



Recovery.
Changing Lives.
Saving Lives.

2011 ANNUAL REPORT

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From the President and CEO

Changing a mission statement is a step an organization must take very carefully. In 2011 that's exactly what we did.

Simpler and more direct, our restated mission better expresses what Horizon is all about – helping individuals and families travel the road to recovery. Our business is treatment, offering hope and opportunities for individuals to change their lives.

Our focus on the family is significant. Addiction and mental health issues affect not just individuals but everyone around them. Our comprehensive approach to treatment also benefits families and loved ones.

“Our focus on the family is significant. Addiction and mental health issues affect not just individuals but everyone around them. Our comprehensive approach to treatment benefits families and loved ones, too.”

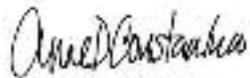
Health care providers often talk about “access.” For us, that means in the moment when someone seeks help, we need to be within reach. Our goal is to make admission easy, seamless and fast. Last year we made tremendous progress, with our first location in the Southtowns, new satellites in more communities, and new partnerships with medical providers.

Because many of our clients have multiple health problems, recovery must address the needs of the body, as well as the mind and soul. Our new Wellness Center at Horizon Village offers everything in one place – primary medical care, treatment for addiction, plus mental health and psychiatric services. Exercise promotes better health and a positive outlook, so our new gym offers physical fitness services to current and past residents.

To meet community needs that are great and growing, we've set an ambitious agenda. This summer we will initiate construction on a Horizon Village expansion that will add 25 beds for veterans. We will continue to develop our campus, thereby reducing waiting list time and increasing resources for young adults. And we will continue to cultivate partnerships with medical providers and health homes, making it as easy as possible for people in need to find us.

My heartfelt thanks go to the board members who are so generous with their time and expertise, to the managers and staff members who give us their best every day, and to my talented senior management team that believes in and supports our crucial mission.

Be assured of my continued commitment to the relentless pursuit of our vision – that everyone who embarks on the lifelong journey to recovery will enjoy ready access to our valuable services.



Anne D. Constantino
President and CEO





MISSION
Recovery.
Changing lives.
Saving lives.





OUR VISION
Best in class:
Progressive.
Proven.
Preferred.

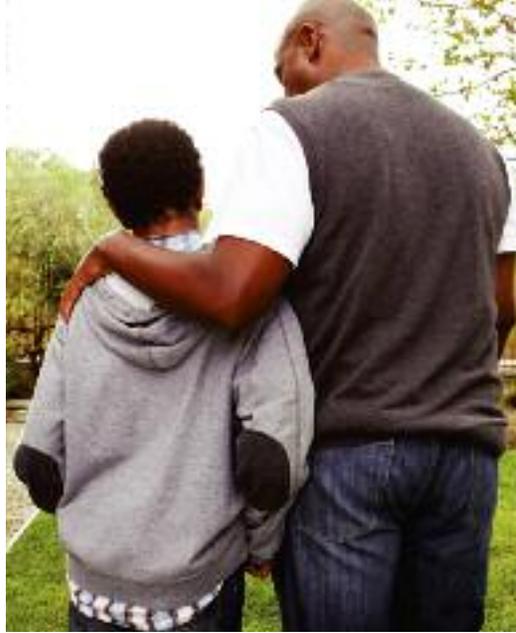


"The PROS program has been a godsend for our son and an answer to our prayers. It wouldn't seem possible that we would see such a big improvement in such a short time, but we have.

There are no two ways about it – our son is so much better since he came to PROS. It is this kind of program that all of us wanted to see him in. He has a great deal of potential, and with work and a good program there is hope that he will be able to achieve his dreams. I sit here wanting to cry because of how much better he is.

Please thank everyone for giving all of us, but especially our son, the gift of your time and the PROS program. It means more than you can imagine."

- **Mother of PROS program client, age 19**



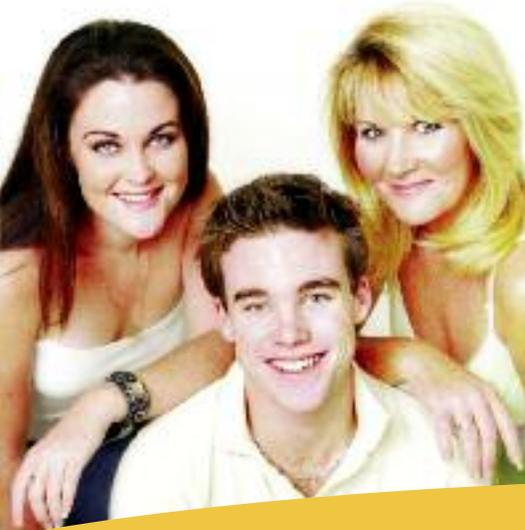
"I've noticed that most family members are very upset with individuals when they come into treatment because of the behaviors: the lying, the stealing, etc. What I tell them is: 'I know you're upset, but I need you to recognize that you are dealing with two people who live in one body. You are dealing with the *addictive self* and the *authentic self*, and the only way you can tell them apart is from their behaviors. Remember, the fight is against the addiction, not the person.'"

