

Horizon

TREATMENT SERVICES

Impact Report 2023

Inspiring *hope* and *healing*
since 1976

www.horizonservices.org



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Horizon

TREATMENT SERVICES

Integrity • Respect • Compassion • Professionalism

A Better Life is on the Horizon

Horizon Treatment Services creates a safe, caring community for those who are ready for change.

Here's what we are up against, and why we can't do this work without you.



15% of high school students reported having tried certain illicit or injection drugs (i.e. cocaine, inhalants, heroin, methamphetamines, hallucinogens, or ecstasy). (Centers for Disease Control)



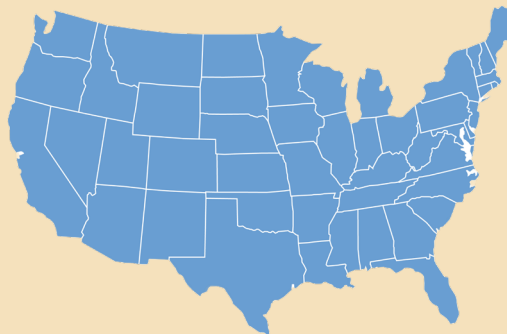
In 2020, approximately 21.8% of LGBTQ+ adults had an alcohol use disorder in the past year, compared to 11.0% in the overall population. (National Institute on Drug Abuse)



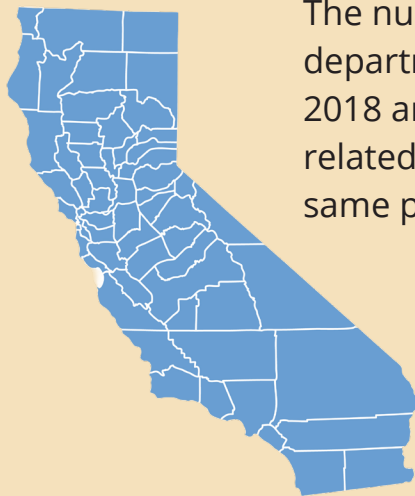
Among adults with serious mental health problems, more than one in four adults also struggle with substance abuse. (MentalHealth.gov)



During the pandemic, alcohol-induced deaths increased by 38%, with the highest rates occurring among American Indian and Alaskan Native people, followed by Hispanic and Black populations. (Kaiser Family Foundation)



20.4 million people in the United States were diagnosed with substance use disorders in 2022. (National Institute on Drug Abuse)



The number of amphetamine-related emergency department visits increased nearly 50% between 2018 and 2020. And the number of non-heroin-related opioid ED visits more than doubled in the same period. (California Health Care Foundation)

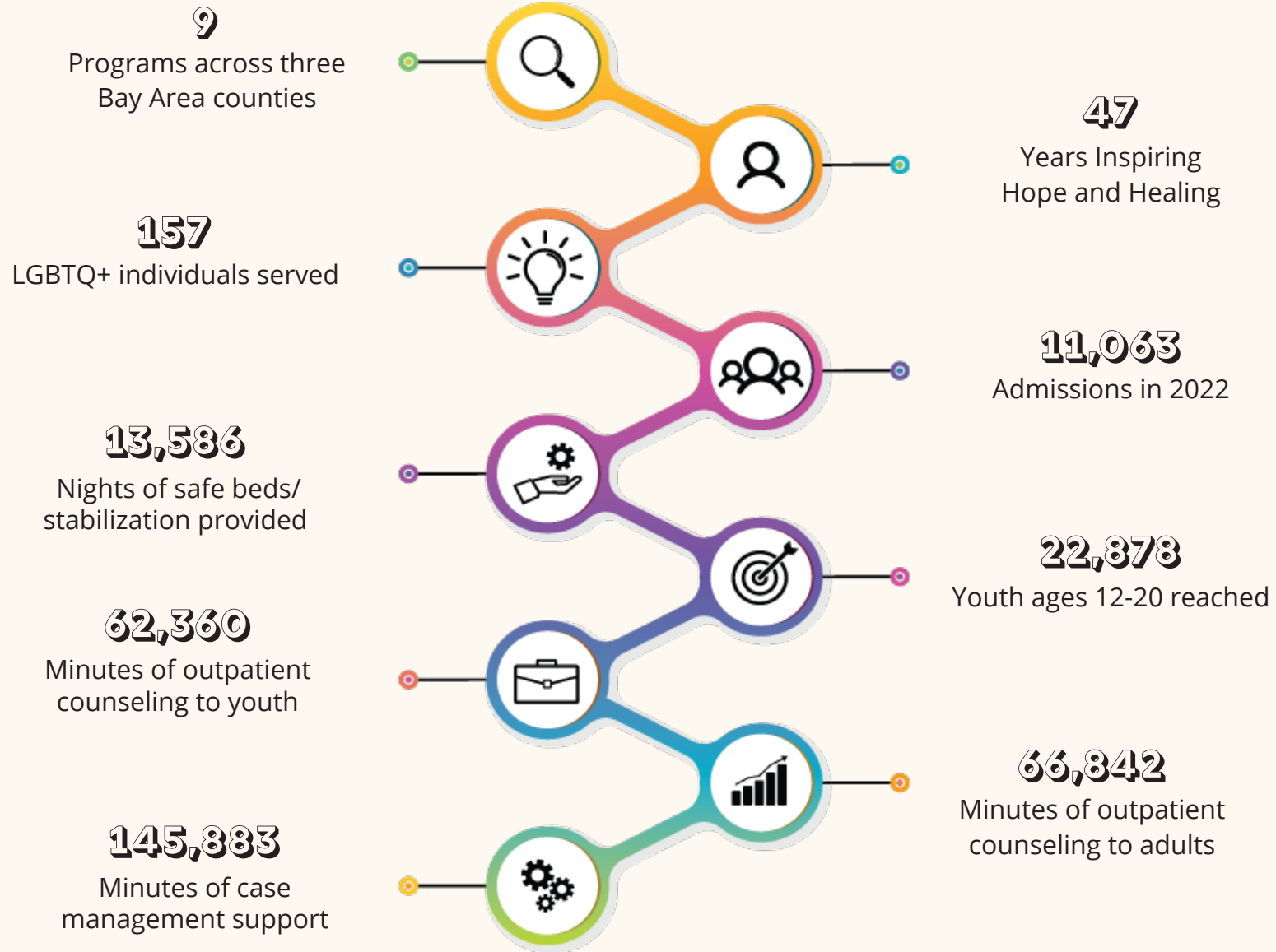


7,175 California statewide opioid overdoses with 441 in our service area in 2021.

