



2015

annual
report

IMPROVING WHOLE HEALTH

QUALITY + EFFICIENCY = VALUE

our mission



FY15 FAST FACTS

horizon homes

90.5%

no longer need
long-term
hospitalization

Our 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 use, and co-occurring disorders.



CASE MANAGEMENT

Whether it's coping with a mental health or substance use issue or living with an intellectual disability, behavioral health issues can affect your daily life in many profound ways. Horizon's case managers ensure that clients get the treatment they need. Our professionals meet with clients to make sure they are satisfied with the services they are receiving and to assess the need for additional services at Horizon and in the community.

EMERGENCY SERVICES

Horizon's emergency services team helps to assess people who are experiencing a crisis and, if needed, facilitates getting them the help they need.

HEALTH SERVICES

Mental illness and physical illness 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.

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 address the needs of our clients and are staffed with caring experts in home-health, rehabilitation, and special needs services.

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 in the 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.

OUTPATIENT SERVICES

Improving a client's quality of life is the ultimate goal. Horizon can help through our outpatient services. This setting is less restrictive but still ensures quality care. Horizon's outpatient services are primarily for our clients with mental health and substance use issues. However, clients with intellectual disabilities can also benefit.

PSYCHIATRIC SERVICES

Horizon has a team of psychiatrists that provide evaluation and medication management to our clients. In addition, we offer tele-psychiatry 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.

SCHOOL-BASED SERVICES

Using evidence-based methods proven to be extremely successful nationally, Horizon's school based services take a comprehensive, holistic and integrated approach to severe behavioral issues for children in and out of the school setting.

FOR ADMISSIONS, PLEASE CALL:
{434} 477-5000

message from our ceo

It has been an exciting year full of transformational changes both internally and externally. I'm very impressed and encouraged by how we're moving to an integrated, team-based care approach. This will help Horizon and other healthcare providers strengthen the integration continuum thereby improving the health of our community. At a recent all staff meeting I was delighted to hear from a Horizon social worker who was overjoyed to now be able to serve both children and adults. She said it has made her work more meaningful, because she has a complete picture of the entire family.

Speaking of seeing the full picture, our new electronic health record will allow us to do just that. We now have the capacity to create custom reports and dashboards that will help us make more informed decisions. Our Horizon team will share these reports with their colleagues across Horizon, giving everyone the ability to analyze results. It's part of our desire to become a horizontal organization focused on teamwork and Horizon's collective goals.

One of those goals, to heighten our presence and become a greater resource in the communities we serve, has proven successful over the past year. Increases in our social media interaction, community engagement activities, and number of external trainings show that we are ramping up our outreach.

There are also some exciting changes on the state and federal level. In April of 2015, the Centers for Medicare and Medicaid Services released a proposed rule outlining how the 2008 Mental Health Parity and Addiction Equity Act applies to state Medicaid programs. The rule will extend parity protections to an estimated 22.5 million Americans covered by Medicaid. Now, states and Medicaid managed care plans will have the details they need to ensure that beneficiaries have access to the full protections promised to them under the parity law. After working in this field for more than 20 years, it's wonderful to be a part of a movement

that is focused on addressing many of the treatment limitations that have prevented consumers from accessing the mental health, intellectual disabilities and substance use services they need. In addition, the Virginia Department of Medical Assistance Services (DMAS) is scheduled to implement the third phase of Medicaid reform in mid-2017. It will include all remaining Medicaid populations and services, including long-term care, and home and community-based waiver services. DMAS is also exploring value based payments focused on the wellness of a client not the volume of patients. We have also seen an unprecedented number of mental-health legislation proposals in Congress.

Things are moving at phenomenal speed so I expect 2016 to be another exciting year. We should anticipate that there will be some external challenges that will lead us to a better place in the next 3 to 5 years. Behavioral and operational changes will not just be a must for providers; consumers will also need to take greater ownership of their own health: to eat well, to exercise, and to take their medications. The challenge is to be thoughtful in order to achieve the results that we want.

