

Journeys...



2012 ANNUAL REPORT



C O N T E N T S

Our journey of growth	3
Our journey of leadership	5
Leading the journey	9
Making the journey possible	11

FROM THE PRESIDENT AND CEO

The theme for this annual report is “journeys.” A journey can be defined as a process of self-discovery – as often happens in recovery. A journey can also be described as traveling from one place to another – usually over time. In that sense, the development of Horizon Health Services has been, and continues to be, a journey.

In 2012, Horizon marked 37 years of service to the Western New York community. Horizon was founded as a community mental health center in 1975 in response to the Community Mental Health Act of 1963. The goal was to end the era of psychiatric institutionalization, and encourage community-based care for the treatment of mental health disorders. New medications and



“When you have completed 95 percent of your journey, you are only halfway there.”

- JAPANESE PROVERB

practices that would allow individuals with mental illness to be more independent made this new era possible.

In the 1980s, Horizon developed and offered addiction treatment services to respond to the specific needs of individuals and families dealing with alcoholism or substance dependency. Throughout the '80s and '90s, we continued to develop services essential for recovery, including specialty primary care, residential drug treatment, and vocational rehabilitation.

We have been committed to the principles of easy access to needed services, best quality through the utilization of the most advanced clinical practices, and the maintenance of fiscal viability and efficiency.

Our challenge is to continue to grow and thrive as healthcare undergoes tremendous change. Stakeholders at all levels – physicians, payers, lawmakers, and community leaders – understand that recovery from behavioral health disabilities is essential to overall health. We have an opportunity to fully integrate behavioral healthcare within the mainstream healthcare delivery system, and therefore provide the most effective services for our patients.

Behavioral healthcare is truly coming of age. We have made great strides since the time of institutionalization and the early days of community mental health.

We are proud to employ the best and brightest in our industry. I am grateful to all of you who live the commitment to our mission, demonstrate caring and compassion to the people we serve, and help to make Horizon a great place to work and to receive care.

It has been a truly wonderful journey, and we are looking forward to the future with excitement and optimism.

Anne D. Constantino, President and CEO

FACT CITATIONS

In a given year, almost 60 million Americans – one of four adults and one of five children – have a mental illness that can be diagnosed and treated. Mental illness is more common than cancer, diabetes, or even heart disease. **National Institute of Mental Health Statistics**. Retrieved from <http://www.nimh.nih.gov/health/topics/statistics/index.shtml> on July 20, 2010.

Success rates for treating mental illnesses now exceed those of leading physical illnesses. Up to 90% of people treated with a combination of medication and therapy experience substantially reduced symptoms, enhanced quality of life, and increased productivity. **National Institute of Mental Health**

Addictions treatment has been shown to cut drug use in half, reduce crime by 80%, and reduce arrests up to 64%. **National Institute on Drug Abuse**. Retrieved from <http://www.nida.nih.gov/infofacts/cjtreatment.html> on July 20, 2010.

People with serious mental illness die 25 years sooner than the general population – men at about age 53 and women at age 59. Parks J, Svendsen D, Singer P, Foti ME. Morbidity and mortality in people with serious mental illness. **National Association of State Mental Health Program Directors, Medical Directors Council, 2006**.



A successful journey

RYAN, A HORIZON VILLAGE GRADUATE, AGE 25

“When I arrived at Horizon Village, I was completely hopeless. I had lost anything of value in my life, including myself. The staff and counselors were so understanding. They gave me hope. They taught me that, through hard work and perseverance, I could recover from my addiction. Today I am living a life in recovery. I am happy, and becoming more successful every day. Without Horizon Village and Horizon Health Services I would not be where I am today. I will forever be grateful and in service to Horizon for helping me find myself.”

