

Responding To The Needs Of Our Communities

Annual Report 2019



Addiction Medicine. **Saving Lives.**



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FROM THE PRESIDENT & CEO



We live in a time when people across the US are dying from overdose every day. In fact, the leading cause of death for people under 50 is an accidental drug overdose. Many Americans face a major disadvantage in treatment due to the gap between those who have insurance and those who don't and even for those with insurance accessing treatment is not easy. At Gateway we ask ourselves every day, what more can we do? How many more lives can we save? How many more communities can we impact in a positive way? These are our motivators and they give us the energy and vision to continue *Responding to the Needs of our Communities*.

With dedication and tenacity, Gateway Foundation has achieved significant growth and expansion in FY2019. It is humbling to listen to our clients, alumni, and their families as they share their stories of struggle and success. These stories of courage motivate us to recognize opportunities for improvement and move forward to meet the demands of an ever changing healthcare system. In FY2019 we have been successful in expanding our evidenced based model and treatment throughout the country including community and correctional environments. We have developed specialty programs, enhanced existing services with new and innovative models, opened new locations in several states, and have enhanced long-term engagement with both clients and staff. In fact, Gateway Foundation is continuously evolving to meet new and growing demands. As a result we continue to receive contracts and grant awards that expand our footprint while developing new and innovative programs. Nationally, we received contracts to provide services in Florida and Delaware that will ultimately treat almost 5,000 additional consumers each day. In Illinois, Gateway Foundation received grant awards to expand recovery home supports for people struggling with opioid use disorders. Additionally, Gateway received a grant award that allows us the opportunity to build a digital recovery toolkit that will enhance outcomes for all community

based consumers. This platform allows us to strengthen our connection with every client who becomes an alumnus.

Given the success of our 50th anniversary celebration in FY2018, we decided to create an annual event to take place during Recovery Month every year and we hosted the first ever “Illuminating Recovery” Celebration on September 18, 2019. We honored individuals that have been leading the way in addiction medicine, heard stories from family members of our past clients, raised awareness for new friends and supporters in the room and raised funds for treatment. If you were not able to join us, we hope you will put it on your calendar for next year – September 23, 2020.

As I reflect on the accomplishments of this past year, and the fact that Gateway Foundation will provide services to over 10,000 people a day by June of 2020, I thank each of you for your continued support, collaboration and friendship. We are committed to continue growing to bring our life saving addiction medicine treatment to as many people as possible and we need your help to do this. On behalf of Gateway Foundation, thank you for being a part of the solution.

Thomas P. Britton, DrPH
President & CEO

FROM THE BOARD CHAIR



You will see in the following pages that Gateway Foundation had another very successful performance during FY2019 highlighted by a sharp increase in the number of clients served in both our Community and Corrections divisions. In order to provide these clients with the highest quality of services that Gateway Foundation has become known for, our counselors, staff and management team continued to perform with a focus on our mission. In FY2019, the organization continued to make improvements and major investments in the overall benefits and compensation to our valued employees.

This past year involved ongoing achievement toward our strategic plan as Gateway Foundation continues to expand and strengthen our outreach and teamwork with our partners: health and hospital systems, collaborating providers, and Alumni. Gateway Foundation successfully implemented a significant strategic effort to provide world-class information technology to support the organization's ability to enhance its business systems, EMR (Electronic Medical Record) capability and GF's ability to appropriately provide the capability to work with and exchange information with our partners. In line with continuous improvement and quality innovation, Gateway Foundation has used its electronic health record to improve services, streamline data collections and begin to use our data to focus on long-term clients' outcomes. The electronic health record we invested in during the past fiscal year, has helped us achieve this and we continue to benefit from its use for the overall success of the organization.

Based on the successful celebration of its 50th anniversary in October of 2018, "Illuminating Recovery" celebration became an annual event. During Recovery Month 2019 we held our first annual "Illuminating

Recovery" event which brought together over 250 guests to celebrate and honor leaders in the area of substance use disorder and mental health advocacy. Take a few moments to look at our great commemoration of the evening. The Board of Directors is very proud of the accomplishments achieved in FY2019 and is excited about the strategic accomplishments and direction established for Gateway Foundation.

Our Board is made up of truly committed individuals who are fully driven by the organization's mission and vision. On behalf of the Board, let me offer our thanks to the staff and management, our tremendous clients, our partners, and all who have and will continue to support the services provided by Gateway Foundation.

A handwritten signature in black ink, appearing to read 'W. Harrington'.

Warren Harrington
Board Chair

THE GATEWAY FOUNDATION MISSION

Gateway Foundation is a national, nonprofit organization committed to reducing substance misuse and co-occurring mental health problems through effective and efficient treatment programs.

THE GATEWAY FOUNDATION VISION

Gateway's vision is to be the nation's leading treatment provider, helping to create access through affordable, high-quality healthcare for substance misuse and mental health treatment for all who need it.

