Horizon CORPORATIONS

Making the vision real.

2015 ANNUAL REPORT

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"Take the first step in faith.
You don't have to see the whole staircase,
just take the first step."

~ DR. MARTIN LUTHER KING, JR.

FROM THE PRESIDENT AND CEO

Optimism is the faith that leads to achievement

2015 marked Horizon's 40th anniversary of providing community behavioral health services for individuals recovering from mental health and substance use disorders. For these 40 years we have remained constant in our commitment to be progressive and independent, and to seek out the best clinical and operational practices, emerging technologies, and new strategies to help our patients and their families. We have often chosen to lead in advocating and fighting for those who are not able to fight for themselves. We have remained committed to our staff — knowing that a team of contented, highly trained and dedicated caregivers is required to provide the highest quality, most effective and empathic treatment and recovery services.

CELEBRATING **40** YEARS

We opened in 1975 with the primary goal to assist individuals with serious mental illness who were transitioning to living in the community after many years of being institutionalized. We had few clinical strategies, resources and medications to serve this population, and we had limited knowledge about "recovery" from mental illness. Today, much of that has changed. People with mental health and substance use disorders (SUD) have multiple effective treatments available to them, they are more involved as partners in their treatment planning, and perhaps most important, the medical community has come to understand that recovery from mental illness and substance use disorders is critical for their patients' long-term health.

While much has changed for the better, we currently face even more daunting challenges. Every day we see increasingly sick patients who are unstable and in crisis, while the available resources to serve them are insufficient. Seriously mentally ill and addicted patients are increasingly incarcerated for minor crimes rather than treated due to the lack of short and long-term inpatient beds and suitable supportive housing. The opiate epidemic — with exponentially increasing overdoses and overdose deaths — continues to exceed our substance use disorder treatment resources.

This is occurring in the midst of the reform of the entire healthcare delivery system including changing service requirements and payment methodologies, and the creation of comprehensive systems of health care.

Our dedicated and innovative Horizon team, without exception, delivers more than 100% every day. They truly change and save lives. I am so grateful for their dedication to our patients, to our mission, and to our culture of caring.

I am confident we will successfully meet our challenges by staying true to our now 40-year history of continually improving and expanding our operations and services to achieve our goals. Thank you to all of our supporters, friends and our board members who assist us in so many ways to live our mission: Recovery. Changing lives. Saving lives.

Anne D. Constantino, President and CEO

Diane Bly, Wellness Program Coordinator at Horizon Village, leads a variety of classes, including a fitness bootcamp, yoga, weight training and nutrition. Basketball is also popular during residents' free time.

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EXPANDING SERVICES

Fine-tuning the ways we serve our patients

From sensitive, targeted programming to expanded facilities, Horizon continues to develop new and innovative paths to recovery.

Focusing on young adults

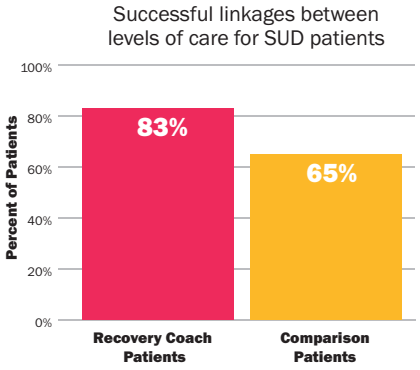
Ground was broken in October for Delta Village, a 25-bed intensive drug treatment center that will provide increased access for the growing number of young people struggling with addiction. Located on the Horizon Village Campus in Sanborn, the residence will specifically address the unique needs of this age group. The $4.5 million project, funded by the New York State Office of Alcoholism and Substance Abuse Services (OASAS), is expected to open in summer 2016.

Capturing data to gain insight

Horizon's information-gathering capabilities have expanded beyond financial and operational results. Our Business Intelligence team now monitors clinical data as well. Evaluating outcomes enables us to determine the efficacy of various types of interventions. These insights guide decisions about programs likely to be effective for helping patients achieve their goals.