(California Overdose Surveillance Dashboard)

Thank you for helping us reach these milestones in 2022!

Every number represents a person, a family and a legacy forever changed.



A MESSAGE FROM OUR CEO, JAIME CAMPOS

The horizon has always been a symbol of new beginnings, hope and opportunity. In the same way, our team and services continue to offer tangible, transformative results to those seeking a life free of addiction.

And just like those we serve, our team knows that striving to become better versions of ourselves requires hard work, dedication and reliance on a supportive community. So, to you, our community, we want to stay accountable and share a few of the ways we've put hard work and dedication into practice over the last year for our clients' benefit.

A Detox Program Re-Opened: Palm Avenue Detox reopened in September 2022 to a higher quality standard than before, providing Medi-Cal beneficiaries who are experiencing substance use disorders and co-occurring behavioral health disorders in San Mateo County, a safe and supportive atmosphere for treatment.

A Residential Program Revamped: Program renovation was completed at Cronin House Men's Residential, restoring precious treatment capacity for our community in what is now a higher quality space!

A Commitment to Quality: We improved commitment to quality by offering patient experience kiosks, allowing clients to give open, honest and immediate feedback which we can now use to systematically enhance operations.

A Commitment to Safety: We improved our commitment to safety by adding new patient monitoring technology in our Detox programs, helping us ensure that our patients get the safest care possible.

Thank you for sticking with us over these past three years. They've been difficult at times, but our Board, team and stakeholders' resilience has given us the ability to be flexible and adaptable. As a result, we are evolving to meet the needs of our clients, our community and our industry.

So, you may show up and knock on our door to find some things that are new—and we welcome you to! But you'll also find that our values haven't changed. **Integrity, respect, compassion** and **professionalism** remain our cornerstones and will continue to guide us into a future where more individuals can embrace their true potentials, free from the throws of drugs and alcohol.

Jaime Campos, MBA-HA, SUDCC
CEO, Horizon Treatment Services



“At Horizon, we love being in the business of helping people reinvent themselves into shining, productive members of society.”

Horizon

TREATMENT SERVICES

DHCS Licensed • Medi-Cal Certified
Founding Member of the National Sobering Collaborative



Horizon Services Advocates on the National Stage for Change

Horizon Treatment Services was among the attendees at the National Association of Addiction Treatment Providers - NAATP 2023 Day on Capitol Hill in Washington, DC. Esteemed representatives, Jaime Campos, CEO, and Eliseo Becerra Jr., CCO, actively engaged as advocates for the field of addiction treatment, highlighting key areas of focus. These included advocating for the enforcement of the Mental Health & Addiction Equality Act, seeking increased funding to expand national loan repayment programs to address workforce shortages, and promoting the inclusion of Residential SUD treatment programs within Medicare coverage.

During the event, Congressman Eric Swalwell, renowned for representing California's 14th congressional district, generously made time to meet and attentively address the concerns presented by Horizon Treatment Services. As the agency operates within Congressman Swalwell's region, his profound appreciation for the impactful work accomplished by Horizon Treatment Services was evident. The agency extends its sincere gratitude to Congressman Swalwell for his unwavering support and willingness to lend an ear to the cause.



Jaime Campos, CEO; Congressman Eric Swalwell; Eliseo Becerra, CCO

We are proud to have joined the National Association of Addiction Treatment Providers to advocate for our clients on Capitol Hill, Washington D.C.

PULSE FOR GOOD

Horizon Treatment Services Overall: 4.4 stars



Fast, Honest and Actionable Client Feedback

Pulse For Good is a client experience survey that we implemented in November 2022 to assure that our growth remains client-centered at its core. This onsite, in-program kiosk system allows clients to give real-time reviews of how they experience our programs.

Having feedback from clients helps us continue our quality improvement process and better understand their needs. Using a survey system is also a wonderful tool for staff to see how their hard work impacts the people they serve.

There are many positive comments that highlight our impact on clients, and we are very proud to receive them. In some instances, though, we receive comments that provide opportunities to improve what we do and recognize that there are still improvements to be made.

As we restabilize post-COVID, we are committed to creating the best experience possible for clients and showing them that a better life is on the horizon.

Overall scores for Horizon Services and our programs are composed of various questions that touch on quality, being provided with options for one's care plan, how much help the individual felt that they received and overall satisfaction.

Clients are given the opportunity to rank us on a five-star scale for each question as well as provide comments that explain their rating.

Below is a sampling of the questions clients are asked to determine the scores. Questions may vary across service lines.



Pulse for Good Kiosk

- How satisfied were you with the overall program?
- How hopeful did the staff make you feel about your situation?
- I was provided options or choices for my care.
- I was treated with dignity and respect.
- How well did the staff understand your needs and concerns?
- How well has your treatment and care helped reduce your symptoms and/or issues?
- I was given the right amount of time to speak with the staff.
- How safe did you feel in our facility?



PROGRAMS AND IMPACT



CHERRY HILL

Horizon Services Overall: 4.4 stars

Cherry Hill Sobering: 3.7 stars

Cherry Hill Detox: 4.3 stars

For questions on how ratings are calculated, please refer back to page 7



CHERRY HILL

The Cherry Hill Detoxification Services Program is incredibly unique because it consists of two complementary components that are located on the Fairmont Hospital grounds.