Since 1968 our goal has been straightforward: help clients get their lives back on track and achieve a life of sobriety, free from drug use and symptoms of mental illness. A life that is productive, socially responsible and healthy. Gateway Foundation is the largest nonprofit treatment provider in the US with treatment programs in California, Delaware, Florida, Illinois, Michigan, Missouri, New Jersey, Texas and Wyoming that specialize in substance use disorders for men, women, adolescents, and clients diagnosed with co-occurring mental health disorders. Gateway's professional clinicians currently support over 9,000 people a day to successfully complete treatment by developing a personalized plan to treat the underlying causes of substance use — not just addiction to drugs or alcohol.



CLIENT SATISFACTION **RESIDENTIAL**

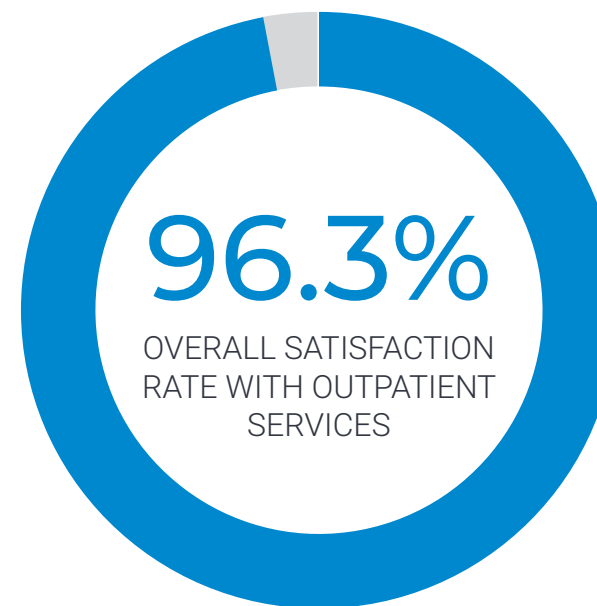


CLIENT SATISFACTION **OUTPATIENT**



93.2/100

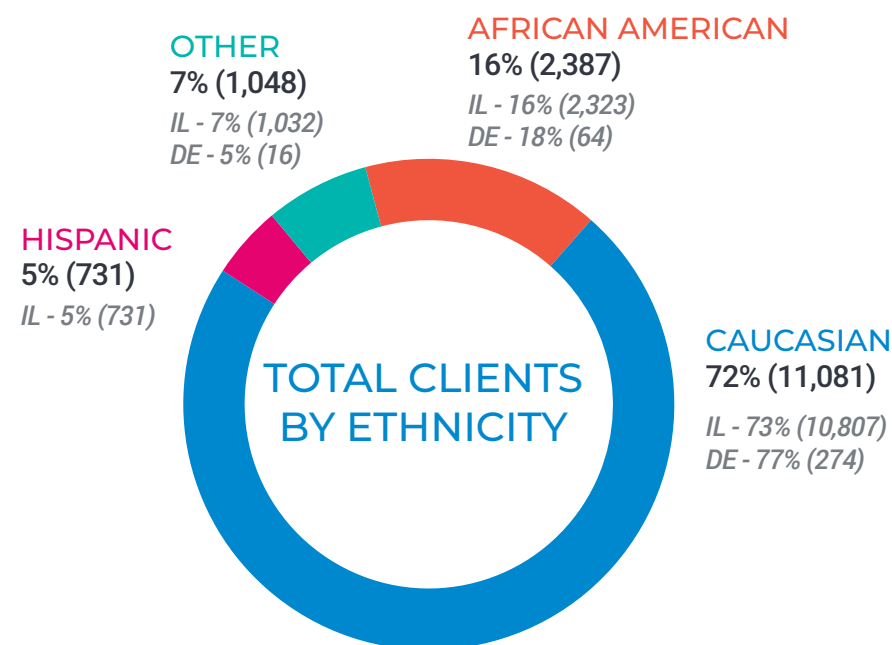
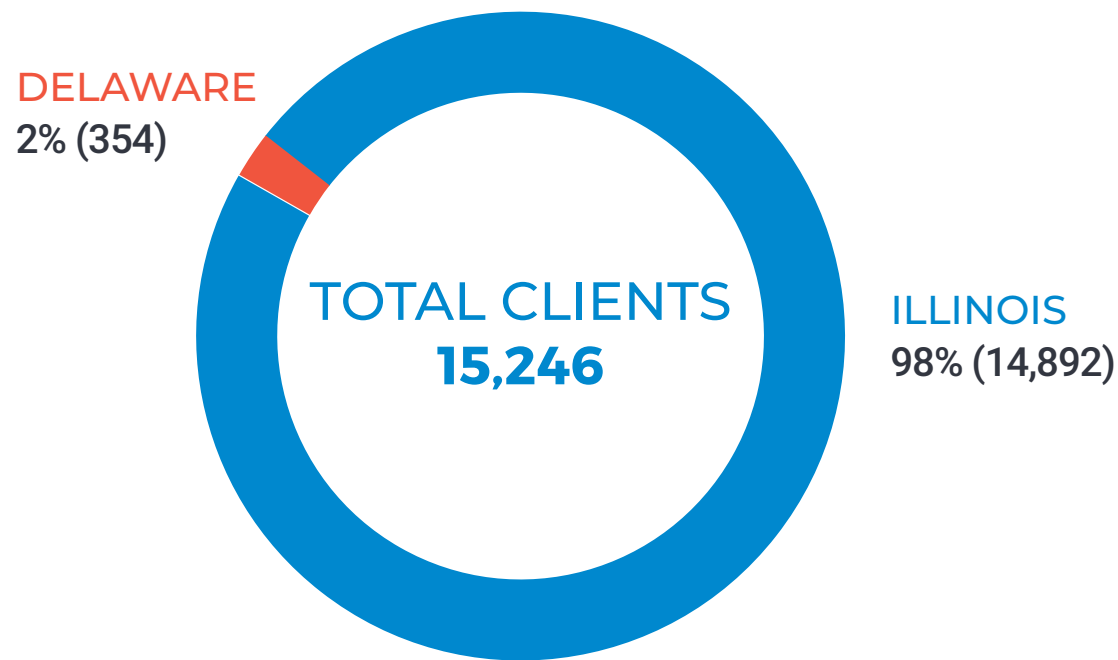
CLIENT'S OVERALL RATING OF GATEWAY'S
RESIDENTIAL COUNSELORS