Recovery coaching for better outcomes

Patients are most vulnerable to dropping out when transitioning between levels of treatment, and following up after detox can be particularly challenging. The goal of our recovery coaches (RCs) is to keep high-risk individuals in treatment. RCs make sure patients are connected to the next level of care, as well as to health care benefits and other services. They offer expertise, create a clear plan of action and serve as accountability partners. RCs support both inpatient and outpatient patients and, like business or life coaches, make a significant impact on their progress.



Patients with recovery coaches more likely to stay in treatment

In a pilot program, Horizon found that patients who worked with recovery coaches were more likely to progress successfully from one level of care to the next and remain engaged in treatment than patients who did not.

1975
Northeast Erie County Corporation 2 established to provide mental health services

1978
Jim Wiegand assumes direct control and establishes corporate vision of independence from government control and fiscal success through growth and diversification

1985
Corporation 2 expands, changes name to Horizon Human Services

1986
First addiction clinic opened at Niagara Falls Boulevard location

1987
Opened Article 28 primary care centers to better serve the needs of our patients

HMG
HEALTH MANAGEMENT GROUP, LTD

1991
Health Management Group established

Horizon
HEALTH SERVICES

Recovery. **Changing lives.** Saving lives.

Horizon HEALTH SERVICES

1994
Anne Constantino appointed president and CEO of Horizon Human Services

1996
Horizon Human Services renamed Horizon Health Services

Clinical services expanded to Niagara County

1998
Vocational services added in Niagara Falls

2000
Horizon celebrates 25th anniversary

2003
Comprehensive, computerized medical record system initiated

1994
Horizon Village opens as first public intensive drug residential treatment center in WNY

Horizon VILLAGE

1997
Mental health services available in Niagara Falls clinic

1999
Chemical dependency treatment introduced in Lockport

2001
Mental health case management services established in Niagara County

2004
Continuous Quality Improvement Department centralized

2005
Family therapy program implemented

Women's specific services established at Horizon Village

2007
Horizon Village Recovery Center Batavia opens

Horizon University implemented

2009
Introduction of Personalized Recovery Oriented Services (PROS)

Union Losson clinic opens

2011

Opened Wellness Center on Horizon Village campus

Opened satellite office at Sister's Hospital Piver Center providing behavioral health assessments and counseling services to women

Broke ground on Freedom Village Veterans Facility

Opened Family Recovery Center in Orchard Park

2013

Freedom Village opens its doors on the Horizon Village Campus

Horizon Village assumes operation of Terrace House at the request of New York State and the Erie County Department of Mental Health

Horizon begins training community members, staff and patients on opiate overdose prevention

Project Hope Campaign

2008
Long-term strategic plan for Horizon Village developed

Plans announced for wellness center and veterans treatment facility at Horizon Village

Awarded Best Place to Work in NYS for the first time

2010
Opened first Family Recovery Center in East Amherst offering addiction and mental health services to adolescents, young adults and their families

2012
Horizon awarded funding for young adult facility on Horizon Village Campus by the New York State Office of Alcoholism and Substance Abuse Services

Horizon partners with Niagara Falls Memorial Medical Center to develop a Health Home that provides services to individuals with serious mental illness or who have multiple co-morbid conditions

2014
Horizon Village receives $100,000 grant from the Community Foundation for Greater Buffalo for new family spaces on the campus

New private practice counseling model implemented for more customized care

Horizon holds first annual Wellness Walk to raise funds for programs and services throughout the community

Growing need prompted expansion to a larger facility in Lockport, where we offer addiction and mental health counseling, and family programming.

State legislators express support for Horizon

Last year, Horizon was host for two major press conferences announcing legislative initiatives that would positively affect our organization, our patients and our community.

State Democratic leader tours Terrace House

In a visit to Terrace House in September, State Senator and Democratic Conference Leader Andrea Stewart-Cousins called for more state funding to combat the epidemic of heroin and opioid abuse.

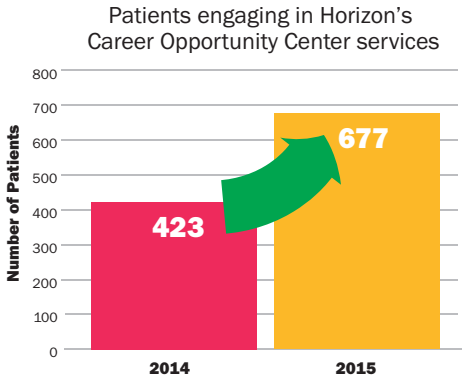
The major legislative package — presented with Senators Tim Kennedy and Marc Panepinto — would stiffen penalties for selling heroin and opioids that cause fatalities, increase education about the danger of these addictive substances, and provide greater assistance for community-based rehabilitation programs. Among other provisions, the proposed laws would require health insurance companies to cover longer periods of treatment and medications that treat addiction.

