



2021 ANNUAL REPORT



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“Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence.” –**HELEN KELLER**

In the past few years we have individually and collectively faced many challenges – some of them unprecedented.

The pandemic emotional rollercoaster we have endured has been unrelenting – from the hope that we felt when vaccinations became available in January, to the Omicron surge at year’s end.

Add to this the resulting unprecedented mental health and substance use crisis. Tragically, overdose deaths in 2021 were at an all-time high, and the need for mental health and substance use treatment in our country and community has increased exponentially.

Our clinical team is meeting these challenges every day. They are connecting with individuals and families in our community to assure them that they are not alone, that there is hope, and that we will help. Our support teams are implementing creative innovations to improve every area of our operations - from “high tech” to “high touch.” We remain agile, informed, realistic, and optimistic while continuously planning for our future.

I couldn’t be more proud, or more grateful, to my Horizon team of exceptional people who “live” our mission every day, and for the unwavering support of our Board of Directors.

ANNE D. CONSTANTINO
PRESIDENT & CEO

Numbers are typically the highlight of an annual report. But to me, the real story of 2021 cannot be adequately told through numbers. The essence of the year was defined by the struggle, the resolution, and the spirit of our community and our staff.

Humankind is hurting in a deeply different way as people’s morale, motivation, and resiliency banks are depleted.

We have felt the pain of losing cherished staff, and we have watched patients struggle to remain committed to treatment. However, amidst these struggles, a palpable spirit of “we are bigger than this” prevails at Horizon.

Yes, some staff have left, but most have remained. And they are strong and dedicated – to each other and to our mission. This spirit and commitment is what inspires our patients to also do their best.

So if there is a number to hone in on, I suggest it is the one that measures our staff’s dedication. As opposed to troubling “turnover rates” that companies speak about, I suggest we celebrate Horizon’s high “stayover” rate of 77%, meaning that percent of our staff from the beginning of the year were with us at the end.

Every single one of those people matter to us and the people we care for. I am so grateful and honored to serve, and be among, the elite 77%.

ERIN DIGIROLAMO
COO & CFO



Living Our Mission Through Connection



“Our youth are skilled artists who deeply understand the benefits of artistic expression and the experience a mural can bring to a community. The youth created a unique visual depiction that tells a story of hope to anyone working through mental health challenges.”

– GINA BURKHARDT, BCAT EXECUTIVE DIRECTOR

Buffalo Center for Arts and Technology (BCAT) and Horizon collaborated throughout the year to develop a public art mural designed by BCAT youth artists and installed at one of Horizon’s outpatient clinics in the Bailey-Kensington neighborhood during Mental Health Awareness Month. Mentored by notable Buffalo muralist, Tyshaun Tyson, the mural represents the effort to reduce the stigma surrounding mental health, especially among youth, and provide hope following a significant rise in pandemic-related mental health issues.



Hilbert College Professional Development Day

To best live out our mission, we must continuously create spaces for conversations surrounding mental health and substance use awareness. In partnership with Hilbert College, we hosted a Professional Development Day in the Fall of 2021 for local high school guidance counselors. Our presentations and panel discussion focused on critical conversations about the realities of being a student in today's society. Attendees learned practical coping techniques to utilize in the school environment and gained resources for additional support in the community for children and their families.



Jeremy Hitt, Patrick Greene and Jennifer Loughran representing Horizon on a mental health and substance use panel at Hilbert event.



Meeting the Needs of Our Community

The World's Longest Basketball Game

In August of 2021, a group of committed high school and college students broke the Guinness World Record for the longest basketball game. However, it went beyond breaking a world record – it shone a light on much-needed conversation surrounding the stigma of mental health. It also served as a reminder to our community that it's okay to not be okay, and there are resources available for those in need of support. All funds raised from the event were donated to mental health services throughout WNY, including Horizon.