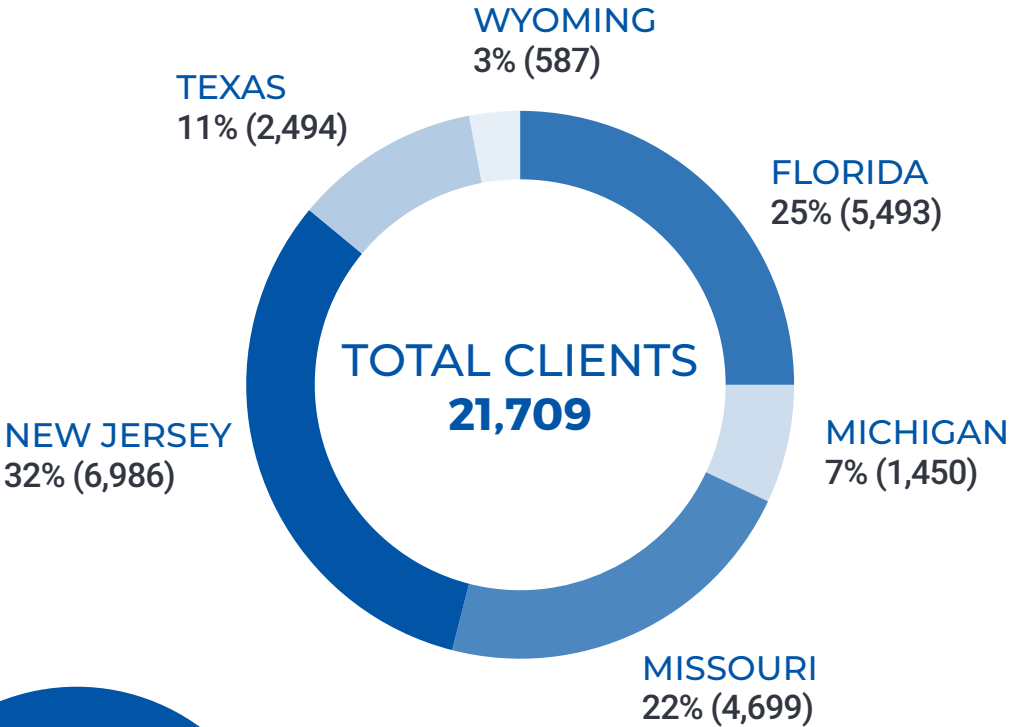
95/100

CLIENT'S OVERALL RATING OF GATEWAY'S
OUTPATIENT COUNSELORS

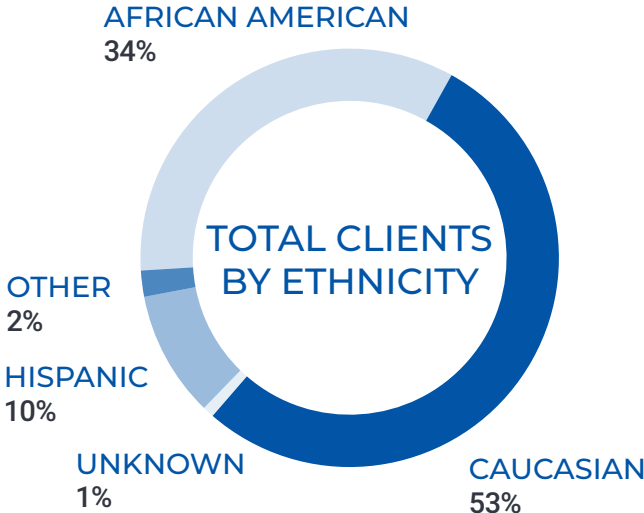
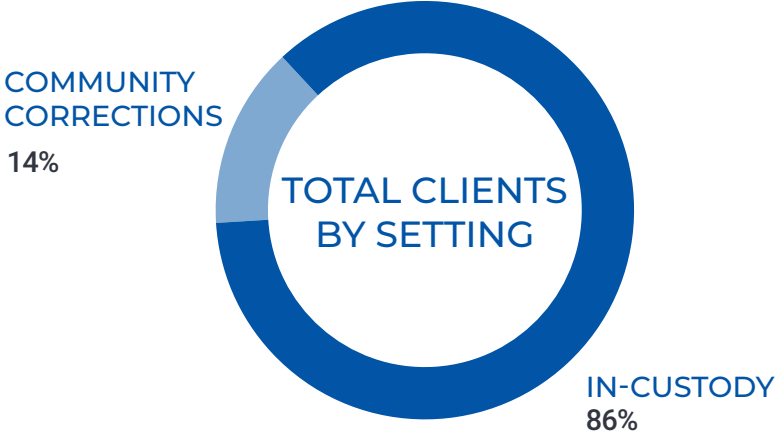
Community Division Demographics