Every day I look forward to working with the dedicated team at Horizon. I'm always impressed by the level of commitment and expertise of each team member and Horizon's Board of Directors, as well as our amazing local, state and federal partners, elected officials, the Virginia Association of Community Services Boards, individual and corporate supporters and other Community Service Boards. Without your support we could not do this life changing work. It is a privilege and pleasure to work with each and every one of you. May 2016 bring positive change to Central Virginia and the Commonwealth.

With every best wish and kind regard,



Damien Cabezas, CEO

As I look back upon the last year at Horizon Behavioral Health, I also reflect upon the progress we have made in the behavioral health arena since our creation 46 years ago. The children, adults, and families we currently serve are benefitting from significant advances in the treatment, support and rehabilitation technologies we employ daily in our comprehensive array of evidence-based services. These services are provided by highly skilled teams of behavioral health professionals who are committed to assuring that those we serve who are experiencing the challenges of mental illness, substance abuse and intellectual disability, are receiving the services that will enhance their quality of life and maximize their success in the community.

We are very aware that our mission would be difficult, if not impossible, if it were not for the other service organizations, public safety departments, and healthcare providers in our communities. These existing and constantly evolving partnerships serve to assure that those who come to us receive the necessary array of community based healthcare and support services that they need and deserve.

Lastly, the Horizon Board of Directors, representing the Counties of Amherst, Appomattox, Bedford and Campbell and the City of Lynchburg, in concert with our strategic community partners and dedicated staff, serve to assure that our services continue to be responsive to the unique needs of our diverse communities. We are thankful for their time as volunteers and committed representatives of our localities.

Please take the opportunity to not only read this report, but go to our website www.horizonbh.org to learn more about us and our mission.



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

message from board chair



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FY15 FAST FACTS

therapeutic day treatment

90% attendance rate

69% of children increased their social/emotional competency

FY15 FAST FACTS

prevention services

1,289 students actively involved

144 families involved

CIT expansion



Paula Brent and CIT Coordinator Debra Jefferson

Paula Brent was a junior in college when the security guards started following her around campus. She was quiet and very shy. “So why would they be following me?” she wondered. It was that professor who wanted to help her “come out of her shell.” At first, Paula welcomed the help and was relieved that someone had noticed her. But when the professor and the guards started following her she became increasingly suspicious and realized that they all wanted her kicked out of school.

Very upset and distraught, Paula called her mom. When her mom came to campus she found out her daughter was suffering from severe hallucinations. Paula was involuntarily admitted to a psychiatric hospital and diagnosed with Schizoaffective Disorder.

The illness still haunts her today, but it doesn't stop her from helping others. She now has her Master's Degree in Community Counseling from Lynchburg College and puts it to use every day as a peer support specialist in Centra's Emergency Room.

“I can understand better than anyone else what it's like to have a mental illness,” says Paula.

“There is hope. A mental illness is part of you, and there is recovery.” Paula says these words to comfort clients suffering from a crisis, but it also helps the police officers that bring them in for evaluation. Paula helps these officers through the Lynchburg-Central Virginia Crisis Intervention Team (CIT). She is one of 28 CIT Trained instructors that teach public safety officers how to spot a mental health crisis.

“I see officers that come (to the training) and say they are wasting their time, but by the end they are saying ‘wow, I'm glad I came here,’” says Paula. She adds that it's not just in their words but their actions – “the way they treat the patient, the kindness they show (a client).”

CIT brings together stakeholders from Horizon, Centra and law enforcement, to improve the overall response to a person experiencing a mental health crisis. To date, the CIT program has trained 171 officers and first

responders, along with dozens of professionals from college security, social services, regional dispatch, corrections, and the fire department.