First Tee of WNY & Chris Maloney Golf Outing

The Chris Maloney Legacy Foundation seeks to raise awareness around the growing challenges and presence of addiction in our community. Each year, the foundation hosts a golf outing to celebrate the life of Christopher T. Maloney, who lost his battle with addiction in 2016. Funds raised from the tournament were donated to multiple organizations throughout WNY who provide programs to combat addiction, including Horizon. We are beyond grateful for the continued generosity and support of the foundation. Aurora, our newest therapy dog funded by the Chris Maloney Legacy Foundation, joined us at the golf tournament this year to show her support!

The Chris Maloney Legacy Foundation and First Tee of WNY worked together to provide Horizon's residential patients with a golf program in the Summer of 2021. The goal of the program is to help individuals apply the skills learned in the sport of golf to their own life experiences. Through this 4 week program, Horizon Village patients gained skills to guide them on their recovery journeys, such as understanding and managing emotions, resolving conflicts, and developing life goals.





Centralized Access for Our Patients & Families

What makes Horizon unique is our quick access to central intake counselors for initial appointments. Patients get an immediate referral for stabilization services including medication assisted treatment, psychiatry, and alternate levels of care based on individual needs. Assessments are available in-person or via telehealth five days per week. Our primary goal is to improve the patient experience and triage to the most appropriate level of care and intervention.

"I don't think anyone else works in such a person-centered way to match patients to the right therapist and services before they start their journey to ensure patient connection and success."

– JODI GERHARD, PROGRAM DIRECTOR





Our People Are Our Greatest Strength

New Hire Residency Program

Horizon cares about our employees. We want them to feel they can build a long and successful career with us. With that mindset, we provide in-house training opportunities called “New Hire Residency Programs.” These programs are models that directly impact the quality and effectiveness of our evidenced-based clinical services. The residency is offered to outpatient counselors and provides them with observation, feedback, consultation, and case conceptualization support during their first month to assist with transition to clinic. In the first 15 months of hire, residents are asked to attend our core evidence-based practice (EBP) courses: Motivational Interviewing, Dialectical Behavior Therapy (DBT), Cognitive Behavioral Therapy (CBT), and Personality Disorders. These courses are offered exclusively through Horizon, and are trainings that would typically cost a private practice clinician hundreds, if not thousands, of dollars.

Advanced Clinical Training Residency

Pulling from our Horizon University courses, clinicians participate in a series of prerequisite trainings, supervision/coaching/observations, and certifications that provide advanced development opportunities to our clinicians interested in developing expertise in a particular treatment modality and/or population. The goal is to provide advanced training to at least 50 residents per year. Current advanced training programs include: Motivational Interviewing, Dialectical Behavioral Therapy (DBT), Eye Movement Desensitization and Reprocessing (EMDR), Financial Social Work (FSW), and Perinatal and Postpartum Mental Health treatment.

A Focus on Retention Advancements

It is Horizon's mission to support all team members and consistently seek out ways to advance our company culture. We recognize that mental well-being for staff is just as important as the patients we serve, which is why we survey our team members each year to gain an understanding on how we can improve. Some developments include an updated bonus plan for outpatient clinicians, offering senior staff connections and mentoring, increasing the evening/overnight shift differential from 15% to 25% for hourly residential roles, celebrating Juneteenth, offering sign-on bonuses/retention bonuses, providing hazard pay, and celebrating a "Your Day Your Way" paid company holiday.



Our Commitment to Diversity, Equity, Inclusion and Belonging (DEIB)

Buffalo State Mentorship Program

In the Summer of 2021, we collaborated with Buffalo State College to develop a Mentorship Program for underrepresented students in the college's Honors Program. 8 students were accepted into the program and were provided opportunities to collaborate and grow directly with Horizon team members. Throughout the course of the school year, mentees participated in individual and group meetups, shadow opportunities, panel discussions and spaces for personal and professional development. Students gained an understanding of the behavioral health field and developed their skills and talents in preparation for life beyond graduation.