Our journey of growth

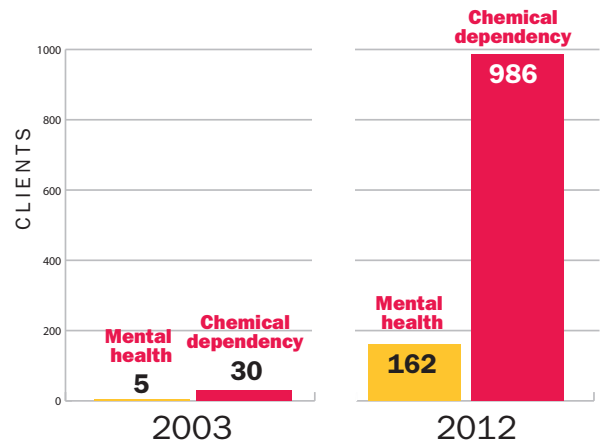
Horizon is committed to rapid and easy access to professional services of the highest quality. Locally and nationally, young adults are the fastest growing segment in the substance abuse category. We continually expand to meet our community's increasing needs.



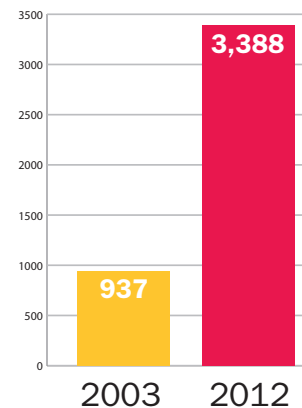
“Horizon Village served as the launching pad from which the life I was hanging onto by a tiny thread would be saved and forever changed.”

- Sarah, a Horizon Village graduate, age 28

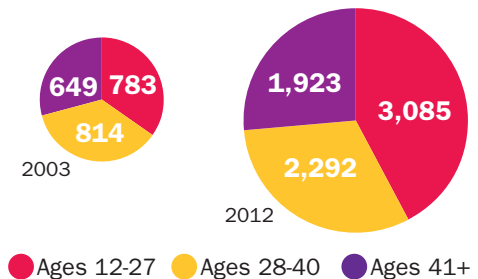
Number of young adults served with opiate addiction (under 25 years of age)



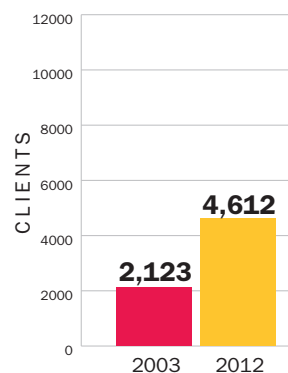
Young adults seen annually (under 25 years of age)



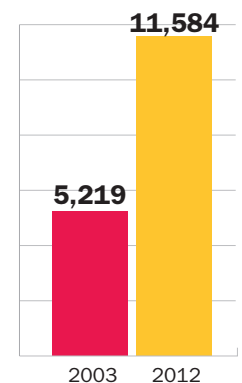
Clients seen for addiction treatment



Total mental health clients at Horizon



Total clients in all programs at Horizon





An exciting journey

ANGIE PEREZ, QUALITY ASSURANCE COORDINATOR AND 2012 EMPLOYEE OF THE YEAR



“Horizon believes that a strong Continuous Quality Improvement (CQI) system is vital to an effective behavioral health organization. In my role I lead a talented team of clinicians, auditors and specialists dedicated to ensuring Horizon delivers high quality, valuable services to our consumers. It is exciting and inspiring to be part of something that’s cutting-edge, to lead change in a growing organization, and to help guide Horizon into the future. Horizon will continue to be a leader in talent management, CQI systems, compliance, other quality improvements and ensuring

behavioral healthcare access for those in need. Horizon will continue as a model for behavioral health organizations to achieve full regulatory accreditation, maintain federal and state regulatory compliance and achieve extraordinary consumer outcomes. Helping our suffering communities achieve recovery – this is what Horizon does today and will continue to do on its future journey!”

Our journey of leadership

Our goal is to be a recognized leader in our field, providing innovative treatment and advanced technology options that improve the quality of care. In 2012, we began or strengthened several key partnerships and initiatives.

Catholic Medical Partners (CMP) Accountable Care Network

Horizon was invited to join this important effort of CMP, the region's largest group of independent physicians. CMP is bringing together people, facilities, information and ideas to achieve better health, better care and lower cost. Our goal is to deliver coordinated and integrated treatment to improve health outcomes.