Seeking a ban on powdered alcohol In April, Anne Constantino, Horizon president and CEO, spoke about the dangers of powdered alcohol at a news conference featuring Senator Tim Kennedy and Assemblywoman Crystal Peoples-Stokes. Their bill proposes to ban sales of the substance – nicknamed palcohol – and make it illegal for anyone under age 21 to possess it.

Trained therapy dogs belonging to Horizon employees have become valued members of our staff in the years since Colleen Babcock started the program. Horizon Village and Terrace House each have a full-time therapy dog, while others rotate among our day and outpatient programs.

Gaining independence through career support

Beyond clinical care, Horizon takes extra steps to help patients re-enter society, find and maintain employment and become productive members of the community. Our Career Opportunity Center services include comprehensive testing to determine vocational interests and abilities, hands-on assessment, job preparation, skills training, job placement and post-employment support. As a certified provider for New York's Adult Career and Continuing Education Services - Vocational Rehabilitation (ACCESS-VR), Horizon places patients in meaningful and permanent competitive employment settings that pay a living wage.

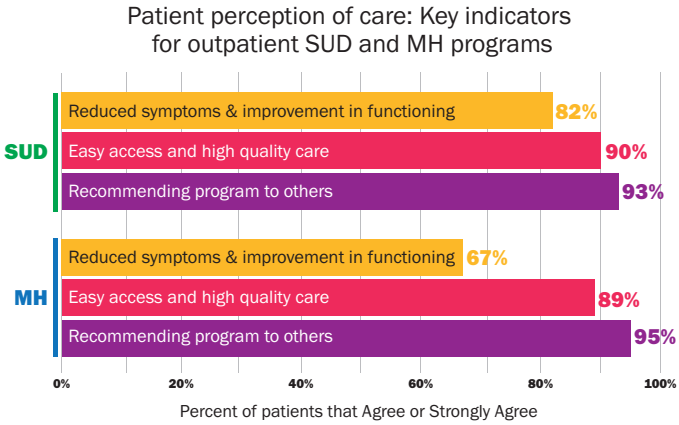


Career Opportunity Center achieves 60% growth

Last year, 677 individuals sought employment assistance, including both Horizon patients and referrals from other providers of substance use disorder and mental health services.

Winning patient endorsements

Like all behavioral health organizations, Horizon is required by New York State to survey patients about their perception of care when they complete treatment. We work hard to achieve good results, and are especially gratified that our efforts are appreciated and effective. We consider willingness to refer others the highest praise we can receive, and virtually all Horizon patients report they would recommend our services.

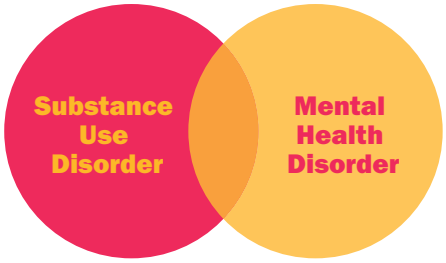


High satisfaction rates among outpatient patients

An overwhelming majority of patients treated for substance use disorder (SUD) or mental health (MH) report reduced symptoms and improved functioning. Horizon also scores exceptionally high on easy access, high quality of care and recommendations to others.

Training clinicians for integrated care

While Horizon has always stressed the importance of personalized treatment, patients diagnosed with both mental health and substance use disorders have had separate counselors and separate plans. In 2015, we introduced extensive training for clinicians in integrated care. This new model enables each patient to work with a single counselor, improving convenience and increasing the likelihood of success. Today, 17 clinicians are providing fully integrated care for more than 450 patients.



Above: Chris Dimitroff, Construction Manager, Veronica Meldrum, Vice President of Employee Services, and Nicholas Braun, HR Project Lead, attend the 2015 Best Companies event in Albany.