An Opportunity for National Collaboration

At the end of 2020, Horizon was given an opportunity to participate in a year-long program developed by the National Council for Mental Wellbeing, which greatly focused on Trauma-Informed Resilience Oriented Care (TIROC). The aim of this program was geared towards bettering our patient experience, improving population health, reducing costs, and enhancing the quality of work life of our employees. Horizon was provided evidence-based training, consultation, and resources. Based on the results from the Organizational Self-Assessment, which was released company-wide, the strengths identified involved our trainings and education around Diversity, Equity, Inclusion and Belonging (DEIB). From these results, a strategic plan was developed to focus on improving employee wellness, increasing diversity throughout all levels of the organization, and continuing trainings and education.

A Focus on Advocacy

As the behavioral health industry faces a rising demand for services and support in the community, we remain tireless in our advocacy efforts for increased funding. Horizon stays committed to providing our patients and families with continued quality care. To do this, it is vital we receive the funding and resources necessary for our workforce to continue to serve those in need and improve patient access and care in WNY.

The Federal Department of Health and Human Services announced \$3 Billion in American Rescue Plan Funding for SAMHSA Block Grants to address addiction and the mental health crisis. In New York State, three bills benefiting Behavioral Healthcare were signed by the Governor:

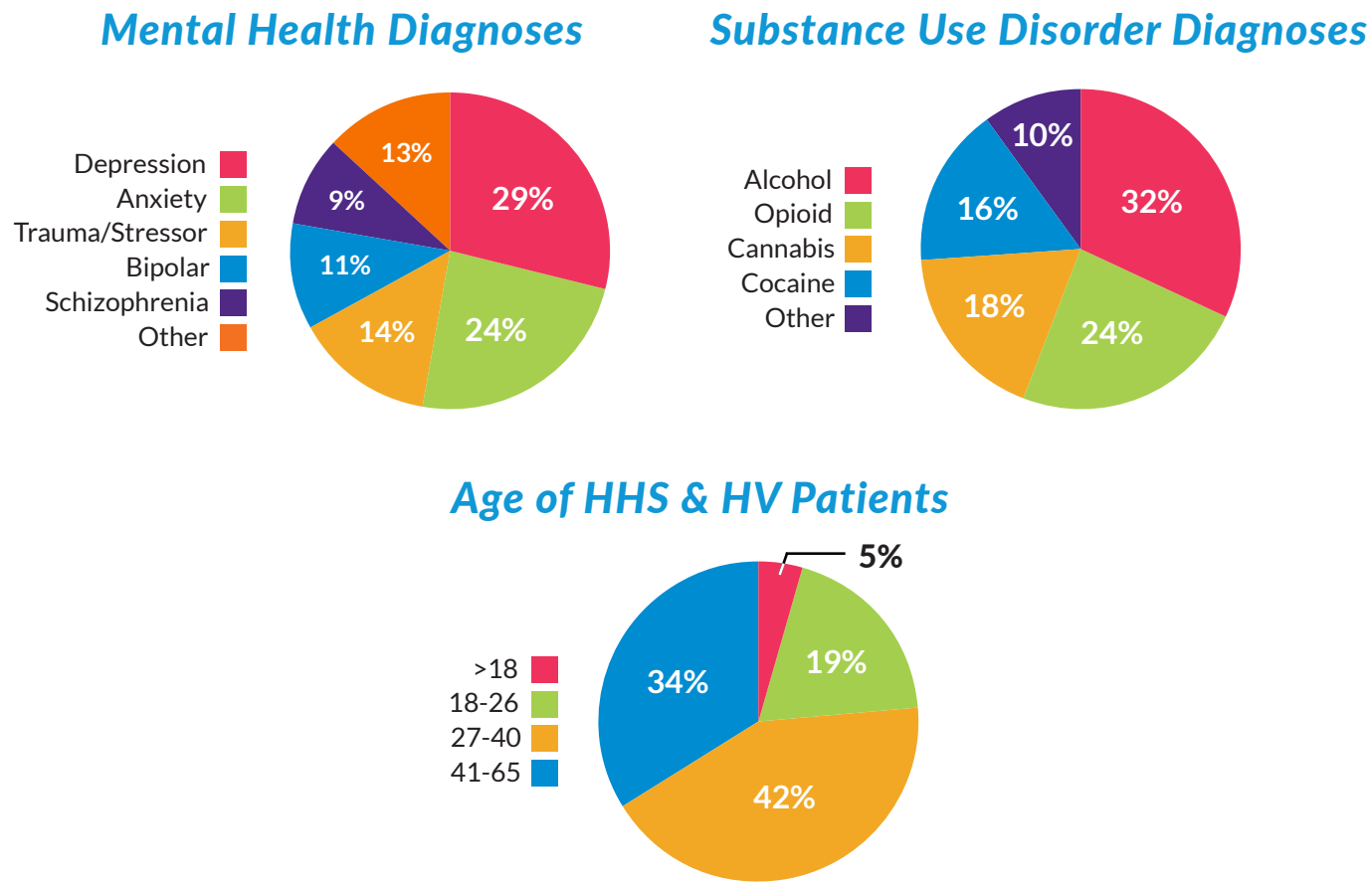
- S679A/A1927A – establishing the council for treatment equity within the office of addiction services and supports.
- A2030/S649A – prohibiting prior authorization for medication assisted treatment for substance abuse disorders.
- S4086/A6553 – establishing the Substance Use Disorder Education and Recovery Fund, which will collect proceeds from a personal income tax check-off and will be used to support grants to organizations dedicated to providing education, prevention, treatment, or recovery to those suffering from substance use disorders.