Depression Care Model

Since 1975, Horizon has successfully used a combination of approaches to treat individuals with depression. Now our proven strategies have been incorporated into a comprehensive 13-week outpatient intervention program. To rapidly reduce symptoms and improve functioning, care is coordinated with the client's family physician.

NFMMC Health Home

Horizon has partnered with Niagara Falls Memorial Medical Center in the development of a Health Home that provides core services to Medicaid beneficiaries who are seriously mentally ill or have multiple co-morbid conditions.

Horizon and OneHealth

Thanks to a grant from The Peter and Elizabeth C. Tower Foundation, Horizon is the first agency in New York State to implement a social networking platform. The online community provides access to peer-to-peer support, expert discussions, live meetings and group chats where clients and families can learn and interact to support recovery and drive positive behavior change.

IT Grant from the Tower Foundation

An additional Tower Foundation grant for technology infrastructure allowed Horizon to address needs identified in our three-year technology strategic plan.

Horizon University

To ensure quality care, Horizon has focused training on evidence-based practices. Clinicians receive intensive training in a broad range of practices, including trauma informed care and motivational interviewing. 2013 programs include relapse prevention and cognitive behavioral therapy.



Horizon Partnering in HEAL 17 Grant

Horizon aims to improve medical and behavioral outcomes by making access to behavioral health services and providers even more effective for patients and primary care providers. Program goals include increasing use of electronic medical records systems and providing psychiatrists with e-prescribing functions.

Constant Site Improvement

Horizon upgraded and completed significant renovations to seven facilities in 2012 to make them more comfortable and welcoming to our clients as well as to accommodate the continued expansion of our services.

"Horizon's genuine commitment to wellness and recovery doesn't stop with employing the best-qualified clinicians; it involves having a sound organization that will be there for the community for many years to come."

- Angie Perez. 2012 Employee of the Year

Transformative journeys



“A lot of people are intimidated to go to the gym, but the opportunities are endless. Horizon gave me the opportunity to get healthy.” - Joe, a Horizon Village graduate

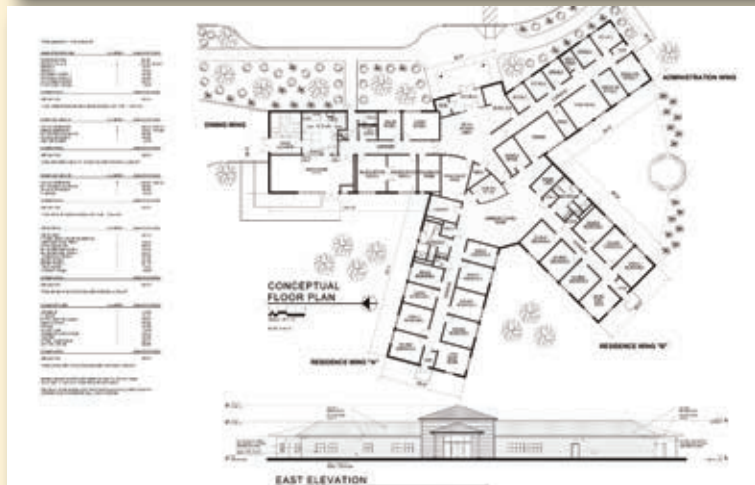
Freedom Village to open in Fall 2013

Construction began in 2012 on Freedom Village, our 25-bed intensive residential drug treatment center for men who have served in the military. A key component of our growing Horizon Village Campus, the new veterans facility will offer intensive treatment for chemical dependency and post-traumatic stress disorder.



Young adult center funding secured

The New York State Office of Alcoholism and Substance Abuse Services (OASAS) has awarded funding to Horizon for the construction and operation of a 25-bed intensive residential drug treatment center for young adults. Another addition to the Horizon Village Campus, the new center will provide programming that specifically meets the unique needs of young adults struggling with addiction.



“Thank you for all of your help in my early recovery. You believed and encouraged me during a time when I wasn’t able to do this for myself. Thank you!”