As a sobering center in the County that accepts people as they are when they need help, our Sobering Unit is in high demand and therefore receives a high amount of traffic. Staffed 24 hours a day, 7 days a week, this co-ed facility is specifically designed to assist those needing immediate sobering services for a brief visit of up to 23 hours and 59 minutes. Clients' basic hygiene needs are met while with us and they are monitored every 30 minutes by a caring, certified staff as well as volunteers that are in recovery and want to help others.

With clients primarily referred from the Sobering Unit, the Detox Unit is a live-in residential program serving adults who are withdrawing from the effects of alcohol or drug use. Clients are constantly monitored by trained staff who work with them to assess their needs and goals. In addition to having the aid of a recovery coach, clients also receive individual and group counseling, along with case management assistance that educates and encourages in this difficult time. These staff particularly excel at developing stakeholder relationships throughout Alameda County's continuum of care in order to ensure that we have access to all options for one's continued care.

Admissions at Cherry Hill in 2022

4,228

Sobering Unit

1,480

Detox Unit

“The Cherry Hill Sobering staff truly cares for the clients we serve and treats them with respect as they begin their journey. They deserve the best service, and we are committed to providing it while also being kind and working with integrity.”

Anthony Bass, Program Manager
Cherry Hill Sobering

“Cherry Hill Detox provides the opportunity to begin the road to recovery. Clients are provided a means to navigate one of the most difficult times in the recovery process. I still remember a specific moment in seeing a client who came to us depressed and defeated, and left with hope in the possibility of living a sober lifestyle.”

Gary Smith, Program Manager
Cherry Hill Detox

Breaking the Cycle at Cherry Hill Sobering Center

From 126 Sobering Unit Visits to One Life-Changing Decision

Admittedly, the recovery journey is not a straight path. It is often filled with obstacles like heartbreak, relapse and self-doubt.

No one knows that better than James. Between 2016 and 2022, James accessed Horizon's Cherry Hill Sobering Center 126 times.

While some might view this as a negative outcome, it's important to note that he continued to return because he felt safe and comfortable.

This is a huge testament to the kind of environment that our Sobering team has created. There is a lot of shame associated with addiction, so imagine James feeling like he could return that many times knowing that he would receive help, not judgment. He may have worn out his welcome with friends or family, but he is always be welcome at Cherry Hill.

Despite struggling with opioid addiction, James knew that as long as the center stayed open, he had a place to go when he needed help. In early 2023, something changed: He showed up with a new attitude and a desire to turn his life around.

James was transferred to Cherry Hill Detox, the Sobering Unit's sister program, where he stabilized his withdrawal symptoms

and worked with a case manager to find the right treatment program to help him continue working on overcoming his addiction. Though he encountered obstacles along the way, he never gave up.

As a result, James successfully completed his treatment program and later entered their aftercare program. He's now working two jobs and has his own apartment—a far cry from where he was just a few months ago. James still checks in with the Cherry Hill team from time to time to let them know about his latest accomplishments and to receive additional support, which he is gladly given. His story illustrates that success may not be immediate, but it can be lasting.

Additionally, without access to Cherry Hill's programs, James would likely have ended up in the hospital or even jail many times, costing taxpayers a significant amount of money. And he might not have received the level of care that led to his life-changing decision.

Sobering Centers such as those which Horizon operates not only cuts costs of emergency services but offer the type of support that helps people like James overcome addiction and build better lives for themselves.

Despite struggling with opioid addiction, James knew that as long as the center stayed open, he had a place to go when he needed help.

Carla's Daughter Was Her Ultimate Turning Point

Like many stories we hear, Carla's use of drugs started out "in control." She didn't see herself as an addict because, in her teens, she was only using drugs at lunch. But as she became an adult, the habit spiraled and took over her life.

As a result, Carla received several felonies and lost her home as well as her job. Through drug court services, she was given the opportunity to choose treatment over jail. She admits that in that first program, she was "barely making it. I was faking it to try and make it but still using meth and not adhering to policies. I was also shuffling my 11-year-old daughter through the process."

Once they lost their home, she and her daughter moved to extended stay hotels. Carla thought they were okay because "addict thinking" told her that they had a place to go and her daughter was still in school. Her daughter also had the ability to stay with her parents, so it gave Carla the excuse she needed to keep using meth and taking risks. And she continued bringing her daughter to court check-ins, thinking that would be safer and that she wouldn't be reprimanded.

Carla also found a device to cheat the urine tests, but when it failed on one occasion, she asked her daughter to take the test for her. "In that moment, I recognized what was happening and it was a lightbulb moment."

She finally confessed to her parents what was happening and at her next drug court appearance, Carla was introduced to Chrysalis, a short-term

Women's Residential Treatment program of Horizon Services. Due to the strict rules designed to keep her safe and drug free, she left after a few days and continued using. In the end, she ended up back in drug court and returned to a program. But this time, she stayed.

Carla admits that she was very combative around Chrysalis' rules in the beginning, preferring to make her own rules and plans, but at the same time, she began to respond and connect with Elaine, the Program

Manager. And she told Elaine that she was worried about inpatient care because her daughter had been rebelling and she didn't want to be out of touch. Soon after, Carla's father and daughter showed up to family counseling, and the Chrysalis team explained to her daughter that she was an important part of the process in getting mom well. That became another turning point for Carla.

After six months of hard work, Carla graduated. "I became a productive member of society and a present parent, able to reunite with my daughter." She also participated in Dress For Success, attended a Goodwill Industries workshop, was offered a job, and still works for them 14 years later!

"Without Chrysalis, I would've started using intravenously and either gone to jail or died. That place is very dear to my heart, and I give back what was so freely given to me through speaking and volunteering. I am also still close to the women who went through the program with me. Though recovery is an ongoing process, I know that using again is not part of my story!"

"In that moment I recognized what was happening and it was a lightbulb moment."