- **Vicky Wideman**, Senior Clinical Specialist
Horizon Village, 2011 Employee of the Year



"To repeat an old cliché, addiction is a family disease. On one hand, this is so because addiction affects everyone connected to the person who is addicted, not just the addicted person. On the other hand, this is so because as individuals go through recovery, they need their families to go through recovery with them. Addiction is just like any other chronic disease. Having family involved and supportive of someone trying to navigate heart disease or diabetes is no different. To really be supportive, families need to understand the lifestyle issues and changes necessary to get on the path to recovery and lead a healthy life. Change is hard. Families can make it easier . . . or not."

- **Paige Prentice** Vice President of Operations



Strengthening families

No one can recover alone. We know that when loved ones participate in the treatment process, the rate of success increases greatly. That's why, in 2011, we sharpened our focus on the entire family. Horizon develops a plan, provides resources and delivers comprehensive treatment to help family members understand their role and learn how to help.

New Family Recovery Center in Orchard Park

Horizon has long recognized the need for services in the Southtowns. Our first clinic there provides confidential evaluations and counseling for adolescents, adults and families affected by drug and alcohol use. Equally valuable, Horizon offers information and education on addiction and abuse for the entire community.

Horizon Village Family Program helps families fight addiction together

Promoting family communication and healthy socialization are priority goals for counselors at the Village. More than 30 family members of residents attend both group and individual meetings throughout the week. Social events that will incorporate the family involvement model are planned all year as well. To encourage effective communication on the path to recovery, the program also implemented a "Family Agreement" aimed at achieving a more positive and successful impact on the relationship between residents and their families.

Horizon Village Young Adult Treatment Facility

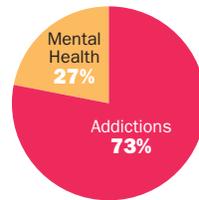
Prescription medications present the nation's fastest growing drug abuse challenge, especially among young people. For individuals with serious problems, including opiate addiction, residential treatment offers the best chance for stabilization and early recovery. Horizon is committed to building a 25-bed facility to serving the rising number of young adults in Western New York who need but cannot access treatment. One of our many goals, once this center is built, is to offer families the opportunity to heal, recognizing that their participation is essential for long-term recovery.

**Clients Served
in All Programs**
10,062

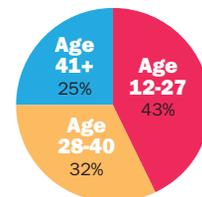
**Total Admissions
at Horizon Village
Rehab 247**

Young Adults Seeking Treatment

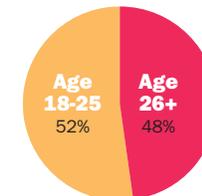
(under 25 years of age)



Addiction Clients Served



Horizon Village Rehab Residents



"When my son's counselor recommended Horizon Village because of his increasing drug usage, I was not enthusiastic about the prospect. I was definitely wrong and feel it is an amazing drug and alcohol rehab program.

I am so impressed with your counselors' enthusiasm, communication skills and professional demeanor. When we attend classes for families and residents, I am always interested and informed. There has not been a session when we haven't left enlightened and hopeful.

Both of my son's counselors, in my opinion, are truly a value to their profession as well as your facility. Substance abuse counseling is a demanding field, and both are to be commended for their work."

- Mother of 23-year-old client



"I think about Horizon Village often, as my son is doing tremendously. February 2012 will be two years clean. Horizon helped us save our lives and we will be forever grateful.

Thank you, thank you, thank you."

- Father of 27-year-old client



Partners for the future

Partnerships with other health providers advance our efforts to improve convenience for clients, extend our presence into more communities, and reach more individuals and families who need Horizon's services.

New Wellness Center at Horizon Village

Recovery requires an approach that balances mind, body, and the will to succeed. With a consolidated medical practice, mental health satellite and fully equipped gym, our new Wellness Center is unique in Western New York. A wellness counselor creates nutrition plans, recommends fitness routines, and tracks client progress. Clients benefit from camaraderie and support, as well as the mood-enhancing, stress-relieving and addiction-protection effects of exercise.

Sisters Hospital, Buffalo

In August, Horizon began providing behavioral health assessments and limited counseling services at the Piver Center for Women's Health and Wellness. Women who need further treatment for anxiety, post-partum issues, depression or other concerns are referred to another Horizon location.

