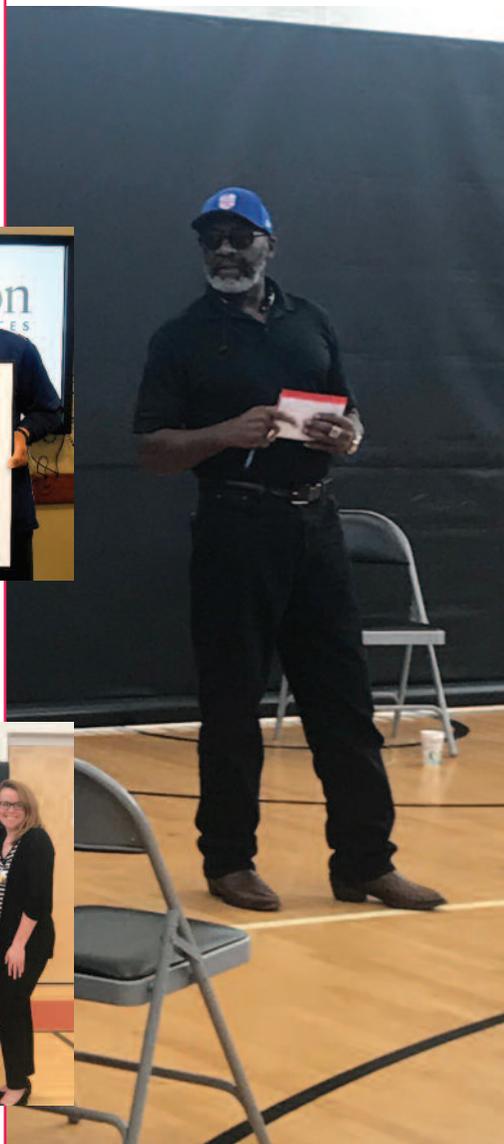
Employees welcomed Buffalo Bills alumni for a tour of Horizon Village.



Golf tournament again benefits Horizon

Horizon was privileged to receive more than \$19,000 in proceeds from the second annual Park Club Ribbon Classic. Combined with last year's proceeds, the total donation from the Women's Activity Committee of Park Country Club exceeds \$36,000.

J.D. Hill, a wide receiver for the 1971-75 Buffalo Bills, relates his recovery experience before a rapt audience of Horizon Village residents.



Roy's Plumbing donation honors National Recovery Month

For every lawn sign planted in a customer's yard, Roy's Plumbing donates \$5 to a special fund, and every month team members suggest beneficiaries. In September, the company chose Horizon to receive \$1,345 because our work "hits home for many of our employees and their families."

A team from Horizon attended the season's opening home game during Bills Alumni Weekend.



We believe...in heartfelt th

2017 Grants and Donors

Grants

Buffalo Bills Alumni Foundation Contribution	\$15,000
Data Exchange Incentive Grant	\$11,000
Dormitory Authority Nonprofit Capital Infrastructure Grant	\$1,111,723
East Hill Foundation	\$14,657
Robert J. and Martha B. Fierle Foundation Grant	\$10,000
HEAL 17 and Wellness Center recurring revenue (grant revenue spread over life of assets)	\$44,928
Independent Health Association Wellness Initiative Contribution	\$5,301
Lawley Insurance donation to provide education and resources to the WNY community	\$20,000
National Fuel Grant	\$20,000
New York State Office of Mental Health Intensive Outpatient Grant	\$25,000
Scripps Howard Foundation and WKBW-TV	\$2,000
The Western New York Foundation	\$5,000

We make every effort to maintain accurate, up-to-date records, and apologize for any errors or omissions. Please advise us of any oversight so that we may acknowledge you in our next publication.

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OUR MISSION

Together for Recovery. Changing Lives. Saving Lives.



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