In September 2015, Horizon, in partnership with Centra and local law enforcement agencies, developed a psychiatric emergency center (PEC). This five bed unit is located across the driveway from Lynchburg General's Emergency Department. Thanks to a grant secured by Horizon from the Department of Behavioral Health and Developmental Services, police officers will be able to drop off people in crisis for an evaluation 24/7 365 days a year.

For our community, the CIT training and the new PEC mean better safety, a continuum of care for those in need, and a slow deterioration of the wall that is mental health stigma. For Paula, the new PEC means she gets to touch more lives and spread the message of hope: “If you seek services and you stay on medication, chances are that you can live a life that's good. You can work, have fun, and enjoy your life.”

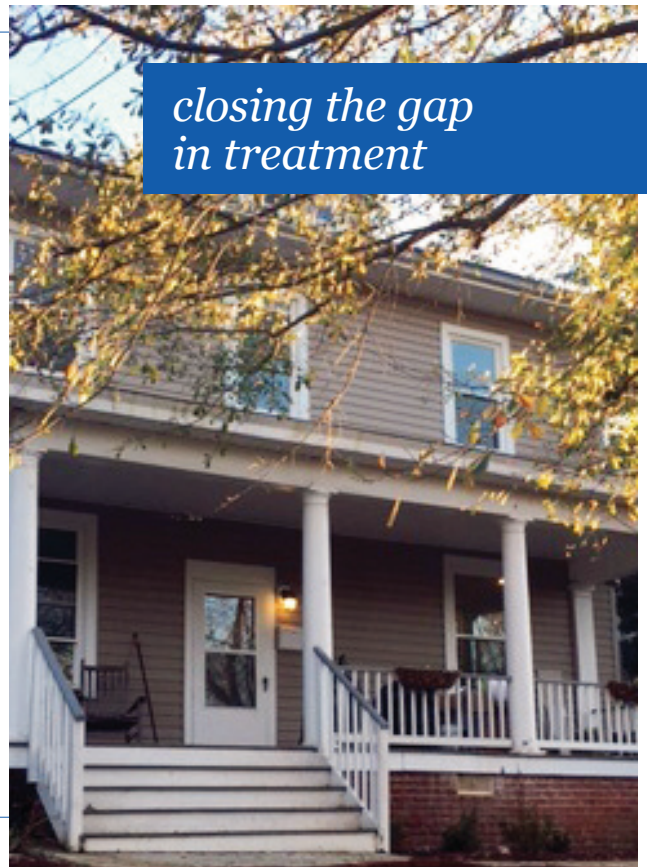
HORIZON'S RECOVERY RESIDENCE FOR WOMEN

In Virginia, there are 102 facilities that treat people for the co-occurring disorders of mental health and substance use.* Of those, only 23 provide short-term residential treatment, and a mere 19 provide Opioid treatment programs. At Horizon, we can proudly say, we provide both.

In an effort to provide a strong continuum of care to our clients, we have opened Horizon's Recovery Residence for Women. It will provide stable housing and continued treatment for consumers discharged from Horizon's medically supervised detoxification program. It is located in a secure location in the heart of Lynchburg.

The 8-bed facility will also provide transportation to and from treatment at Horizon Behavioral Health. "We are excited to provide this to our community because the need is great," says Damien Cabezas, CEO of Horizon. "This will provide stability and support to clients who wouldn't otherwise be able to afford this care and would, as a result, have a greater likelihood of relapsing."

*Substance Abuse and Mental Health Services Administration, National Survey of Substance Abuse Treatment Services, 2010 State Profile – Virginia.



MY JOURNEY

Jenni O.,
Horizon Client

To the outside world I had a pretty good life - a beautiful home in Forest, a great career as a respiratory therapist, three beautiful children and a loving husband. But the truth was very different. I was lost. I felt alone, and I felt like a failure most of the time. I didn't know what was going on inside, I just felt hopeless and depressed. Issues with chronic back pain introduced me to opiates. After taking pain pills for an extended period of time, I began to use them to self-medicate my depression and anxiety. The drugs seemed to be my only temporary escape. But then I ran out drugs and I couldn't stand to be sick from the withdrawals any longer. So I decided to rehab.