Corrections Division Demographics



FL - 19% (579)
MI - 3% (180)
MO - 47% (1,429)
NJ - 2% (64)
TX - 19% (566)
WY - 7% (213)



TREATMENT PARTICIPATION
YTD AGGREGATE
97.1%

COUNSELOR RAPPORT
YTD AGGREGATE
93.9%

TREATMENT SATISFACTION
YTD AGGREGATE
85.1%

PEER SUPPORT
YTD AGGREGATE
85.0%

Corrections Division Engagement & Satisfaction

MISSOURI Treatment Participation 98.17% Counselor Rapport 94.70%	91.88% Treatment Satisfaction 86.88% Peer Support 87.75%	NEW JERSEY Treatment Participation 99.67% Counselor Rapport 96.62%	94.01% Treatment Satisfaction 94.59% Peer Support 85.14%
TEXAS Treatment Participation 99.67% Counselor Rapport 92.75%	88.23% Treatment Satisfaction 78.43% Peer Support 82.06%	WYOMING Treatment Participation 100.00% Counselor Rapport 85.71%	90.48% Treatment Satisfaction 80.95% Peer Support 95.24%
MICHIGAN Treatment Participation 96.95% Counselor Rapport 94.21%	88.95% Treatment Satisfaction 82.16% Peer Support 82.47%	FLORIDA Treatment Participation 91.04% Counselor Rapport 90.86%	87.37% Treatment Satisfaction 87.63% Peer Support 79.93%

QUALITY OUTCOMES

A focus on quality continues to run through everything we do. As our leadership and board spent time this past year re-focusing our strategic plan and initiatives we have taken steps to build a system that will allow us to truly measure outcomes achieved by all of our clients. The purpose of this initiative is to create and measure positive treatment outcomes by giving “the right treatment to the right client at the right time in the right amount”. This work is the start of our efforts to create value-based partnerships with payers and health systems to demonstrate the power of individualized addiction medicine treatment.

This project seeks to highlight our high-quality clinical model using our evidenced-based practices to ensure that we are able to continue supporting every client we

see in aftercare. The “Brief Addiction Monitoring” (BAM) tool has given us a way to improve our engagement with clients and link their progress to a significant predictor for successful recovery: recovery capital. The multi-disciplinary, agency-wide team of clinicians and leaders engaged in this work are working to ensure that all of our sites have the tools they need to increase successful treatment completions and engagement in long-term recovery and individualized positive outcomes. To aid in this, we will be using a new digital application that will use the BAM to identify needs and provide support in after-care.

We look forward to sharing the findings of this work in next year’s annual report.

LEADING THE INDUSTRY

Gateway Implements the “University Model” at Harris County, TX

Gateway Foundation is implementing a first of its kind service delivery model at the Harris County Community Corrections Facility. The “University Model” utilizes evidence-based practices coupled with adult learning strategies to provide highly individualized care. The model allows for learning and growth through both the curriculum being presented as well as the experiences involved in the processes of treatment.

Much as one would experience in attendance at a university, the curriculum is divided into core sections and elective sections. The core sections provide the basic required learning opportunities and are a component of every client’s treatment experience. Elective components allow for individualization of services providing specialized interventions to meet the specific needs of the client.

Attending an institution of postsecondary education can be very empowering in that “students” have to be engaged in their education, progress, and success. Clients at Harris County will work with counselors who will assist with course selection, course registration, and class schedule organization around other responsibilities and preferences. Through this experience, clients will practice organizational skills and personal responsibility, much like university students. Clients are empowered in the development of their treatment experience and are able to individualize their treatment experience based on need and preference. The model has been utilized successfully for several years at the in-prison treatment program at Ozark Correctional Center in Missouri. Now we will be replicating that practice in our Community Corrections environment.

REDUCING RECIDIVISM

Medication Assisted Treatment (RR-MAT) expands further in Missouri.

During FY2019 our Missouri RR-MAT team, through funding from the Missouri Department of Mental Health, further expanded the scope and reach of services provided to corrections involved clients receiving in-custody treatment for substance use disorders. Prior to FY2019 Gateway provided the RR-MAT services, including pre-release addiction treatment medication (Vivitrol) to clients completing in-custody treatment who returned home to the metropolitan areas of Saint Louis or Kansas City.

The expansion of this service now allows clients identified as the most-high risk for relapse and who are engaging in post-release community based treatment in all areas of Missouri. In addition to providing pre-release addiction treatment medication, Gateway staff work closely with the institutional and field parole officers as well as community treatment providers to assure that the continuum of care, from in-prison to the community is as seamless as possible, improving clients’ chances of successful recovery and reentry.