An outpatient client, age 50

“My journey for recovery began in February 2011 when I entered rehab, followed by outpatient therapy at Horizon Health Services. In rehab, I took my disease seriously enough to dive into the way it works and its effects on people’s lives. In Horizon’s outpatient program, I stayed clean for eight months but, looking back, I realize I didn’t respect the disease and its power. Although I have struggled with relapsing, my young and firm but fair counselor helped me see how rewarding a sober life can be while I’m still learning and respecting the disease. After some other struggles along the way, I have been clean. It is the most important thing in my life and I work hard at it every day, with a routine that helps me to keep the ‘remember whens’ and the disease at the top of my mind. I have wasted so much of my life in the bottle that I have catching up to do. I am doing so today and will do so tomorrow.”

A client of Horizon Counseling Center at Sister’s Hospital, age 34

“Since I started coming to Horizon I have been learning to take my life one day at a time. My anxiety levels have decreased and I’ve learned how to cope with situations. Depression is no longer a part of me. Horizon has taught me skills that have changed my life. I accept me for me and I know how to forgive myself when I mess up. And most of all, my focus is back on living my life for me.”

A mental health client, age 25

“Horizon makes it easy to share my thoughts and concerns. I feel comfortable talking about my issues and I look forward to my appointments especially when I am feeling down and need to vent. Horizon has helped me realize I can’t change things but to deal with them in a more positive way.”

Mother of a Horizon Village graduate

“This year, our family is celebrating health and recovery as a result of our involvement with Horizon Village. There are no words powerful enough to express how grateful we are to you. The counseling, education and support we received have forever changed our lives. Recovery is a reality and Horizon made that possible.”

Lisa Prefontaine, Mental Health Program Director



“When I came to Horizon, I saw a need for mental health group therapy options. Along with individual psychotherapy, group is the recommended treatment for almost all illnesses, and the transformations I see are really inspiring. Since 2006, I have developed or helped to develop more than 10 groups.

My passion continues to be guiding young clinicians in facilitating groups and understanding how beneficial they can be to the people we serve. Dialectical Behavior Therapy (DBT) is one of the most effective group-based treatment programs. DBT has been shown effective to treat nearly every mild to moderate mood disorder and to improve clients’ quality of life. With a DBT and trauma informed approach to all clients and peers, I believe positive healing and growth can happen for everyone!”

Kathryn Millard, Nurse Practitioner

“Horizon is a wonderful place to work. As a part of the team, you have peer support, supervisory support and an ongoing opportunity to expand your knowledge. I love the teamwork and the positive attitudes. Everyone has the same goal: to instill hope in our clients and help make a difference in their lives. While psychiatry can be a very challenging field, it is also a very rewarding one. Hearing a client say, ‘Thank you so much, I feel so much better, you have all made such a difference in my life’—that’s what motivates you.”





A challenging journey

JEREMY HITT, PROGRAM DIRECTOR



"The reason I enjoy working at Horizon is that I see the passion of staff at all levels to provide the best quality services. Because the energy here is so inspiring, I wanted to do more to help create awareness and raise funds, so I participated in the Buffalo Marathon in 2012. When you ask people if they would ever run a marathon, the first thing they think of is 26.2 miles. When you approach people with substance dependence with the idea of abstinence, they think about living the rest of their lives without their best friend. Both provoke anxiety and seem impossible. Yet if we take challenges one day at a time – just do what we can and add a little each day – after a

while it doesn't seem as overwhelming. I continue to see Horizon Health Services take the road less traveled and continuously provide new opportunities for clients and staff. As an employee, I see only good things on the Horizon."

Leading the journey

Strong leaders are crucial to our company's success. Our senior management team is continually striving to shape a bold new future for our employees, our partners and, most important, our clients and their families.



Executive Management Team

Anne D. Constantino
President and CEO

Lisa Arnet, *Vice President of Corporate Relations*

Michelle Curto
Vice President of Administrative Operations

Brenda John-Banach, LMSW, CASAC, *Vice President of Outpatient Operations*

Carolyn Messana-Morrow, Esq.,
Chief Legal Counsel

Paige K. Prentice, MM, CASAC,
Vice President of Operations

Erin E. Ryan, C.P.A.
Chief Financial Officer

Herbert M. Weis, Ph.D.
Chief Quality and Compliance Officer

Donald J. Will
Vice President of Infrastructure and Resource Management

Health Management Group Audit Committee and Board of Directors

Allen F. Grum, *Chair*

Michael Maxwell, Esq., *Vice Chair*

Jack Sieber, *Secretary*

Stephanie L. Argentine

Gretchen Fierle

Timothy Gelder

William Glass

Linda Hardie

Michael Mistriner

Jeffrey Zimmer

Horizon Health Services Board

Randyll P. Bowen, *Chair*

Patrick W. Welch, Ph.D.
Vice Chair

Richard Gallagher, *Secretary*

Linda Hardie

Suzanne K. Johnson

Katie Kenney

Michael Maxwell, Esq.