PROJECT EDEN ADULT OUTPATIENT

37 Admissions in Adult Outpatient Programs

Project Eden's adult outpatient treatment meets clients where they are on their road to recovery, allowing them to be who they are and seek out sobriety and recovery at their pace. In fact, many clients choose outpatient treatment because it lets them work and be engaged with their family members while in treatment.

In this setting, we approach working with individuals from a strength-based, non-judgmental, and culturally-responsive perspective—hand in hand with clients, their loved ones, and the communities. Within our safe environment, clients can let their guard down, and open up and build trust with their counselor or prevention specialist, which is critical to the lifelong journey of recovery.

Additionally, as opposed to other programs in the area, Project Eden's adult outpatient program is the only SUD provider in Dublin, Livermore, Pleasanton and nearby unincorporated communities.

Through our core services as well as information, education and support for other life issues related to substance use, Project Eden clients are set on a path for a brighter future.

Horizon Services Overall: 4.4 stars

Project Eden Adult Outpatient: 4.89 stars

For questions on how ratings are calculated, please refer back to page 7.

“Seeing the transformation of the client is incredibly rewarding. It starts with an untrusting nature, but as time progresses, the client becomes heavily involved in the program and their recovery. At that point, a light inside of them goes from black or dim to a bright shining light or star. They begin to speak openly and learn to embrace the new person they are becoming, free from alcohol and other drug use.”

Rochelle Collins

Associate Director of Outpatient & Prevention Programs
Project Eden



He Made Plans to Relapse

Until He Entered Project Eden's Adult Outpatient Program

PROJECT EDEN OUTPATIENT

This hard-won lesson has been a long time coming for David. After inpatient treatment at 21, he remained sober during his twenties. However, despite starting an exciting new apprenticeship in his early 30s under a boss that believed in him and his abilities, David began telling himself that he would fail at this opportunity.

He also began placing additional pressure on himself and his social anxiety spiked. As a result, he sought out medication, but quickly convinced himself that meth would be a better alternative. The pandemic started shortly after, and using drugs became a routine and coping mechanism to deal with what was happening in the world, at work and in his personal relationships.

It took a former partner confronting David before he decided to get help. Over the span of about six months, he tried multiple programs but didn't find a good fit. Either they felt homophobic to him as a bisexual male or they didn't offer the level of treatment that he wanted. It was a referral to Project Eden that provided the intensive outpatient treatment program he desired in an atmosphere where he felt welcome and accepted.

Without Project Eden, David said he would've kept relapsing. In fact, he entered the program one October while making plans to relapse in November. But he kept showing up and participating in

meetings, and he felt himself changing in the process—and he gave up his plan to relapse!

David credits Project Eden for keeping him accountable and providing him with practical tools to cope with his addiction and mental health issues. His weekly meetings with his counselor helped him to stay focused, track progress and set realistic goals. Additionally,

David learned the skills of positive self-talk, journaling and how to reframe his struggles so they were less stressful. And he created a relapse prevention plan to help him and his loved ones have a clear vision of his sobriety journey.

Now, David is looking ahead instead of focusing on the past. He came to realize that good people can do bad things, but it doesn't define them. And he is currently planning to

be more involved in the recovery community, make new friends there and invest in people the way Project Eden invested in him. David even eagerly anticipates celebrating his one-year sobriety anniversary in September at a meeting with those who understand his struggles.

Though accumulating days of sobriety is an important part of the process, David says he is now connected to a deeper view of why he wants to stay sober. "I have faith that things are going to be okay and life is worth living. It's possible that some of the best parts of my life are still ahead of me, and I want to be here for it."

*"I deserve to be happy
and okay."*

PROJECT EDEN YOUTH PREVENTION AND OUTPATIENT

Project Eden is uniquely established as a leader in providing youth outpatient treatment, prevention and education services that are culturally responsive to the needs of the individuals we serve. And no one is refused services due to inability to pay.

Our programs have identified an increasing need for services for youth who are already using or abusing alcohol or other drugs, or who are exhibiting behavior which puts them at extremely high risk for abusing alcohol or other drugs. So, in order to make them easy and convenient to access, services are office-based as well as located in the community at churches and throughout five school districts.

Generally, programs fit within four categories: psycho-educational support groups, a two week summer youth program, youth and family counseling and the Lambda youth project for LGBTQ+ individuals.

It's important to note that Project Eden is the only provider in Central and East Alameda County. Additionally, it is the only youth outpatient treatment program that hosts a parent support group. Furthermore, it is the only program in Alameda County to have specialized services for LGBTQ+ youth, who are at a higher risk for substance use. Without Project Eden, communities would go unserved.

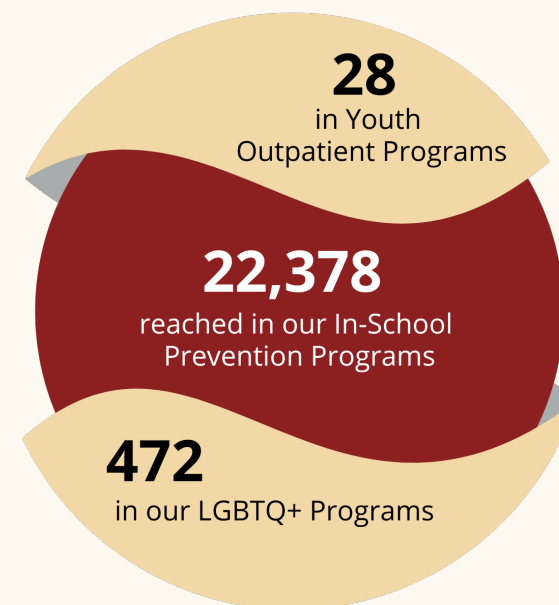
Horizon Services Overall: 4.4 stars

Project Eden Youth Prevention: 4.81 stars

Project Eden Youth Outpatient: 4.16 stars

For questions on how ratings are calculated, please refer back to page 7

youth served in 2022



“For youth, prevention and education services are critical in preventing young people from getting involved in substance use. But when it happens, I have seen those we work with become reconnected to schools and find new peer groups that are healthier for them. I have also seen families transform as the individual is freed from their addiction.”