Horizon by the Numbers



Who We Serve



Support Services

Care Coordination Services



1,741

Patients Served

Services include connection to community providers, such as linkages to public entitlements, housing, community resources, health and recovery plan services, and more.

Recovery Coach Services



165

Patients Served

Recovery Coaches help remove barriers to recovery, provide accountability, and regularly communicate with individuals recovering from addiction to ensure they are improving present life and reaching future goals.

Vocational Services



274

Patients Served

Individuals learn skills in developing resumes, searching and applying for jobs, gaining interview skills, and receiving guidance in other areas to assist them in achieving career goals.

Population Health Services



938

Patients Served

Services include education on medication adherence and chronic diseases, assistance in connecting to a primary care provider, and discussing healthy behaviors to implement into everyday life.

Horizon University

464 Total Trainings Provided in 2021



289

Live Trainings



104

Virtual Trainings



5,633

Total Trainees in 2021



71

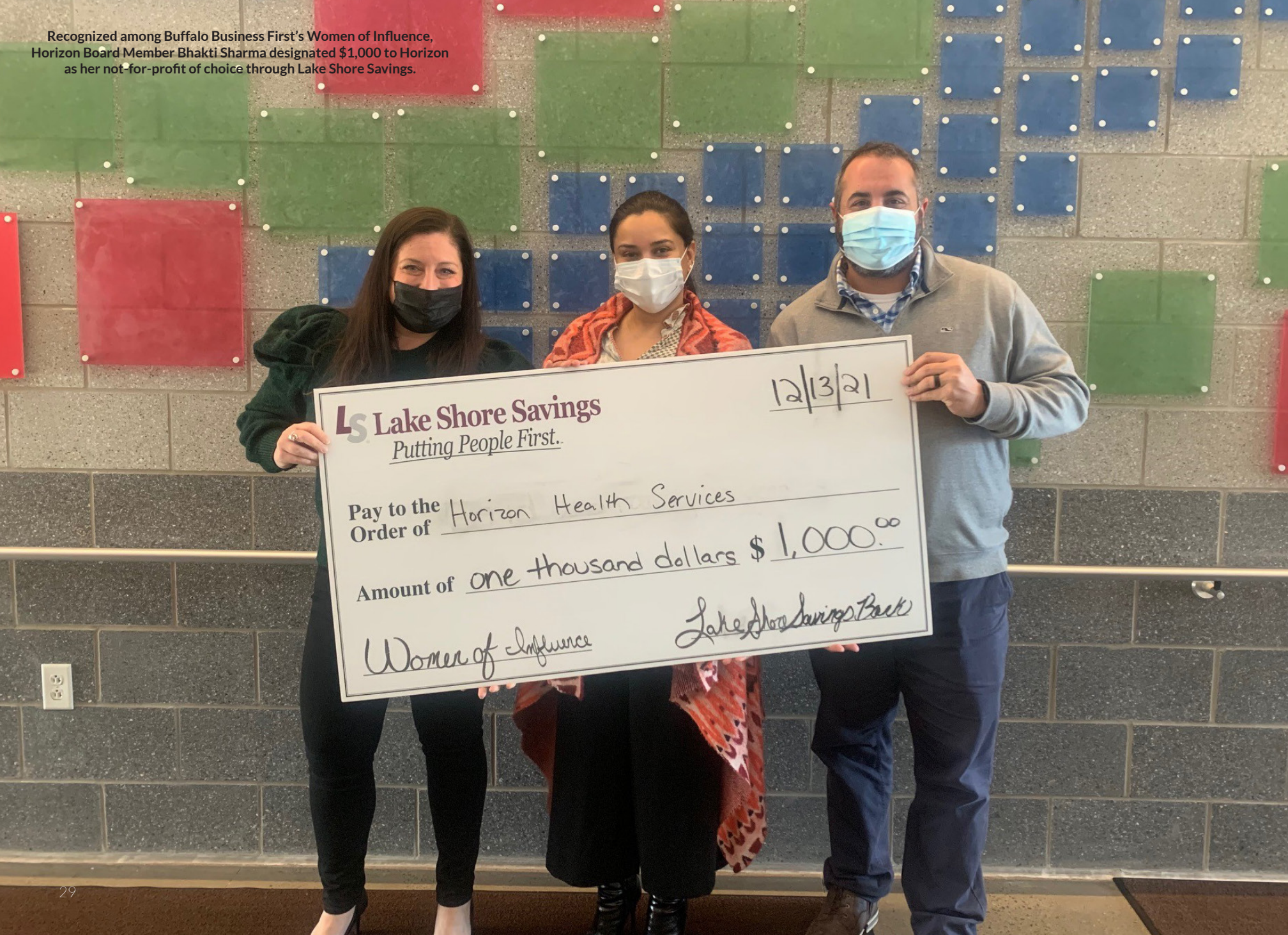
System Organization-Wide Trainings



122

Speakers Bureau Presentations