The RR-MAT project continues to provide a comprehensive “wrap around” continuum of care in an effort to improve clients’ chances of successful reentry. These services include comprehensive case management, co-occurring disorder counseling, employment readiness and recovery peer support as components of their substance use disorder treatment.

Outputs and Outcomes of RR-MAT project during FY2019:

4,630

During FY2019 Gateway RR-MAT program staff provided MAT education and screened 4,630 clients receiving in-custody treatment in nine (9) substance use disorder treatment programs within the Missouri Department of Corrections.

672

672 clients who were screened voluntarily entered the RR-MAT project during FY2019 and received a total of 384 doses of addiction treatment medication (Vivitrol) prior to their release from one of the nine in-custody treatment programs.

612

In addition to receiving addiction treatment medication prior to release, 612 clients received comprehensive pre-release case management, 280 clients received vocational readiness services and 257 clients received individual and group counseling for co-occurring substance use and mental health disorders.

14%

Only 14% of clients who received MAT prior to release from an in-custody treatment program in Missouri and completed community based treatment in St. Louis or Kansas during the past two fiscal years had recidivated. This can be compared to a 2014 cohort study in MO that demonstrated a two-year recidivism rate of between 36.9% and 43.9%.

CONTINUED GROWTH

In FY19, our Corrections Division continued our expansion with new programs and additional services in two states.

Florida Expansion

This past year we were happy to learn that as we move into FY2020, in the State of Florida we will add services for an additional 4,400 clients and employ an additional 173 staff. This growth demonstrates our success in Florida and the vote of confidence from the Department of Corrections to assign new sites across the region. Our State Director Mayli Clark, her team, and the entire Gateway Foundation team are ramping up for this unprecedented growth.

Delaware Sites

For many years, one of our dreams has been to provide both Community Services and Corrections Services in the same state. We are proud to share that this past year this dream became a reality when we opened two new programs funded by the Delaware Department of Corrections. These two new programs within the Corrections Division are being administered by our Delaware director and will support the Delaware Department of Corrections. The new program expansion serves Probation and Parole clients with Assessment and TCU Brief Intervention services in three counties and also provides “Thinking For A Change” group classes in six of the Delaware State Prisons. The program is overseen by Dr. Karen Fitzhugh, Senior Executive Director of Operations, Smyrna, in partnership with support from our Corrections Division staff.

New Community Services Growth

The unprecedented growth we have experienced in both of our divisions continues. You will read in the next section about the four new specialty programs we opened in this fiscal year. Additionally, we also continue to experience success with grants that are allowing us to create new opportunities. As mentioned above, in Corrections we gained expansion in Florida and a new program in Delaware. On the Community Services side of things, we were awarded a grant to build a digital recovery toolkit. This grant has allowed us to work with a partner to give all of our clients moving from active treatment to post-care treatment a tool that they can use to stay engaged with us for the long term. The idea is to use several digital mediums, including the mobile application, as well as existing blogs, videos, text messaging and clinical tools to improve a client’s chances at remaining in recovery.

In addition to the grant for digital support, we also continue to expand MAT services for people with Opioid Use Disorder (OUD) living in recovery with additional funding to add recovery home supports in the Chicagoland area. These funds have helped us add beds to an already under-resourced system of care that limits where people on MAT can access recovery home supports. Our hospital work continues to grow and we now have 12 active partnerships with hospitals across Illinois. We are proud to share that five of those hospitals are part of the Advocate-Aurora system. This work, which is funded by a pass-through grant from SAHMSA, has allowed us to touch the lives of almost 2000 people in two years’ time and get 65% into treatment at the time they discharge from the hospital. Similarly, we are using this grant, to work with ten county jails in the central and southern part of Illinois administering MAT and direct OP services to individuals transitioning back to the community. We continue to look for new opportunities to meet our mission and respond to the changing needs of communities in every state we serve.

WHY WE DO WHAT WE DO

The ultimate goal of effective Addiction Medicine treatment is a long, successful and full life of recovery. The moment each client walks into one of our treatment locations, we begin with that long-term goal in mind and use that to build a person-centered plan that is informed by each unique clients’ needs, strengths, and circumstances. We recognize that recovery is an ongoing process and that we can learn from the successes and challenges of our alumni. This past year we focused energies on developing specialty programs based on what we heard from our current clients, alums and partners in the community. We opened four new specialty programs throughout our network of treatment locations in Illinois: The “OUT IN RECOVERY” program which is one of the only residential treatment programs for members of the LGBTQ+ community in the Midwest; “Her Story” which is a female-focused program in Carbondale modeled after our highly successful women’s program in Chicago; our professionals’ program “Triumph” in Springfield geared to a specific client with educational and employment needs, and our “Alcohol Use Disorder” program in Aurora. These four new specialty programs are helping us respond to the unique needs of specific cultural communities.