Services for opiate addiction

Suboxone, a medication prescribed for opiate addiction, must be administered and monitored by a medical professional. In response to the growing need for follow-up services, Horizon implemented Medication Assisted Treatment throughout Erie and Niagara Counties.

Live crisis response, 24 hours a day

When people call a crisis hotline, they need more than a recorded message. Thanks to a community partnership, more than 15 agencies across Western New York have implemented a system to assure callers get a personal response, day or night.

Enhanced online resources make better connections

As technology use proliferates, Horizon is taking full advantage of new ways to communicate, educate and connect. Text and email messages conveniently remind clients about appointments. Our redesigned website is a confidential, interactive resource for advice, assessment tools, and information. A planned blog will enable us to answer questions. Teleconferencing holds promise for both internal meetings and client counseling, and social media present opportunities for awareness and fundraising.

Expanded services in Niagara Falls

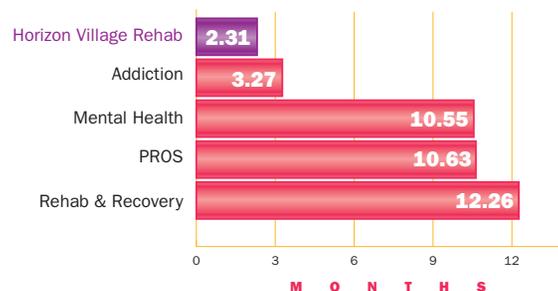
In 2011, mental health services were introduced to augment the addiction services we provide at City Market.

Expanded psychiatric services

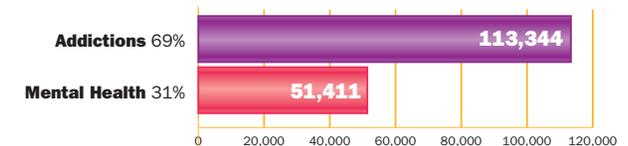
We continue to increase the availability of psychiatric services in all Horizon locations to improve convenience and add valuable, needed benefits for clients.

Charity Care Horizon Health services provided \$1,500,000 worth of charity care to the Western New York community in 2011.

Average Length of Stay



Visits





Outrageous Olympics held at the Wellness Center in October 2011



CORPORATE VALUES

Act ethically

Demonstrate honesty and integrity in all actions.

Be respectful

Respect all people.

Have a positive attitude

Take on every day like you have the power to make a difference in someone's life.

Be innovative

Believe you can develop new ideas, programs, treatments and philosophies.



"Horizon employees work hard and play hard – they understand what it means to have a healthy work-life balance."

- **Lisa Arnet** Vice President of Corporate Relations

In March 2011, the "Oscars" employee recognition event was held



The power of teamwork

Horizon Health excels as a place to work. Because we care deeply about our team, we are better able to care for the clients and families who entrust their recovery to us.

Best employer honors ... again

Horizon was named a **Best Company to Work for** in New York State in 2011 – our fourth consecutive year. And for the fourth year running, *Business First* designated Horizon one of the **Best Places to Work** in Western New York. Our employees make the difference because they exhibit Horizon values and dedication to excellence not only to clients and their families but to their co-workers as well.



Additional statewide recognition

Horizon is considered a model of best practices. We continue to be acknowledged for the sophistication of our quality assurance and training programs. Program licenses are routinely awarded for the maximum duration, and client satisfaction scores are consistently high.

Successful recruiting and retention

In 2011, Horizon averaged only one open clinical position. For a time there were none at all. Not only are we hiring qualified clinicians quickly, we are also adhering to higher standards of education, licensure and experience.

Significant savings on health insurance

Horizon united with six other not-for-profit providers in a Health Insurance Consortium aimed at offering the best coverage and the most affordable premiums. The first year's renewal rates achieved \$159,000 in savings.

Facilities and technology improvements

We logged several achievements in 2011:

- Renovations at our Main Amherst Center increased space for client counseling, staff meetings and offices. The redesign enhances patient comfort by creating a consistent environment in all locations.
- To safeguard patient and operational data, we implemented a disaster recovery plan that backs up electronic records every week.
- We continued to expand our internal VOiP network for more efficient communication.
- We earned \$8,800 in NYSERDA reimbursements for energy efficiency measures at our new Wellness Center.

"Horizon has established systems to ensure the delivery of high quality services employing evidence-based practices that are responsive to the needs of our clients. These include comprehensive quality and compliance auditing, multiple quality improvement initiatives, ongoing client satisfaction and outcome measurement against quality performance targets, clinical supervision and an extensive range of training in evidence-based practices through Horizon University. As a result, Horizon has consistently received maximum license renewals from regulatory site reviews, and was invited by the Office of Alcoholism and Substance Abuse Services to present our quality systems at the 2012 Association of Substance Abuse Professionals conference."

