



*Individual Care, Community Support*

2014 ANNUAL REPORT

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**O**ur mission is to support and promote the health, independence and self-worth of individuals and families in Central Virginia by providing a continuum of community-based prevention, early intervention, aftercare, and psycho-social rehabilitation services for persons affected by mental health, intellectual disabilities, substance abuse, and co-occurring disorders.



## HORIZON'S PORTFOLIO OF SERVICES

### EMERGENCY SERVICES

Horizon's emergency services and crisis intervention teams help to assess a person who is mentally experiencing a crisis and facilitate getting them the help they need.

### SCHOOL-BASED SERVICES

Using evidence-based methods proven to be extremely successful nationally, Horizon's Therapeutic Day Treatment program takes a comprehensive, holistic and integrated approach to severe behavior issues for children in and out of the school setting. Horizon's Therapeutic Day Treatment program is one of the largest school-based mental health programs in the Commonwealth of Virginia.

### HOUSING SERVICES

Whether transferring back into the community from state hospitalization or finding a forever home for a loved one with an intellectual disability, Horizon Homes create a nurturing and therapeutic environment for all individuals. Horizon Homes are built to cater to the needs of our clients and staffed with caring experts in home-health, rehabilitation and special needs services.

### HEALTH SERVICES

Mental illness and physical illness, often times, have a direct correlation. Horizon's health services provide primary medical care through community partnerships, via telemedicine and, for children, through our on-staff pediatrician.

### CASE MANAGEMENT SERVICES

Clients identified as needing behavioral health treatment are often times dealing with multiple issues at once. Horizon Case Managers make sure that every individual is receiving all the support they need to lead a healthy life.

### PSYCHIATRIC SERVICES

Horizon has a team of psychiatrists that provide evaluation and treatment to our clients. In addition, we offer telepsychiatry to clients outside of our region. Video streaming capabilities allow clients to receive psychiatric care when there is not an available doctor in their region.

### OUTPATIENT SERVICES

Improving your quality of life is the ultimate goal. And, in many cases, we can help you do that through our outpatient services. This setting is less restrictive but still ensures that you get the quality care that you deserve. Horizon's outpatient services are primarily for our clients with mental health and substance use issues. However, clients with intellectual disabilities can also benefit.

### INTENSIVE SERVICES

Traditional outpatient therapy isn't enough for some clients. Severe emotional, mental health or behavioral issues can call for a more rigorous course of action. Services provided in the home and community can have a profoundly positive impact on clients. The ultimate goal is to stabilize a person's mental health while maintaining a productive and positive life in the community.

## MESSAGES FROM OUR CEO & BOARD CHAIR

**D**ear Community Partners,

When I moved back to the East Coast in July of this year, I was thrilled to be enjoying the four seasons again. Every season provides an opportunity to reflect on the possibilities that lie ahead.

Horizon Behavioral Health (HBH), along with community service boards across the state, has experienced great change during this calendar year - especially related to emergency and involuntary treatment. While the pace of these changes has been challenging, it has also brought about significant improvements in communication and coordination between Horizon, law enforcement, state hospitals and healthcare facilities. Our regional *Crisis Intervention Team (CIT)* is the perfect example.

HBH, Centra, Department of Corrections, Magistrate's Office, the Lynchburg Police Department and other local law enforcement agencies joined together in 2010 to create a regional CIT. The goal is to reduce the number of arrests and incarcerations for non-violent offenses by people with mental illness or substance use disorders. Everyone should rest well knowing that a total of 84 law

enforcement officers, corrections officers and fire department personnel have been trained to provide safer, more compassionate care. I recently had the privilege of attending a CIT basic class graduation and as one officer stated, "Having a better understanding of what each person does makes everyone's job easier when trying to resolve a crisis."

There is even better news: Thanks to the evidenced-based practices in place at HBH, we are preventing "emergency" situations every day. Horizon's *Program for Assertive Community Treatment (PACT)* provides an array of intensive services to members of our community living with severe mental illness. And it works. Ninety-four percent of PACT clients have stable housing, and 90% require less than two hospitalizations a year.

Horizon Homes provide housing for adults with intellectual disabilities. Each of our eleven homes was built to preserve and celebrate the independence of people living with intellectual disabilities. In an internal analysis of the past year, roughly 90.5% of residents have not been hospitalized. This saves precious state dollars at a time when resources are limited.

Lastly, our services have successfully kept children in mental health distress out of the hospital and in the comfort of their home. In fact, HBH has successfully decreased state hospitalizations of children in crisis by 63% since 2010.

I'm grateful to Horizon's Board of Directors, staff, supporters, partners and the Lynchburg and Central Virginia community for sharing your time, talents, and resources. This collaborative effort has helped more than 9,000 clients stay in their community in 2014. Horizon and I look forward to continuing our efforts to meet the needs in the communities we serve by having active partners like you. May this year bring positive change and transition to Central Virginia and the Commonwealth. If you have any questions or would like any information, feel free to email me directly at [info@horizonbh.org](mailto:info@horizonbh.org).