Deric J. McHenry

Veronica Meldrum

Karen Merkel

Michael Mistriner

Mark Mortenson

Kevin D. Robinson, Esq.

William L. Ross

Joseph S. Sankoh,
MA, MAIS, Ph.D.

Dennis Walczyk

Horizon Village Board

Patrick W. Welch, Ph.D., *Chair*

Randyll P. Bowen, *Vice Chair*

Richard Gallagher, *Secretary*

Suzanne K. Johnson

Katie Kenney

Michael Maxwell, Esq.

Deric J. McHenry

Veronica Meldrum

Karen Merkel

Michael Mistriner

Mark Mortenson

Kevin D. Robinson, Esq.

William L. Ross

Dennis Walczyk

“As counselors, we ask our clients to step out of their comfort zone and challenge themselves all the time. A marathon is sort of like recovery – or at least an example of goal setting and making personal change.”

- Jeremy Hitt, Program Director



An enlightening journey

SHANA, A HORIZON VILLAGE GRADUATE

“When I first walked through the doors at Horizon, I was absolutely sure that I was above any advice or help I might receive there. My counselor was young, friendly and didn't seem to be judging me. He made me feel like he had all the time in the world for me — always available, always listening, never regurgitating textbook addiction talk (the last thing someone who swears she's not an addict wants to hear). I told him I was unique, that I could stop if I wanted to, that it was MY life. Why should I care what anyone else thought about what I did or didn't do? Because of Horizon and its staff members, my eyes were opened to so many things — I was not unique. I was an addict. I did need help, and I was exactly where I was supposed to be. Because of Horizon, I was admitted to my first inpatient rehab facility and I learned things that eventually would save my life. Recovery is a lifelong process and commitment, and my story began at Horizon. It was the very first place I walked into knowing everything, and left realizing I knew nothing at all. Funny how the most important lesson I have ever learned was that I didn't know anything to begin with.”

Making the journey possible

Without the generous support of our many friends and benefactors, our capacity to guide people in crisis through their journey to recovery would be severely curtailed. We are profoundly grateful to you all.



2012 Grants

The Peter & Elizabeth
C. Tower Foundation
Kelly for Kids
Patrick P. Lee
Foundation
Grigg Lewis
HEAL 17
M&T Charitable
Foundation

Donors - Corporate

American Paving &
Excavating
Eaton Office Supply
IBM Employee
Contribution
Lakeshore Savings
Parise Mechanical
Picone Construction
Corp.
R&P Oak Hill
Development
Razl LLC C/O
The Company
RBC Wealth
Management/
Chris Schafer
Rand Capital Bank
Reeds Jewelers
Dana Roetzer's
Executive
Landscaping, Inc.
Shevlet Enterprises
Wegmans
Xpressions Inc.
Zaxis Architectural

Donors

Anonymous Donors
Christene M. Amabile
Wende A. Amacher
Jennifer Angrisano-Gall
Beth Anton
Stephanie Argentine
Colleen Babcock
John Babi
Scott Banach
Lomax L. Barnes
Jim Becker
Wendy Berg
Michael Blaylock
Diane M. Bly
William A. Bly
Hillary Braun
Terri Brennan
Lawler Brow
Kiera A. Campbell
Alice Cash
Phillip & JoAnn
Catanesse