I was very fortunate to have a supportive family during my stay. My parents were very involved in my recovery and wanted to learn all they could. After I finished rehab I went back to my family but I didn't change

anything about my life, or my way of thinking. The drugs were out of my system, but my mind and spirit were still dark with addiction. I relapsed.

After relapsing, my using progressed very quickly, and I did whatever possible to support my addiction. I stole medicine from my job and I was caught. I lost my job and gained a misdemeanor on my record. But more devastating than that, I let down my family. I was on the verge of losing everything. My career, my husband and my children.

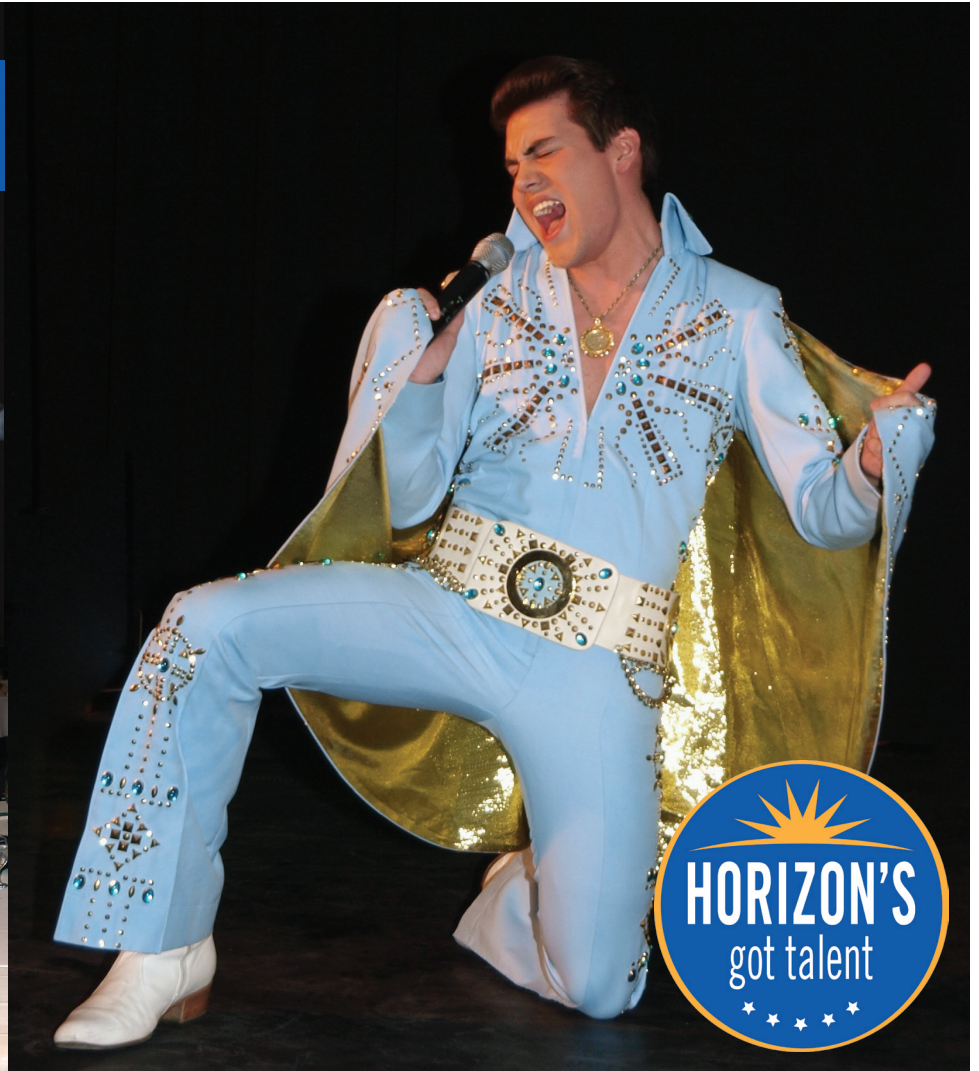
So I turned to Horizon for help in November of 2013. I have now been clean for two years. Horizon's clinicians helped me realize that addiction is a moral and spiritual disease. I knew that if I didn't take care of myself I was going to be in jail or dead. I have learned that this disease will never be cured, and that it is cunning, insidious, and progressive. I have also discovered that with help