With every best wish and kind regard,



Damien Cabezas  
CEO, Horizon Behavioral Health



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**D**As a former executive of a Community Services Board in Virginia, I know that the results outlined in this annual report are only part of the story. The dedication and skill of a cadre of behavioral health professionals and a committed board of directors, in combination with strategic community partnerships, help to sustain and enhance our programs and progress.

I welcomed the opportunity to volunteer for an organization that has the power to improve the lives of so many. Giving back to a mission such as ours is a duty and a privilege.

Please read this report and consider getting involved. We have begun the endeavor of making ourselves a more accessible and self-sustaining organization thanks to Horizon Opportunities, Inc., our new fundraising arm. We want members

of our community to understand and support our mission and think about volunteering at Horizon Behavioral Health. To do this, it's important that you visit us at Horizon Opportunities at [www.horizonopportunities.org](http://www.horizonopportunities.org).

You're a strategic partner and we are well aware that without your support we would not be able to increase access to services for people who suffer from mental illness, substance use and intellectual disability. Please get involved today. Visit [www.horizonbh.org](http://www.horizonbh.org) for more information about Horizon Behavioral Health.

Sincerely,



S. James Sikkema, LCSW  
Chairman of the Board,  
Horizon Behavioral Health



**2014 BOARD of DIRECTORS**

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## THE PROGRAM: HORIZON'S MOBILE CRISIS SERVICES

*Horizon's Emergency Services travel to the children who need them. Whether at school, home, shelter or detention center, our clinicians' main goal is to keep each child experiencing crisis in the least restrictive setting. We want children to heal at home, not in a hospital.*

### Results (FY14)

**40%** increase in children served

**95%** of children kept out of hospital

### Improvement (FY10-FY14)

**63%** reduction in hospitalizations

**85%** reduction in days spent in the hospital per visit



## A CHILD IN CRISIS: HORIZON'S CRISIS STABILIZATION SUCCESS

**W**hen school officials found Matthew last March, he was a mile away in a ditch, covered in leaves.

Matthew was being bullied constantly. At a time when most eleven year-old boys dream of playing baseball and hitting home runs, Matthew had lost hope and was contemplating suicide. His thoughts of killing himself continued and after a five-day hospitalization, Matthew was referred to Horizon's Crisis Stabilization program to receive care closer to his home, his aunt's house.

It turns out bullying was just the first layer of many underlying problems for Matthew. He was suffering from anxiety and flashbacks because of the abuse he endured while living with his mother. Beyond the trauma, Matthew was very angry.

Horizon clinicians dealt with his anger first. But they went beyond

just "talk therapy." They used music, art and play to work through the pain. They also introduced Matthew to *Ripple Effects*, an evidenced-based computer program that teaches behavioral skills while monitoring his progress.

Today, Matthew is thriving. Throughout the healing process, his aunt has been his legal guardian and biggest supporter. She says Horizon made the difference. "Matthew has come a long way since his hospitalization. We do not know where we would be without the (Crisis Stabilization) program. Working with you all gave me strength!"

Matthew continues to use Horizon services on a regular basis, most recently completing the agency's summer camp with kids who are going through similar situations.

But best of all, Matthew is excelling in school, is an avid reader, and enjoys playing baseball.



## THE PROGRAM: HORIZON'S CRISIS STABILIZATION

*Whether it is a person struggling from a substance use disorder or post-traumatic stress, the goal of crisis stabilization is to increase an individual's coping skills while decreasing the number of days they have to be in a hospital or in Horizon's seven-bed crisis stabilization unit.*

### Improvement {FY13-FY14}

**16%** reduction in days spent in the hospital

**31%** reduction in length of individual hospital stays

### The Need

**12%** increase in emergency custody orders

**2k** crisis evaluations in FY14

## EMERGENCY SERVICES

**O**ur Emergency Services Clinicians conduct preadmission screenings to determine if an individual needs hospitalization. These clinicians work in emergency rooms, jails and outpatient mental health facilities. This team is on call 24/7 to ensure all mental health emergencies receive the careful attention they deserve. This work requires careful collaboration between local hospitals, law enforcement agencies

and Horizon staff. In the past year, several state-level changes have also created changes in the communications and protocol used during a mental health emergency. In short, these changes ensure all clients that need to be hospitalized are given a bed, allows more time for the emergency clinicians to find the appropriate hospital bed and creates a bed registry that assists in that search.