Recognized among Buffalo Business First's Women of Influence, Horizon Board Member Bhakti Sharma designated \$1,000 to Horizon as her not-for-profit of choice through Lake Shore Savings.



2021 Grants

SBA Paycheck Protection Program	\$8,491,440
OASAS SAPT Block Grant	\$1,389,224
OASAS SOR	\$824,140
FCC COVID-19 Telehealth Program	\$697,590
CARES ACT Round 4	\$565,409
FCC Connected Care Program	\$373,320
Hilary Grace Foundation	\$300,000
OMH SAPT Block Grant	\$294,000
Patrick P. Lee Foundation	\$100,000
WNY COVID-19 Community Response Fund	\$50,000
Key Bank	\$50,000
United Way of B&EC	\$36,660
OMH MH Block Grant - Intensive Services	\$30,000
Niagara Area Foundation	\$10,000
Robert & Martha Fierle Foundation	\$6,000
Josephine Goodyear Foundation	\$5,000

Donations & Community Supporters

- American Eagle Fireplace LLC
American Legion Frederick F
Cadille Post 1664
Anthony Amigone
JD Anderson
Deborah Arlington
Jeanette Barber-Jacobs
Paul Bartolone
Frederick & Judith
Baumgartner
Robert Baxter
Lauren Baynes
Edwin & Mark Beck
Benevity
Michael Bent
Scott & Tana Bentz
Blackbaud Giving Fund
William & Cheryl Blanford
William Bly
Annette Bridge
Buffalo City Cemetary
Carol Burgess
Laurie Bush
Mary Beth Caccard
Nancy Carroll
Thomas & Deveraux Carroll
Joseph & Sandra Casimino
Phillip & JoAnne Catanese