Rochelle Collins
Associate Director of Outpatient & Prevention Programs
Project Eden

“I have learned how to identify triggers. Before the program, I did not realize that friends and certain environments were triggering for me. But once I was able to identify these triggers, I began to make changes and have been able to maintain my sobriety at a young age.”

The client pictured is not the same as client quoted.



CRONIN HOUSE

111 Admissions in 2022

Cronin House is uniquely positioned to operate multiple American Society of Addiction Medicine (ASAM) treatment intensities to serve special populations. This includes those with co-occurring disorders or cognitive impairments, many of whom may be referred to us by the court system. It provides the safe environment, foundation, treatment and support necessary for males to overcome mental health issues and find a path forward.

With 24/7 support, this residential program is designed for men affected by substance use disorders, mental health issues and other co-occurring disorders. Cronin House is staffed by caring, dedicated professionals, some of whom are also in recovery from similar issues and are able to offer real-world guidance.

Clients may stay up to 90 days, and during that time, will participate in an intensive recovery program consisting of educational sessions, counseling, recreational activities, case management and other supportive activities such as self-help programs. Assessments, referrals and social services assistance are also available. It is truly a comprehensive, person-centered treatment program where individuals may explore new lifestyle choices and realize a stable path to recovery.

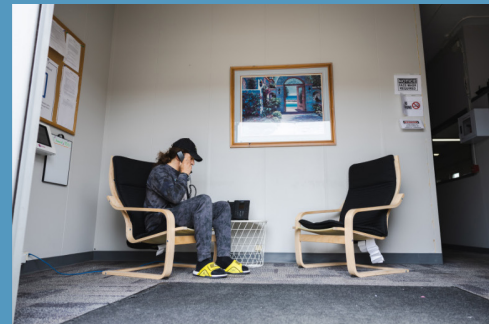
Horizon Services Overall: 4.4 stars


Cronin House: 3.5 stars

For questions on how ratings are calculated, please refer back to page 7

“The most powerful transformation I see in clients is the resilience and honesty they develop during their recovery journey. They move from self-judgment into self-compassion. And because clients learn to identify and reflect on the behaviors that cause their struggles and problems, they enhance their sense of individuality and focus on a positive outlook in their lives.”

*Cristina Islas-Banthi, Program Manager
Cronin House*





“I did not think I needed treatment at first, but soon after I started coming, I realized that I have an addiction problem and I could not stop using on my own. I have learned a lot about drugs, alcohol, addictions and new life skills that I can use for the rest of my life. I have resolved some of my family issues and I am regaining my parents' trust back.”

MISSION STREET RECOVERY STATION

1,463 Admissions in 2022

Mission Street Recovery Station is the only recovery station in Santa Clara County which provides services to individuals who are under the influence and/or experiencing a mental health crisis for up to 23 hours and 59 minutes regardless of their health care coverage.

Client stay is voluntary, and our compassionate staff provide services to allow an individual time to sober while being monitored by our medical team. Once stabilized, they are connected to community resources and treatment options by our Sobering Specialists.

This program is an effective alternative to incarceration or hospitalization for individuals under the influence of alcohol or other drugs or experiencing a mental health crisis. Because of Mission Street, police officers can return to patrol neighborhoods sooner, trauma is reduced for those experiencing crisis, and unnecessary incarceration and emergency department visits are avoided.



Horizon Services Overall: 4.4 stars
Mission Street Recovery Station: 4.9 stars

For questions on how ratings are calculated, please refer back to page 7

“A lot of individuals who come to us do not come in as a version of their best self or they are feeling hopeless. However, knowing that they were heard and valued by the staff makes a huge difference for our clients. While their stay with us is short, it's incredible what a cup of noodles, change of clothes, shower and connection to other services will do for someone's self-esteem and sense of hope.”

*Tina Sentner, Program Manager
Mission Street Recovery Station*





“I do appreciate the help and understanding, especially when it is hard to comprehend.

You gave me very good assistance and care. Thank you very much.”

The client pictured is not the same as client quoted.

PALM AVENUE DETOX

Reopened September 2022

Palm Avenue Detox is one of the few facilities in San Mateo county that offers level 3.2 withdrawal management services. This detoxification program serves adult beneficiaries experiencing substance use disorders and co-occurring behavioral health disorders, particularly while they struggle with withdrawal symptoms that require close monitoring and stabilization before they move onto lower levels of care such as residential treatment." As our highest client-ranked detox program, this facility's inclusion of healthcare staff, a boutique-style smaller setting and comprehensive staff-to-client ratio are shining qualities that help us set new standards to strive for across all programs.

Staffed by registered/certified SUD counselors, case managers, licensed vocational nurses and other support staff, it operates under the direction of a licensed physician to ensure the utmost safety and comfort during the difficult period of substance withdrawal. The vast majority of people admitted to this type of detoxification program can safely withdraw from the effects of alcohol and other drugs without immediate medical intervention reserved for higher intensity hospital settings. At Palm Detox, we leverage our team members to coordinate medications which may be needed to ensure safe stabilization.

This program has two primary goals. First, to provide a safe, high-monitoring and supportive atmosphere for persons withdrawing from the effects of alcohol and other drugs. And second, to mitigate the risks associated with withdrawal, while providing support and referral resources to connect clients to a continuum of recovery services within San Mateo County and neighboring communities. Ultimately, we want clients to have a safe place to detox and receive resources to become more successful after being discharged from our care.

Horizon Services Overall: 4.4 stars


Palm Avenue Detox: 4.7 stars

For questions on how ratings are calculated, please refer back to page 7

“I have seen clients unable to focus going through tough withdrawals to become stable, oriented to their current situation and improving in their mental, physical and cognitive abilities.”

*Delwin Morris, Program Manager
Palm Avenue Detox*



A close-up photograph showing a person's hands holding a white blanket with a repeating geometric pattern. The blanket is draped over another person's legs, who is wearing dark pants. The background is blurred, suggesting an indoor setting.