Katherine Chambers
Jim Charlier
David Chrzanowski
Patricia A.
Chrzanowski
Sally A. Cisek
Anne Constantino
Lindsey A.
Constantino
Michelle Curto
Kathleen A. Damon
Michael & Norma
Devin
Carolyn DiFonzo
Audrey Dintino
Mary Anne DiStefano
Vincent Di Stefano
Michelle Doedema
Vladimir Drobot
Linda M. Ferri
Patricia Forsberg
Shaun Fryling
Richard Gallagher
Ronald D. Gentzke
Jodi M. Gerhard
Rachel Gibb
Gregory M. Giordano
Amanda K.
Gumkowski
Melvin Grubka
Sally Grubka
William Gurney
Francis Hanania
Linda M. Hardie
Jeremy Hitt
Linda Hitt
Noah Hitt
Kathy Hochul
Horizon Health
Services Finance
and Billing Team
Horizon Health
Services Office
Managers
Michelle A. Jacob
Kristen A. Janik
Daniel Jaszka
Mary Lou Jaszka
Brenda John-Banach
Ann M. Johnson
Sarah E. Johnson
Kathryn E. Kaiser
Marion Kiebusch
Jessica Koons
Maureen M. LaMarca
Joseph Lapi
Marilyn M. Lawrence
Roger Lesh
Donna Lewis

Lynn P. Likos
Beverly L. Maniace
Dana M. Maxwell
Michael Maxwell
Charlene M. Mayer-
Ryder
Lindsay Meagher
Veronica Meldrum
Azizah T. McEntire
Frank E. McGinley
Carolyn Messana-
Morrow
Laura J. Mikida
Nicole M. Mosey
Mark D. Mortenson
Lisa A. Murawski
Sarah Mye
Carrie Palmetter
Maria Pasceri
Nancy Paul
David N. Payne
Christina R. Pearl
Joanne Pearl-Barbati
Angelica Perez
James E. Peterson Sr.
Nancy Platt
Carol Porzelt
Ronald Porzelt
Paige K. Prentice
Robb Rayl
Emily Ries
Anthony Rigoli
Adrienne M. Roy
Stephen M. Rubach
John A. Ruffolo
Erin Ryan
Carol Saraceno
Chris Shafer
Svetlana Shapiro
Tracy Sherman
Ann Marie Spellman
Tammy Szafran
Deborah Taylor
Judith R. Tejada
Nicole M Tobey
Regina Toomey
Shannon L. Turner
Marcia Valente
Brandy L. Vandermark
Lauren A. Vinz
Ann Vitale
Herbert M. Weis
Maureen Wheeler
Donald Will
Phyllis White
Richard E. Wolin
Liese Zilberleyt

"I realized then how much easier it was to admit I was defeated. Admit that I did need help. Admit that this addiction was so much bigger than me, and this was nothing I could handle on my own."

- Shana, a Horizon Village graduate

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.



A family journey

PARENTS OF A CLIENT

"Where do any parents begin to describe the love and concern they have for their child? It was a moment of joy to see our youngest son complete high school and move on to his college experience. Quite frankly, it was nice to think our days of parenting and controlling were coming to an end. It was a new and exciting place for us until one day, unbeknownst to us, there was a world of prescription drugs that permeated college campuses and our son thought he could dabble in this world. Although our son comes from a family with a history of addictions, he still thought that he was invincible. He had no idea this addiction could ultimately take him over emotionally, spiritually and physically. When we found out how serious the situation was, only two things came to mind – thank God he is alive, and what do we do to change the course of his life? We became consumed with researching opiate addiction and its symptoms and outcomes. Thankfully, we called Horizon and within one hour they were back in touch with us with recommendations for our son. Perhaps most important, our son wanted to be emotionally and physically happy and healthy, so he accepted treatment. As parents, we looked at our baby boy with concern regarding his apparent lack of confidence in himself and the irresponsibility he was displaying in all aspects of his life. The red flags were there – we just did not know what was going on. We wish now we had been more educated about our surroundings with respect to prescription drug addiction and how it has cruelly taken lives and changed the paths of many families. We were and are blessed with where our son is at today because of his effort, the help he has received from Horizon Health and the support he continues to receive from his family. This is his journey and we as parents are there with prayers that he will have a happy, healthy and successful life. This is not easy for a 20-year-old, as he has to make decisions that are contradictory to what his peer group is experiencing. But these decisions are the difference between good and bad and life and death. We have found that keeping a close but comfortable distance and allowing him to feel that he is making his own progress is paramount in his treatment and success. He is in a wonderful place today, but still stays in his own safe environment. Our hopes are that with time he will be completely confident to reengage in life as he knows it, and will be confident, secure and positive about the choices he has made and will make for his future."