I am stronger than my disease and I am responsible for my recovery. By healing my mind and spirit, I know I can find enjoyment in life, clean.

I was excited to hear about Horizon's new Recovery Residence. It is a desperately needed service in this community. It will support the healing process associated with addiction and prevent devastating relapses like mine. Many women need a safe, sober place to go after detox. If a newly recovering addict returns to the same life they came from, their chances of relapse are far greater. A change of surroundings, change of friends and change of lifestyle can make all the difference. Many addicts don't have the option to return to a loving, supportive family. Many come from a home of abuse and/or drug use. Long term recovery can happen if clients can go to a safe, sober environment with others in recovery while receiving ongoing therapy and continuing care.



horizon's got talent



FY15 FAST FACTS

intensive services

97% of clients treated at home instead of being hospitalized for severe mental illness

Horizon's Got Talent, a fundraiser to benefit Horizon Behavioral Health, was a night full of good food, great company and amazing talent. Guests were able to hear how the agency helps more than 10,000 clients a year. Our celebrity judges were Arizona Cardinal's Logan Thomas, Liberty University QB Josh Woodrum, WSET Anchor Danner Evans, and WIQO Talk Show host Brian Weigand. Elvis impersonator Taylor Rodriguez took home the first place trophy.

We are grateful for the wonderful support we received for this exciting event. The second annual Horizon's Got Talent is scheduled for Friday, March 11, 2016. Calls for talent and ticket sales will begin in early 2016.



FOR MORE INFORMATION ON HOW TO DONATE & GET INVOLVED:

Visit www.horizonopportunities.org, or email us at info@horizonbh.org

THE ROAD TO DATA-DRIVEN RESULTS

In order to fall into regulation with Federal guidelines and to streamline processes, Horizon began the switch to an electronic health record (EHR) called Credible in fall of 2014. With thousands of paper medical records on file and more than 750 employees to train, this was no small task. What were the secrets to our success? Read on and find out:

■ *The Groundwork*

The agency created a Credible Steering Committee. All departments at Horizon had representatives at the table, along with the CEO and executive leadership team. Within this new team, a clinical project lead and technology project lead were assigned to work with portfolio directors, management and line staff. Throughout the transition, a Horizon project coordinator kept track of all assignments using Microsoft Project, a crucial tool that helped to establish clear deadlines. This held people accountable for outstanding tasks and outlined milestones.

■ *Committees*

Implementing an EHR touches nearly every aspect of an agency. So the work of assigned subcommittees was crucially important. Focus areas included Information Technology, Reporting, Forms, Workflows, Training and Billing. The work groups were given specific assignments, and empowered to brainstorm and to resolve issues as a team. The subcommittees would report to the larger team each week on their progress.

■ *Super Users*

Horizon has more than 750 staff members, all of who had to be trained on this system. Using an internal train-the-trainer method ensured that cross training and internal support was strong. Picked for their technical aptitude and ability to train others, Super Users were chosen to be the first to learn the new system. They were instrumental throughout the training process as well as during the “go-live,” the first few days the new electronic health record began to function at Horizon. It was also important to constantly monitor how employees were adapting to this new EHR. The Super Users were the agency’s eyes and ears.