"I can't even begin to express how many times Palm Detox has saved my life. Each staff member helps me feel safe and heard, and offers me many different suggestions for support. They listen and support me in my rebound from relapse, encourage me and invite me to groups which have helped tremendously. I love and appreciate each and everyone who works here and Horizon Services. Thank you to everyone who shows up to work— you are saving so many lives! "

Palm Detox Client Feedback from Our Patient Experience Kiosk Platform

TEAM AND PARTNERS



Cristina Islas-Banthi, Program Manager, Cronin House

“To me, my work means movement, transformation and hope. This work represents the hope I have for my community and future generations.”

Delwin Morris, Program Manager, Palm Avenue Detox

“Being able to become a pillar of support for the community in times of need when people are at their lowest is an honor. I’m here to remind them that someone still has compassion and hope for them to become the best versions of themselves—and also remind them it’s never too late to start.”



Anthony Bass, Program Manager, Cherry Hill Sobering

“Giving hope to a client speaks to my personality. I’m in recovery myself and had a long journey to make it to where I am now. Being able to serve a client as they are without judgment or reservations brings me joy. I know that today someone received the help that every human deserves.”

Elaine Lopes, Program Manager, Chrysalis

“Helping women overcome addiction and achieve recovery is incredibly rewarding and meaningful. As a Program Manager, I am able to provide guidance, support and care to women who may feel lost or alone in their journey to recovery. I have the ability to be involved in empowering women to take control of their lives and overcome addiction.”





Rochelle Collins, Associate Director of Outpatient & Prevention Programs

“I have been doing this work for over 30 years, with 21 of those years at Project Eden. It means a lot to me. I love working with youth, young adults, adults, older adults, families and communities to address the challenges of substance use and addiction.

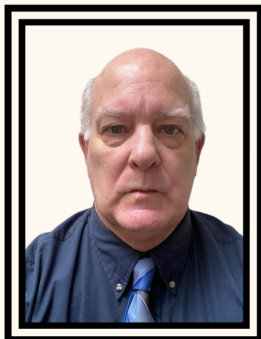
A person may come to us with daily substance use, or involvement in the criminal justice system, or the loss of relationships, employment or education. But they have the ability to leave us as productive, healthy and sober individuals. It warms my heart, and I appreciate being part of the client’s journey to sobriety and recovery.

Knowing that I have planted a seed and am able to see it blossom is incredibly rewarding. If I can support the client in making positive changes in their lives, then I know I am doing my job. I'm grateful to be a part of instilling hope, resiliency and self-respect in clients because those are powerful tools for their long-term success.”

Tina Sentner, Program Manager, Mission Street Recovery Station

“Providing an opportunity for an individual to take a step forward is a great feeling. I’ve done this work for over 25 years, 23 of those at Horizon. I am passionate about it, and about giving back what was given to me.

I read a story in the Big Book of Alcoholics Anonymous that said *the poorest person has no less and the wealthiest has no more - each of us has but one day*. What we do with it is our own business. I try to live by that.”



Gary Smith, Program Manager, Cherry Hill Detox

The program I get to be a part of makes a real difference by changing the direction of a person’s life from being consumed by an addictive lifestyle and its consequences to a life that is free of that burden.”



BOARD OF DIRECTORS

Thank you to our board of directors, whose expertise and guidance keep us focused on where we are and where we need to go.

Christopher Rand, MBA

Board Chair

Consultant, Field Systems Engineering, Ciena Corporation

Edward Loss

Board Member

Vice President, Finance, Tri-Valley Worldwide Moving & Storage

Ron Marblestone, JD

Board Member

Attorney (*not legal counsel for Horizon Services, Inc.)

Sarah Hesketh, MA

Treasurer

Senior Advisor for Performance & Analytics, S.F. Health Plan

Amanda Clarke, MPH

Board Secretary

Director of Programs, California Healthcare Safety Net Institute

Tripti Upreti, MA

Board Member

Regulatory Compliance Manager, PG&E

Lara Andrizzi

Board Member

Human Resources Consultant

Mariana Torres, LCSW

Board Member

Senior Program Officer, California Health Care Foundation

Wajeaha Khan, LMFT

Board Member

Washington Township Medical Foundation

Parting Words From Board Member, Ed Loss

“We have a strong organization and the team will carry the mission forward.”

Ed Loss, Recent Board Chair



Ed Loss joined the board of Project Eden over 30 years ago, before it merged with Horizon Treatment Services. He understood the devastating effects that alcoholism could have on a person and family, and saw this opportunity as a way to give back.

It wasn't long after that Project Eden merged under us, and Ed not only assisted in the transition, but became a welcome part of our family. And since that time, he has given both his financial expertise and a continuity that has seen the organization through many ups and downs.

“I have witnessed a lot of transitions, but am proud of our expansion of services as well as our ability to serve broader populations, especially those of lower incomes and with co-occurring disorders.”

One of the main takeaways for Ed has been the dedication of the staff, who he says carries the organization. Even after numerous interactions with them, he continues to be impressed with their adaptability, their quality of service and the way they have evolved to offer a caring, holistic approach that is also based in science and the latest research.

“At board meetings, we had the opportunity to glimpse a ‘day in the life’ of the programs, staff and clients. Listening to their stories was emotional at times and gave me a strong appreciation for what they do. I remain a strong advocate for them and am proud to have helped find ways to ensure they feel taken care of and appreciated.”

As Ed transitions off of the board in the summer of 2023, he has also taken time to reflect on his three decades of service. “There have certainly been challenging times but we survived them, including the pandemic. We closed multiple programs during my tenure and that was incredibly difficult. But our goal has always been to remain good stewards of our resources and provide the level of care the community needs. In some ways we are a different organization, but I think we are better now, more advanced and more efficient.”

In looking ahead, Ed sees this as a new era for expansion and growth. He believes there is a great support network in place and it is an ideal time for long-term planning.