AN OUTPATIENT CLIENT, AGE 23

"When I was first coming into Horizon, I was scared because I really had no idea what to expect. I never would have thought that after a short six months I would have accomplished as much as I have so far without any hiccups during that time. With the help of my great counselor, who I refer to as a friend now, I have really turned around my life for the better. I have become a much healthier, happier and confident man over the past six months. Coming to Horizon, I thought it was going to be a ruthless schedule of meetings and groups, which I was going to hate, but from the get-go, I felt comfortable in my own skin for the first time in a long time. I realized that everybody here is dealing with some of the same problems as me. I actually get excited to go to my opiate group. It helps being in a room with people that truly understand the serious problems that can be caused through an opiate addiction. We have all become somewhat of a big family in the group and can rely and trust each other that what is said in the group will stay in the group. I remind myself all the time of what my life used to be like and what it has become now – that alone gives me the power to stay clean and on the right path, but if it wasn't for treatment, I know for a fact that I would not have gotten as far as I have and I will always be grateful for what has been given to me through the Horizon outpatient program."

MISSION

Recovery.
Changing lives.
Saving lives.

OUR VISION

Best in class.
Progressive.
Proven.
Preferred.



Horizon Health Services is a private not-for-profit corporation that provides an array of comprehensive services to assist individuals with mental health and/or substance abuse issues to make choices that improve their quality of life and achieve their personal recovery goals.



Horizon Village is a not-for-profit intensive residential chemical dependency treatment program for persons age 18 and older. Horizon Village has provided intensive residential treatment services to residents of the eight Western New York counties since 1994. Horizon Village is unique in serving individuals with substance use disorders who have been unsuccessful in outpatient or hospital-based care, and need a greater treatment intensity and length of stay to recover. Horizon Village has been consistently recognized as a premier provider of residential services in New York State.



Health Management Group provides comprehensive executive management services for its not-for-profit affiliates, Horizon Village and Horizon Health Services.



www.horizon-health.org

Administrative Office

3020 Bailey Avenue, 2nd Floor
Buffalo, NY 14215

Bailey Kensington Center

3020 Bailey Avenue
Buffalo, NY 14215

Bailey LaSalle Center

3297 Bailey Avenue
Buffalo, NY 14215

Batavia Recovery Center

314 Ellicott Street
Batavia, NY 14020

Boulevard Center

1370 Niagara Falls Boulevard
Tonawanda, NY 14150

Hertel Elmwood Center

699 Hertel Avenue
Suite 350
Buffalo, NY 14207

Lockport Center

36 East Avenue
Lockport, NY 14094

Main Amherst Center

60 East Amherst Street
Buffalo, NY 14214

Niagara Falls Center

6520 Niagara Falls Boulevard
Niagara Falls, NY 14304

**Niagara Falls
City Market Center**

1750 Pine Avenue
Niagara Falls, NY 14301

**Niagara Falls Memorial Medical
Center Health Home Partnership**

620 10th Street, Suite 702
Niagara Falls, NY 14301

Sanborn Health Center

6321 Inducon Drive East
Sanborn, NY 14132

**Sisters Hospital
Horizon Counseling Center**

Seton Professional Building
Suite 100
2157 Main Street
Buffalo, NY 14214

**Southtowns Family
Recovery Center**

3045 Southwestern Boulevard
Suite 109
Orchard Park, NY 14127

Summer Street Counseling Center

11 Summer Street, Suite 3E
Buffalo, NY 14209

Tonawanda Center

36 Delaware Street
Tonawanda, NY 14150

**Transit Family
Recovery Center**

6495 Transit Road
Suite 800
East Amherst, NY 14051

Union Losson Center

Union Losson Plaza
2563 Union Road, Suite 800
Cheektowaga, NY 14227



6301 Inducon Drive East, Sanborn, NY 14132

For appointments and further information please call 716-831-1800.