To better explain two of these programs, we are sharing the stories of two alums that have helped us shape the specialized treatment approaches:

NORMA

Norma sat down with our leadership and videographer this year to share her story to help other women who are going through similar challenges. She describes her addiction as a “monster” and every time she didn’t pay attention to her needs, she “awakens the monster.” After leaving her abusive husband, Norma moved in with her sister-in-law hoping things would change for the better. Instead, she found herself surrounded by people misusing substances and her own mental health needs sent her spiraling deeper into her addiction. When she came for treatment at Gateway Foundation in the ASPIRE program, she kept an open mind and followed the program’s mantra: “H.O.W”: H for honest, O for open-minded, and W for willing. With the support of the highly trained clinicians at Gateway Foundation Norma found herself opening her mind and becoming willing to do whatever it took to get better – and she did! Norma feels that more specialized women’s programs across the network of substance use disorder treatment providers are needed and her ideas have helped us develop such programs. Today, Norma gives back to the same program that changed her life, ASPIRE and speaks to current clients.

CHRIS

As we worked to develop the groundbreaking “OUT IN RECOVERY” residential program we partnered with leaders and experts from the LGBTQ+ community, including past clients. Chris was one of these critical alums who shared his experience and perspective to help us create the only program of its kind in the Midwest. Prior to his own experience with addiction, Chris never understood it and considered it to be a choice. However, he now understands it is a disease of the brain not a matter of willpower and recognizes the need to educate members of his community to access specialized treatment. Through treatment at Gateway Foundation with specific LGBTQ+ groups, Chris found support in people going through the same struggles as him and living similar lifestyles. Chris shared that the individualized treatment and support post-treatment through our alumni support has helped him stay in recovery. He is actively giving back to his community helping others access treatment and now he will be able to make referrals to our “OUT IN RECOVERY” program.

Thank you, Norma and Chris, for sharing your stories
and helping us touch many more lives in the future.



On September 18th, we held our first annual “Illuminating Recovery” celebration and were joined by nearly 250 guests – including Illinois State Representatives Sara Feigenholtz and Greg Harris, the first-ever Illuminating Recovery honorees; Grace Hou, Secretary of Illinois Department of Human Services; emcee Justin Kaufmann, WGN Radio host; and alumni and supporters at Venue West in Chicago. Through the generosity of sponsors and participants, the evening raised funds and awareness to support the expansion of new specialty programs in our network.

The “Illuminating Recovery” event will become an annual celebration in September to commemorate Recovery Month. We spent the evening recognizing those who illuminate and inspire us to help individuals attain a life of recovery as well as the leaders who have led the way toward recovery for all, including Representatives Feigenholtz and Harris.

The highlight of the evening was listening to a mother’s courageous story of her son, Gateway Foundation alum – Trey Gruber. This account of struggle and triumph did not leave a dry eye in the crowd and inspired all attendees to share their generosity during our impact auction. Trey’s album, Herculean House of Cards, was enjoyed by all and the proceeds from the sale will continue to support addiction treatment in the future.

While the personal story of alum made an impact, we were also inspired by Gateway Foundation’s own President & CEO, Dr. Tom Britton, who shared his own courageous story of addiction and recovery. This powerful statement from our leader was both welcomed and appreciated by all – staff, partners, alum, and friends who walk alongside us to save lives every day.

Please mark your calendars for next year’s “Illuminating Recovery” Celebration to be held on September 23, 2020!

A very special thank you to everyone who attended and gave to this event!



The values of Gateway Foundation -
Integrity, Teamwork, Opportunity,
Evolving, and Compassion -
are embodied in our employees
all throughout the nation.

It is always difficult to select a few
individuals that can represent the
entire Gateway team, but we feel that
the ones selected for this report are an
excellent example of how we use our
greatest asset - our staff - to respond to
the needs of our communities.

STAFF PROFILE

Jacqueline Jackson-Pearson Program Director Chicago Kedzie Recovery Home



Jacqueline (Jackie) Jackson-Pearson is the program director for Chicago Kedzie Recovery Home and is probably the best example of what it means for an organization to invest in its clients and its workforce. Jackie has been committed to our mission of saving lives for 35 years and with her as a member of our team we have saved thousands of lives. Jackie first became acquainted with Gateway Foundation 36 years ago when she had the courage to access treatment herself. Empowered by her recovery journey and with an interest in

helping others, Jackie became an employee in 1984 at Gateway Springfield as a Chemical Dependency Technician. Back then, Jackie knew that she wanted to dedicate her life to this work, but she knew she needed to further her education and ability to grow both professionally and personally. With the support of Gateway's tuition reimbursement program and mentors, Jackie has been promoted several times during her career at Gateway and has worked her way from an entry level counselor to Supervisor, Assistant Director, and ultimately Program Director of our Kedzie Recovery Home. Jackie's leadership within this program is what makes it the success it is and her credibility with the residents resonates throughout that entire site.

Jackie has been living a life of recovery and giving back to the communities we serve by serving our clients and mentoring other staff members. She believes that Gateway's commitment to promoting career advancement is one of its strengths, "If a person is motivated to career advancement [by their organization] you know you have joined the right organization," Jackie says. "I was able to get a bachelor's degree, become a certified substance abuse counselor, and play a leadership role that helps me support communities all throughout."

If a person is serious about entering treatment and changing their life, Jackie says Gateway Foundation is the place to help aid them on their recovery journey. She is active in the community she serves and works collaboratively with other community agencies to provide the best available treatment and support to the clients at Kedzie Recovery Home and beyond.