“Horizon is on an upward trajectory and the current team will position us to address the future and be seen for the value we bring to those in search of an addiction-free life. I am very confident in our board and executive staff, and am also excited to see what fresh perspectives will do.”

A Message From New Board Chair, Christopher Rand



“Who am I to say no?”

Christopher Rand
Board Chair
Horizon Treatment Services

Chris Rand’s journey with Horizon began with a web search. But it actually started a few months earlier. The year 2020 was a jarring one for the entire world, but thankfully, Chris worked at a forward-thinking company where volunteerism and mental health were big topics of conversation. And one day, he was talking with a friend about potential volunteer activities. They discussed the issue of homelessness and how mental health played a big role, and the friend then suggested he start giving away socks to the unhoused. He took up the challenge, and found himself surprised and touched by the difference that this simple act made. Chris decided that he needed to do more, and was eventually connected to Horizon Services where he was in a position to be of service on the Board of Directors.

Upon joining the Board, Chris jumped in feet first, becoming the secretary and serving on numerous committees. Chris was quickly welcomed to the group and found that his perspective as a business professional and engaged member of the community provided valuable insight. “Being a board member has impacted my entire life. Not only have I learned more about addiction and mental health, but I have become a more concerned citizen. I know that in some small way, I’m doing something to help this community.”

In early 2023, as the previous board chair was stepping down, a friend in the nonprofit world asked Chris if he would be interested in the position. At first, he told the friend no. But after he thought about it, he said, “Who am I to say no?” Shortly after, Chris was nominated for the chair position and accepted—and we are so glad he did! He said he once read the phrase, “Be of help, be of service,” and that has stuck with him and now informs his decision-making at home, at work and in life.

Chris acknowledges that it takes a team to lead Horizon well. “My Horizon board team members have coached me and strengthened me. We have a very healthy board and I can’t say enough good things about the people I lead with.” And for the staff, he says he’s very impressed with the skill and talent of the executive leadership team and called them “creative, energetic, committed and innovative.” He knows they are the right staff to lead the organization into a new era. “Horizon is a progressive organization that will continue finding ways to reach people in need of our services. The passion and dedication of the board and staff will ensure that more individuals can live addiction-free lives.”

Outstanding Community Partners are Essential for Success

Treatment and recovery don't happen in a silo.

*A Special Thank You
to those who fund our work.*



Kind Words From Community Stakeholders

We'd like to thank all who collaborate with us to serve our communities.



"I wanted to take the time to commend the staff of Palm Avenue Detox for the care and compassion displayed daily to our clients who have entered your facility. We regularly bring and check in with our clients, and we are always treated like we're part of the team there. We really appreciate this professionalism that is demonstrated during our encounters. We look forward to continued collaboration between our two organizations."

*Victoria Asfour
Outreach Coordinator/Homeless Outreach Team
San Mateo Police Department*



"HSI is a longstanding partner of Alameda County Behavioral Health with a demonstrated commitment to serving individuals with significant behavioral health challenges in our community, and they currently provide a number of high-quality services within our continuum."

*Karyn L. Tribble, PsyD, LCSW
Director, Alameda County Behavioral Health Care Services*



"Collaborating with Mission Street Recovery Station has been a great asset to our program and the clients we serve. Our population consists of clients who are part of the judicial system and need to continue with the program to stay out of jail and sometimes prison. In the past we would send our clients out to a safe place for a 72-hour detox and expect them to return clean and sober. For most of the clients, there was no safe place for them to go and therefore they did not return. The sobering station has allowed them a safe place to land so they can return to the recovery house, more likely to succeed."

We have utilized the program on a regular basis, sometimes daily. Not only has this helped improve the number of returns to the program, but it has also given home to the otherwise hopeless when they thought all hope was lost. We look forward to continuing our mission together to better serve the clients of our community."

*Shelly Lucro, RR Supervisor
Pathway Society Inc. of Santa Clara County*

PAST, PRESENT AND FUTURE

Horizon
TREATMENT SERVICES
Integrity • Respect • Compassion • Professionalism



47

YEARS OF SERVICE

Horizon has
deep roots in the
community and has
an exciting story.
Take a look!

Thank you for coming on this journey with us. As we have seen time and time again, a supportive community can accomplish incredible things.

1976: Horizon House incorporated and included a 6-10 bed men's alcohol program in two small houses in San Leandro which offered sober living and support services for alcoholic men reentering the workforce.

1980: At the time, there were no women-only programs available in Alameda County so women were forced to use treatment programs designed by men for men. This need launched Chrysalis in Oakland.

1981: Seeing the continuing need for residential treatment services in Alameda County, Cronin House opened to serve both men and women in Hayward.

1987: Recognizing a gap in services at the very first step of recovery—detox—Palm Avenue Detoxification was acquired in San Mateo. Horizon House also changed its name to Horizon Services, Inc.

1993: Project Eden came online through a merger, enabling the company to enhance services by serving youth, including LGBTQ+ youth, who have higher rates of substance abuse in Alameda County.

2008-2009: Cherry Hill Detoxification Unit opened in San Leandro in 2008 as a residential detox program serving men and women who are withdrawing from the effects of alcohol or drug use. The following year, the Sobering Unit opened to assist those needing immediate sobering services for a briefer visit of less than 24 hours. As two buildings designed for a complementary purpose, we were able to apply best practices developed over many years for this unique site.

2017: Mission Street Recovery Station opened in San Jose as an alternative to incarceration or hospitalization for individuals under the influence of alcohol, and later expanded to serve those who use drugs or experience a mental health crisis.

2018: Project Eden Adult Outpatient opens to provide the same stellar care clients have come to expect, but in a new way that works with different needs and schedules.

2019: Horizon Services transitioned all eligible programs to Drug Medi-Cal Organized Delivery System funding and compliance.