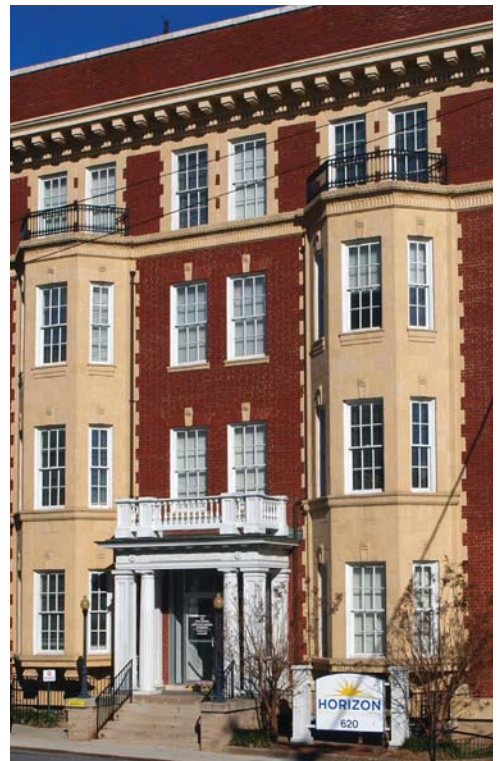
## THE REGIONAL CRISIS INTERVENTION TEAM {CIT}

**D**eveloped in 2010, the goal of the Crisis Intervention Team was to create a more person-centered approach to a mental health crisis. But our area's CIT also provides value to the community. Law enforcement officers are better able to recognize and understand mental health crises. As a result, individuals in crisis are diverted from jail and receive access to treatment rapidly after being stabilized in a therapeutic setting.

The newest development for our region's CIT is the assessment center. Thanks to a strong collaboration between the Lynchburg Police Department, Centra and Horizon, this center will allow patients more privacy to de-escalate from a mental health crisis in a designated area of Lynchburg General Hospital. This "mental health emergency room" will have its own security, allowing local law enforcement to drop off the patient and go back to protecting the streets of our community. This assessment center also increases the strength between CIT partners and the families of people with mental illness.







**UNDER CONSTRUCTION: HORIZON IS REVAMPING THE ADMISSIONS PROCESS**

**T**he Horizon Access Department is Under Construction! Horizon staff members are taking necessary steps to increase efficiency for families seeking services within our agency. The new Admissions and Intake Department will have the same caring customer service with a different name! The admissions department

will offer a comprehensive intake assessment which will allow families to make informed choices about their care. The Horizon Admissions staff will build greater relationships with community referral partners so that a smooth transition can be made for clients who require services outside of our doors.

**HORIZON'S  
ADMISSION &  
INTAKE NUMBER:**

**434-477-5000**

## OUR HORIZON COMMUNITY

**W**e at Horizon will continue to keep you informed of the good works happening throughout the organization. We know none of this would be possible without the support of our community. This annual report demonstrates that the need is large and continues to grow. At the same time, government funding for mental health services has decreased tremendously. In the early 1990's, Horizon was publicly funded at a rate of 66%. Today we maintain our world-class portfolio of services with 21% of our budget coming from local, state and Federal monies.

With this in mind, we are excited to unveil **Horizon Opportunities, Inc.** — our fundraising arm. This 501(c)(3) will allow our community to invest in Horizon through monetary donations and volunteer efforts. Donations to Horizon Opportunities, Inc. will help clients unable to pay for care, provide recreational trips for children with emotional issues and adults with an intellectual disability, and fund programs that guide and support families who have been identified as “at risk.”



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**clients served**

TOTAL: **9,290**

18 & OVER: **5,350** {57.5%}

17 & UNDER: **3,940** {42.5%}

**service area**

MENTAL HEALTH: **6,915**

EMERGENCY & EVALUATION: **3,711**

SUBSTANCE USE: **1,232**

INTELLECTUAL DISABILITY: **936**

*\*Clients are often served in multiple areas. The total number of clients served in each service area is greater than the total number served.*

**residence**

CITY OF LYNCHBURG: **30%**

BEDFORD COUNTY: **30%**

CAMPBELL COUNTY: **22%**

AMHERST COUNTY: **12%**

APPOMATTOX COUNTY: **6%**

**revenues**

TOTAL: **\$43.89/100%** VALUE OF SERVICE: **\$44.91**

MEDICAID: **74%** { \$32.6 }

OTHER FEES: **3%** { \$1.3 }

STATE: **16%** { \$6.89 }

LOCAL: **2%** { \$0.8 }

FEDERAL: **4%** { \$1.7 }

OTHER: **1%** { \$0.6 }

*\*In millions*

“Our mission is  
to support and  
promote the  
**HEALTH,  
INDEPENDENCE  
& SELF-WORTH**  
of individuals  
and families  
in Central Virginia.”

FOR ADMISSIONS & INTAKE, CALL **434-477-5000**  
TO MAKE A DONATION AND GET INVOLVED, GO TO **WWW.HORIZONOPPORTUNITIES.ORG**

[WWW.HORIZONBH.ORG](http://WWW.HORIZONBH.ORG)