Being voted *Best Place To Work* for eight consecutive years would be impossible if not for the dedication and quality of Horizon employees. We celebrated their efforts with food trucks, music, prizes and fun during our annual employee appreciation event in July.

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CORPORATE CULTURE

Once again, Horizon is a best place to work

For the eighth time, the New York State Council of the Society for Human Resource Management named Horizon one of the Best Companies to Work For. Horizon rose above 40 competitors in our category, which includes both private sector and not-for-profit entities, and was named **#1 not-for-profit in New York State**.

$10,000 for Terrace House entryway LEFT: A beautiful bench, trees and landscaping now enhance the approach to Terrace House, thanks to a grant from the Lions Club of Buffalo. The improvements signal a new chapter in the lives of patients at the Elm Street facility, where capacity was increased in 2015 from 31 to 43 beds. RIGHT: Ernest Churchill, president of the Lions Club of Buffalo, presents a check to Brandy Vandermark-Murray, Director of Terrace House.

$150,000 for long-term recovery services During a press conference at Terrace House, Assemblywoman Crystal Peoples-Stokes announced a $150,000 New York State grant to help Horizon extend recovery support over longer periods of time. Horizon's comprehensive care includes up to nine months of counseling for men and women upon completion of treatment for alcohol, opiate or other substance use disorders.

2nd annual Wellness Walk Energetic walkers enjoyed blue skies and balmy breezes for this hugely successful fund-raiser in September. We welcomed more than 400 walkers, and raised over $25,000 – both figures more than doubling our results from 2014.

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GRANTS & FUNDRAISING

Community support for making the vision real

Substance use and mental health disorders touch every segment of the community, and the community has responded with generous support for Horizon Health Services. We are immeasurably grateful for their grants and donations.

2015 Grants and Donors

GRANTS

John R. Oishei Foundation	$150,000
OASAS	$150,000
Meaningful Use Incentive IT Grant	$106,250
NYS Office of Mental Health	$52,984
Lions Club	$10,000
Robert J. and Martha B. Fierle Foundation	$5,000
First Niagara Foundation	$3,000

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www.horizon-health.org

OUTPATIENT CLINICS

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3297 Bailey Ave
Buffalo, NY 14215

Batavia Recovery Center
314 Ellicott St
Batavia, NY 14020

Boulevard Recovery Center
1370 Niagara Falls Blvd
Tonawanda, NY 14150

Health Home Care Coordination Program
1750 Pine Ave
Niagara Falls, NY 14301

Hertel Elmwood Recovery Center
699 Hertel Ave, Suite 350
Buffalo, NY 14207

Lockport Recovery Center
637 Davison Rd
Lockport, NY 14094

Main Amherst Recovery Center
60 East Amherst St
Buffalo, NY 14214

Niagara Falls Recovery Center
6520 Niagara Falls Blvd
Niagara Falls, NY 14304

Pine Avenue Recovery Center
2400 Pine Ave
Niagara Falls, NY 14301

Orchard Park Family Recovery Center
3345 Southwestern Boulevard, Suite 100
Orchard Park, NY 14127

Sanborn Recovery Center
6321 Inducon Dr East
Sanborn, NY 14132

Sisters Hospital Horizon Counseling Center
Seton Professional Bldg, Suite 100
2157 Main St, Buffalo, NY 14214

Summer Street Recovery Center
11 Summer St
Buffalo, NY 14209

Tonawanda Recovery Center
37 Niagara St
Tonawanda, NY 14150

Terrace House Counseling Center
291 Elm St
Buffalo, NY 14203

Transit Family Recovery Center
6495 Transit Rd, Suite 800
East Amherst, NY 14051

Union Losson Recovery Center
Union Losson Plaza
2563 Union Rd, Suite 800
Cheektowaga, NY 14227

Horizon VILLAGE

INTENSIVE RESIDENTIAL

Horizon Village
6301 Inducon Drive East Sanborn, NY 14132

Freedom Village
6331 Inducon Drive East Sanborn, NY 14132

INPATIENT

Terrace House
291 Elm Street Buffalo, NY 14203

WITHDRAWAL/DETOX SERVICES

Terrace House
291 Elm Street Buffalo, NY 14203