TEAMWORK

Jackie recognizes that Gateway's impact in the lives of the communities it serves would not be as efficient if there wasn't dedicated staff working diligently. "It takes a TEAM to build the hope that is needed for the organization to run successfully," she says. "We all share a part in the team each one has its own unique role."

OPPORTUNITY

As a person in recovery, Jackie is thankful for Gateway and appreciates the work she gets to do every day. "I thank God for Gateway," she says. "Gateway was then and continues to be today instrumental in saving the lives of so many individuals like myself."

EVOLVING

"Gateway's future is bright and many individuals will benefit from the positive direction and annual growth; I am proud to be a part of this ever-changing and dynamic organization," Jackie says.

COMPASSION

For Jackie, witnessing individuals enter treatment lacking self-esteem and being able to help them regain a life of sobriety warms her heart. "It feels great to give back as it was given to me," she says. "Having alumni to come back to say thank you and to see the glow in their face gives me a tremendous feeling of gratitude."

STAFF PROFILE

Katy Krolikiewicz, MBA, SPHR, SHRM-SCP
HR Business Partner
Corrections



Katy Krolikiewicz is a HR business partner working in the Corrections Division for Gateway Texas. Katy was first introduced to Gateway Foundation as a child when her mother was an employee in the Caseyville/Swansea, IL area. Katy fondly remembers hearing her mother talk about the mission of Gateway Foundation and what it was all about. After her mother left Gateway, Katy lost touch but

she shares her excitement when she saw the posting for her current position: HR Business Partner. “I remember seeing the position posted on-line, I immediately called my mother who encouraged me to apply; I was overjoyed to share the news with my mom when I was offered the job three years ago.”

“Gateway’s mission has always been near and dear to my heart because it’s so rewarding to work for a company that truly is making the world a better place,” according to Katy. In addition to our clients, Gateway’s greatest asset is its workforce and Katy understands that. She sees the extreme value of her contributions supporting the community of our staff she supports so they can be empowered to do their jobs. Katy was critical in this year’s roll-out of our newly revamped online performance management program.

“I’m in HR so integrity is probably one of the most important things for me,” Katy says. “I consider myself a person of integrity and am also very concerned with the integrity we maintain as an organization; I realize that the challenges that I’m helping managers work through results in better care for the people we serve.”

TEAMWORK

“It’s important that we are all giving consistent advice with a unified voice, recognizing that there are different lenses to work through a problem while at the same time working as a team to lead our organization forward,” Katy says.

OPPORTUNITY

“The most challenging and rewarding part of my job at Gateway is facing new problems and having to come up with creative solutions. If someone says something can’t be done, I see that as an opportunity to figure out a way it can be done. There’s typically a creative solution to a problem and sometimes you have to think about it in a different way to find a solution that will fit.”

EVOLVING

Being able to adapt and grow is something Katy faces daily in her role. She is always looking for new ways to support managers and directors. Because she gets to work with so many people within Gateway, she is always evolving to help employees maximize their opportunities to effectively respond to the communities we serve.

COMPASSION

Katy feels a personal connection and compassion for her work because of her early history with Gateway through her mom. She loves supporting people who are extremely passionate about helping others.

INTEGRITY

In a large organization, there will be several perspectives on how to do the right thing, according to Katy, it’s important that everyone’s outlook is considered to create a culture of open communication and dialogue which helps maintain integrity for those involved in a situation or challenge.

STAFF PROFILE

Bryan Bradford
State Director, New Jersey



Bryan Bradford is our State Director of Corrections in the state of New Jersey, which includes services in 13 facilities. With his clinical background and passion, Bryan ascended to this role through his many years of service to our organization where he has spent the last 27 years of his career.

Bryan began his career as a correctional officer and it was

during this time he sought help for his own addiction. “When I went to get help for my addiction, I had no idea that I would become a counselor, but in the process of getting the help for myself I decided I wanted to help other people get the help that they need so that they can change; this is why I joined Gateway and have dedicated my life to responding to the needs of our clients,” Bryan says.

INTEGRITY

Bryan has a personal connection to the work that he does due to his own recovery journey. “People can trust me because I have similar experience and know that our approach works”

TEAMWORK

Bryan provides leadership to nearly 70 staff members throughout the state of New Jersey - He has a deep understanding of his team and how to motivate and lead all of them equally. “My team needs my support and encouragement but at the same time I understand what their needs are as well,” Bryan says. “It’s not like I’m the only one that’s driving the ship.”

OPPORTUNITY

Where there’s a challenge, lies opportunity. According to Bryan, the most challenging part of his job is dealing with people who don’t want to change or may not be ready to begin the process to change.

“I like the fact that we are helping individuals who are no different than I am,” Bryan says. “Right now, they are suffering from consequences from some of the issues that they’ve had. I believe they can change. The reward for me is when I go to work everyday, I believe that I’ve helped someone by being a change agent and they’re going to feel better and have an improved quality of life when they leave.”

EVOLVING & COMPASSION

“I believe I am responding to the needs of my community with every person I help return to a life of recovery; I believe that if they become my next door neighbor I will feel secure knowing that I’ve treated them with dignity and respect.and that I’ve helped them with their needs to become a better citizen.”