■ *Flexibility During Challenge*

Of course this project wasn’t without its challenges. At the same time the agency was preparing for the implementation of a new EHR, it was also going through an extensive reorganization of its clinical programming. This added a layer of complexity to the initial stages of implementation. In addition, external regulatory and Medicaid changes required the team to be flexible and creative in order to adapt to the changing business environment. At the end of it all, the implementation team decided to push the “go-live” date back a month because the agency was not ready for a successful implementation. This caused anxiety but, in the end, it was the right thing to do.

■ *Strong Support*

Good support played a major role in ensuring a successful implementation. The CEO sought continual feedback and held all members of the team accountable for the success of the project. The support and vigilant review of the project plan, team reports and staff feedback throughout the process brought clarity and confidence to the decision making process. In the final stage of implementation, the willingness to reassess major decisions like the “go-live” date were critical to success.

The support provided by Credible Behavioral Health was also a crucial element of the implementation. Throughout the process, their consultants provided expertise and guidance that included a project plan and technical support. Initially, there was a steep learning curve for the Horizon implementation team. Weekly conference calls with Credible kept the team on track and alleviated anxiety. Credible assigned a project coordinator along with several other representatives to work with the agency. On-site visits allowed Credible to become familiar with Horizon in order to configure the EHR system, guide the team through implementation, provide ongoing training, assist with form building, set up the billing and general ledger, and to work through various processes within the implementation plan. Credible remarked that Horizon’s broad range of services was providing them the ability to flex their IT muscles in unique ways. As a result, they developed and tracked their own project plan in conjunction with ours.

transitioning to an
electronic health record



WE HAVE A NEW EHR.
NOW WHAT?

The Work Continues

The Credible Steering committee still meets monthly. In addition, a small working group meets weekly to monitor the system and identify ways to improve and make changes as needed. Forms, Reports and Super User work groups are continuing as well. Horizon wants to ensure the system is efficient, fosters positive clinical outcomes, provides end users satisfaction, and identifies areas to make the system a more effective tool. The forms committee reviews form changes and new form requests. The reports committee works on building meaningful reports based on the data in the system.

There Are Always Challenges

Data driven reports drive Horizon as it moves into a new business environment. Specifically, Horizon is using the data from these reports to develop Performance Improvement Plans. That is why it is crucial that data is entered correctly into the Credible system. The challenge of the reports committee is to continue to develop reports and automate them. To date we are able to report good success on the daily operations including the fact that more than three-fourths of scheduled visits were completed and clinical documentation has significantly improved within the organization.



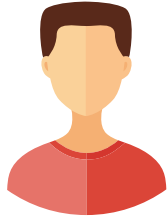
FY15 FAST FACTS

crisis services

63%

decrease in state
hospitalization of
children

MORE THAN
10 THOUSAND
CLIENTS
SERVED



17 & under: **4,227** {41%}
18 & over: **6,015** {59%}
TOTAL = 10,242

SERVICE AREA



mental
health

6,584



emergency
& evaluation

8,367



substance
use

1,096



intellectual
disability

866

BY LOCALITY

lynchburg 4,101 {40%}

CHILDREN: 1,496 ADULTS: 2,605 UNINSURED: 921 {22%}

amherst county 1,158 {11%}

CHILDREN: 515 ADULTS: 643 UNINSURED: 240 {21%}

appomattox county 616 {6%}

CHILDREN: 279 ADULTS: 337 UNINSURED: 106 {17%}

bedford county 1,577 {15%}

CHILDREN: 508 ADULTS: 1,069 UNINSURED: 538 {34%}

campbell county 1,602 {16%}

CHILDREN: 614 ADULTS: 988 UNINSURED: 346 {22%}

out of area 1,188 {12%}

CHILDREN: 815 ADULTS: 373 UNINSURED: 101 {9%}

0 10 20 30 40

REVENUE

IN MILLIONS

medicaid
73% {\$35.5}

state
15% {\$7.14}

federal
3% {\$1.62}

other fees
6% {\$2.65}

local
2% {\$0.88}

other
1% {\$0.54}

TOTAL
\$48.3



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