2020—present: The pandemic occurred and we made numerous adjustments to continue caring for our clients. We are still in a rebuilding phase, but the fact that we are still standing is a testimony to the county and community support for the critical services that we have provided for over 45 years.

Moving Confidently Into the Future

Your support has helped us rebuild post-COVID and we are confidently moving toward a stronger, brighter future for the clients and communities that depend on our life-saving services. Here are three of the big improvements you can expect from us:



1

Enhancing Co-occurring Disorders Capacity

To better serve our clients, we are improving our co-occurring-enhanced programs by strategically resourcing our clinical support offerings. Most treatment programs generally treat CODs with either non-integrated or integrated treatment, but research shows that when multiple chronic conditions are treated concurrently, outcomes are better. This move will help our clients achieve superior results, which is the ultimate goal.

Among the improvements already made, our in-house talent development has made more mental health training available such as Mental Health First Aid. We are also adjusting our organizational design in order to further embed mental health therapists within residential programs who will report to clinical supervisors. Additionally, we are developing partnerships with local community colleges and universities to acquire masters-level clinicians who are more fluent in the treatment of CODs.



3

Piloting Measurement-Based Care Platforms & Measuring Outcomes

The 2022 fiscal year was one of re-stabilizing post-COVID-19 and putting the infrastructure in place to maximize patient safety in Detox programs. Looking ahead, we plan on implementing measurement-based care tools at select sites to measure real-time improvement in depression, anxiety and trauma symptomology to truly understand how well our interventions set our clients up for success. Also, we will focus on post-discharge outcomes research to compare us to national benchmarks. We can only improve what we measure!



2

Improving Infrastructure Through Electronic Health Records

We recognize the importance of an agency-wide Electronic Health Record (EHR) tool to better track clients' clinical progress and integrate existing patient and outcomes infrastructure. In order to better leverage our staff's time, we want to shift the ratio of documentation from EHR-facing-time to direct service client-facing-time. Higher efficiency in this area will empower our staff to develop a more efficient workflow in order to spend more time with clients. The implementation of these improvements will occur in two phases.

Phase 1: We will implement an agency-wide EHR to avoid duplicative entries and combat inefficiencies while increasing direct service time ratios.

Phase 2: We will continue working toward greater integration with county systems in the spirit of CalAIM and Medicaid Payment Reform which ultimately allows for better care for clients.

FINANCIAL HEALTH



FY 2021 - 2022

Finances are calculated for the fiscal year from July 2021 through June 2022

We take great care to steward funds well and wisely, providing maximum benefit to our clients based on our resources, their needs and the evolving nature of this work.

\$12.2M

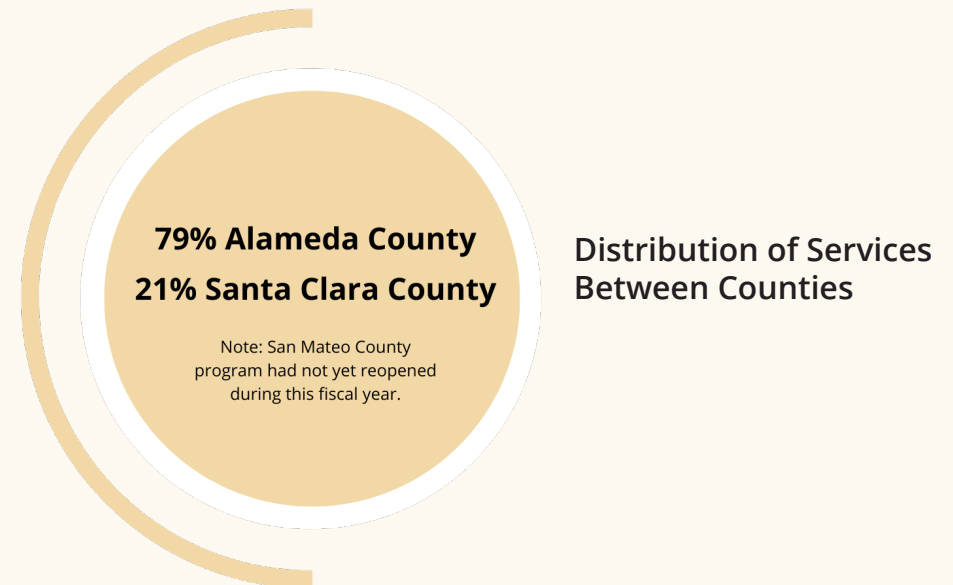
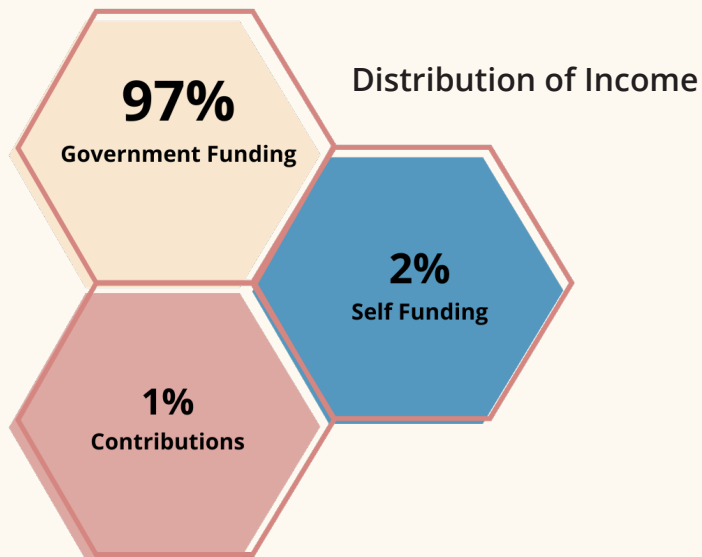
Total Earned Revenue

26%

Net Assets Increased

4%

Increased Revenue



If you or someone you care about has dealt with a substance use disorder, please consider making a donation so we can continue providing the best possible treatment to more clients.

Horizon
TREATMENT SERVICES

Inspiring *hope* and *healing*
since 1976

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