- **Herb Weis, Ph.D.** Chief Quality and Compliance Officer

Employee Statistics

Number of Employees 331 **Gender** Male 20%, Female 80%

Average Age 38 years **Medical Professionals** 26

Clinical Staff with license, qualified health professional status, or master's degree in related areas 91%

"I am very excited for the ground-breaking of this new Veterans Facility as part of Horizon Health Services. This facility will go a long way in helping those who have fought so hard for our country. Any assistance we can give those who have so selflessly helped us is a great accomplishment and I applaud Horizon for its initiative on this project."

- NYS Senator George D. Maziarz



Thank you to all who have served our country. Veterans, thank you for your service, whether you serve now, or served decades ago. Thank you for defending our freedoms.



Building for tomorrow

As community needs grow – particularly among young adults, adolescents and veterans – we are increasing our capacity to address them. The waiting list at Horizon Village is always long, so expanding the campus is a priority. Construction and fundraising are under way, and our progress is already noteworthy.

Veterans Residential Treatment Center

Experts predict that as many as 50% of veterans who served in Iraq and Afghanistan could face serious psychological problems. We will soon begin construction of Freedom House, a 25-bed facility for intensive treatment of chemical dependency and post-traumatic stress disorder.

Young Adult Treatment Center

The nation's fastest growing abuse problem, prescription drug addiction, is epidemic among young adults. Overdose deaths have more than doubled in recent years. Horizon has submitted an application to construct a 25-bed residence where programming will specifically meet the unique needs of young adults.

"About three million of our service members have now rotated through Afghanistan and Iraq during our 10 plus years on the War on Terrorism, many of them on multiple deployments.

In addition, hundreds of thousands have been deployed to more than 130 other countries in support of many missions the American public has not ever heard of. Our all volunteer military has performed superbly under great stress and terrible conditions. They have seen and done things that no human should ever have to endure and some of them have a very difficult time returning to the 'normal world.' Many of them resort to self-medication to treat the pain and guilt they may be suffering from and it is that population that we as a nation, community and company must be ready to assist. Our new Veterans Facility will provide a greatly needed resource to these brave men and women in that recovery process leading to long and productive lives."

- Patrick Welch, Ph.D. Sgt. USMC (Ret)/VAVE
Director, The Center for Veterans & Veteran Family Services

Our community cares

Horizon is fortunate to have so many friends and benefactors. In 2011, we benefited from collaborations, contributions and in-kind donations supporting the expansion of Horizon Village. We are profoundly grateful for them all.

We would like to thank the following patrons who have given substantial support and pledges for the Horizon Village Campus Expansion in 2011

Benderson Development

Michael and Norma Devin

Horizon Staff & Board Members

The Kelly for Kids Foundation

Patrick P. Lee Foundation

New York State Power Authority

Rand Capital

Reeds Jewelers

Walmart



Horizon Health Services is a 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 Health Services Board of Directors

Randyll P. Bowen	Katie Kenney
Kevin D. Robinson, Esq.	Karen Merkel
Patrick W. Welch, Ph.D.	Michael Mistriner
Michael Maxwell, Esq.	William L. Ross
Richard Gallagher	Joseph S. Sankoh, MA, MAIS, Ph.D.
Linda Hardie	Dennis Walczyk
Suzanne K. Johnson	



Horizon Village is a 50-bed private, 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.

Horizon Village Board of Directors

Kevin D. Robinson, Esq.	Katie Kenney
Randyll P. Bowen	Karen Merkel
Patrick W. Welch, Ph.D.	Michael Mistriner
Michael Maxwell, Esq.	William L. Ross
Richard Gallagher	Dennis Walczyk
Suzanne K. Johnson	



Health Management Group provides comprehensive executive management services for its not-for-profit affiliates, Horizon Village and Horizon Health Services. Horizon Health Services is the largest and most comprehensive provider of outpatient mental health, chemical dependency and recovery support services in Western New York, with services located across Erie, Niagara and Genesee Counties.

Health Management Group and Audit Committee Board of Directors

Michael Mistriner	Gretchen Fierle
Pete Grum	William Glass
Aimee Gomlak	Linda Hardie
Michael Maxwell, Esq.	Jack Sieber





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

Sanborn Health Center

6321 Inducon Drive East
Sanborn, NY 14132

Sisters Hospital

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

**Southtowns Family
Recovery Center**

3045 Southwestern Boulevard
Suite 109
Orchard Park, NY 14127

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

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