Executive Management Team

- Thomas P. Britton, DrPH**
President & CEO

Gregg Dockins, CCJP, LCDC
President, Corrections Division

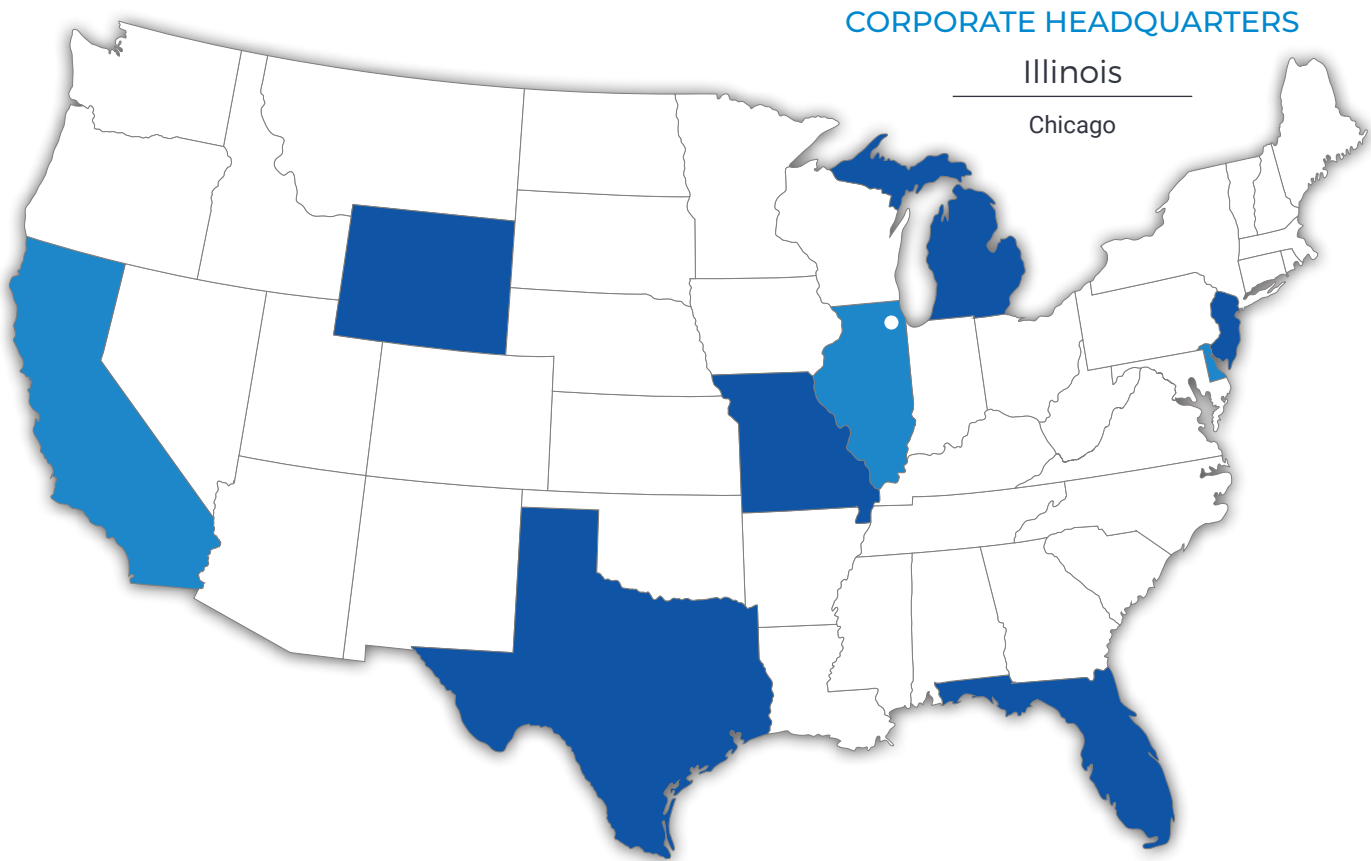
Marc C. Turner, MS
President, Community Division

Tomas Del Rio
Chief Financial Officer
- Teresa Garate, PhD**
Vice President, Strategic Partnerships & Engagement

Dan Molitor, MS
Vice President, Information Services

Roueen Rafeyan, MD
Chief Medical Officer

Patricia Sanchez-Aitken, MBA
Vice President, Human Resources



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Arla Lach
Mary Cesare-Murphy, PhD
David Onion
Elizabeth Ogilvie Simer
Larry Singer
Andy Smith
Ivy Walker

CORRECTIONS DIVISION

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Georgetown
New Castle
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- Florida**

Century
Chipley
Havana
Lake City
Madison
Monticello
Ocala
Polk City
Sanderson
Santa Rosa
Suwanee
- Michigan**

Baraga
Detroit
Kincheloe
Marquette
Munising
Newberry
Ypsilanti
- Missouri**

Bowling Green
Chillicothe
Farmington
Fordland
Kansas City
Maryville
St. Joseph
St. Louis
Tipton
Vandalia
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Humble
Lancaster
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Annandale
Avenel
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