Anna Cieri
Annette Cione
David & Patricia Clabeaux
Stacey Colvin
Community Foundation Of
Greater Buffalo
Amy Conmy
Kathleen Connolly
Anne Constantino
Terrence & Susan Daniel
Jurij Deputat
Renee Diflavio
Erin DiGirolamo
Jacqueline Dillon
Helen Domske
Carol & Jack Dressel
Melinda DuBois
Timothy Ecklund
Carl Eddy
Emily Eisenbaum
Catherine & Patrick Feldman
Carolyn Finger
Elizabeth Fiorentino
Robert Fiorentino
Janet Gaskin
Tracey Gawron
Raymond & Donna Gerwitz
Cheryl Giancola

Horace Gioia
Aimee Gomlak
Pete Grum
Cassie Guagliano
Jacob Haacker
Andrew & Amelia Hakes
Linda Hardie
Stephen Harriger
Phillip Held
Deborah Hengst
Kiel Illg
Joanne Johansen
Brenda John-Banach
Patrick Keating
Joann Kelleher
Benjamin Keller
Patricia Ann King
Susan Kinson
Dale & Louis Kruschke
Katherine Laboski-Collender
Mary Lambert
David Lamontagne
Lynnette & Jeffrey
Lamontagne
Megan Landreth
Brienne Lawton
Ann Lindemann-Czajka
Ryan Lucinski

Joyce Lynch
Karen Lynne
Jennifer Lyons
Ruth & Dennis Macaione
Robert Madden
Michael & Lisa Maxwell
Robert McCormack
Nora McGuire
Kevin & Renee McKenzie
Karen Merkel
Carolyn Messana-Morrow
Maryanne Milne
Dr. Joseph Mure
Norm & Sue Naab
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Niagara University
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UKOGF Foundation
United Way Of Buffalo & Erie County
United Way Of Central NY
United Way Of Greater Niagara
Trey Vail

Brandy Vandermark-Murray
Munni Visco
Marvin & Parette Walker
Raymond & Dolly Watt
Scott Weber
Herb Weis
West Herr Automotive Group
Marybeth Whiting
Michael Whiting
Donald Will
Walter & Karol Lynn
Winiarczyk
Kathleen Wohlfahrt
Jennifer Wolcott
- 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.



Supporting Our Mission, Vision & Values

The dedication, commitment, and support of our Board of Directors drives us to provide the best quality care to those we serve. Through their guidance and wisdom, we remain forward-thinking in how we can continue to be leaders in the mental health and addictions field. Hear from some of our members on their experience in remaining committed to our Board.



Bhakti Sharma

“Being a part of Horizon’s board has been the most rewarding experience of my life. The board members are dedicated and truly invested in the betterment of the WNY community. The board meetings are informative, collaborative, and so well-organized. Some of the board members have been a part of the Horizon family for decades. That tells me that Horizon builds a strong foundation with a real sense of purpose and commitment to community. I am honored to be part of that. The You Are Not Alone Mural on the east side, Horizon Village campus, and the multiple partnerships that Horizon has with educational institutes excites me. They are not only the thought leaders in mental and behavioral health services, they are also leaders in advocacy and education.”

Randy Bowen

“I wanted to be associated with a progressive and innovative company that had real roots in WNY. My hope was to be part of an organization that transforms lives. That is at the core of the work that Horizon Health Services does each and every day. I am excited about the future of the organization. It has doubled since I started several years ago and is consistently recognized at the state level for its innovative and progressive programs to help countless families in WNY. Anne’s recent appointment on the Opioid Settlement Board has been a clear indicator that the work that Horizon Health Services is doing is bettering our community. I am looking forward to continuing my board commitment and working with the leadership to further the mission and vision for the organization.”



Parette Walker

“The outstanding services that Horizon has provided to the community for many years influenced me to join the Horizon Board of Directors. I support Horizon’s mission and vision and I’m proud to collaborate with a group of talented individuals as we govern collectively to help the organization effectively meet its responsibility in the community. As a retired Elementary School Principal, I found enjoyment in service and relied on such skills as communication, time management, problem solving, and cultural competency to perform effectively. These skills will follow me as I continue to serve the community in my new role in the behavioral health industry.”

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Together for Recovery. Changing Lives. Saving Lives.

