



A Year of Growth  
and Renewal

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**2016**

Corrections Division  
Annual Report

**G**ateway Foundation is a trusted non-profit providing drug and alcohol treatment in correctional settings since 1968. Our goal is straightforward: To help clients achieve a life of sobriety, free from drug use and symptoms of mental illness, that is productive, socially responsible, and healthy. We currently operate drug and alcohol treatment programs for men, women, adolescents, special needs, and dual diagnosis clients involved in a variety of correctional treatment settings such as prisons, jails, day reporting centers and community corrections/outpatient programs. We have a history of providing programs that dramatically reduce recidivism and successfully reintegrate offenders into communities as productive citizens, and we do so in a manner that saves money for the jurisdictions we serve!

Gateway's substance use disorder treatment approach is based on decades of experience, evidence based and best practices, training, and research. Services are gender responsive and trauma informed. While far from exhaustive, Gateway is skilled in all of the following correctional treatment services.

- Therapeutic Communities
- Cognitive Behavioral Treatment/Cognitive Self-Change
- Motivational Interviewing
- Trauma Informed Care and Trauma Interventions
- Dialectical Behavior Therapy
- Mindfulness-based Recovery
- Matrix Model
- Medication Assisted Treatment
- Veteran's Programming
- Peer Recovery Support Services
- Case Management
- Relapse Prevention
- Re-Entry Services
- Self-Help Programs
- Drinking/Driving Intervention Programs
- Job Readiness Training
- Electronic Monitoring

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*“This program not only saved my life – it put the fire back in me to be that person that I always meant to be... the good person I know I can be.”*

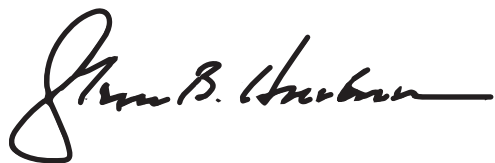
Corrections Client

# Letter from the Chairman

As I reflect on Fiscal Year 2016, I am proud to share that Gateway Foundation has begun a process of change and renewal that I know will take our organization to its next level of growth. We have begun a new era with Dr. Thomas P. Britton and his executive team at the helm. This dynamic group of leaders, with deep experience in healthcare and the specialties of behavioral health and substance use disorder treatment, have the energy and vision to steer Gateway into the future, while staying true to the core values established by former President and CEO Michael Darcy.

This year at Gateway, Tom and his executive team have initiated the process of enhancing our infrastructure and have begun to explore new opportunities for expansion. In FY 2016, Gateway treated 34,000 clients — 700 more clients (5.2% growth) in our Community Division and 971 more clients (4.7% growth) in our Corrections Division. With the addition of 10 beds in Aurora and the men’s residential program in Delaware, FY 2016 saw a 14.7% increase in residential clients treated. Gateway’s revenue grew by 25% in FY 2016, providing the financial strength and stability to drive further growth and to serve even more individuals and families in need.

Guided by our longstanding mission, Gateway’s extraordinary staff and visionary leaders are more dedicated than ever to addressing substance use disorders, their wide-ranging effects, and the stigma surrounding those suffering from the disease. In this year’s annual report you will read more about our evolving organization and the impact we continue to make in the lives of our clients and their families.



Glenn B. Huebner  
Chairman  
Gateway Foundation Board of Directors

# Letter from the CEO

Dear Friends,

It's such an honor for me as CEO to support Gateway Foundation and the staff that make it great. This has been an exciting year for Gateway. Substance use disorder treatment providers no longer stand apart; we are now part of the larger medical community, acting as specialists treating the pervasive disease of addiction. Gateway is actively developing the infrastructure necessary to thrive within the larger health system environment. Unlike typical medical providers, Gateway successfully blends a comprehensive array of interventions including psychiatric care, Medication Assisted Therapies, cognitive behavioral therapy, 12-step facilitation, therapeutic community interventions and more.

Building on the profound legacy of our past, we have implemented several new initiatives designed to enhance our operations and align our Community and Corrections Divisions. These initiatives are the building blocks for our long-term growth and sustainability. They are the means by which we can carry on our mission to improve the lives of those suffering from substance use disorders.

Chief among these initiatives is our upcoming transition to a new electronic medical record that will allow us to have connectivity across our many community-based facilities, and to share valuable data. This critical technological shift will integrate our clinical, financial and business development functions—readying us for new partnerships with other providers and health systems. The success of this transition—involving hundreds of Gateway employees—has been a key focus of our organization for over two years. It's a prime example of the superior teamwork and tireless commitment that define the Gateway culture.



Dr. Thomas P. Britton  
President & CEO  
Gateway Foundation

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We are also increasing our sustainability by expanding our geographic footprint and service offerings. Gateway has a new residential Community site in Delaware that attracts clients from multiple Mid-Atlantic States and complements Gateway Corrections services throughout the state of New Jersey. Three new Illinois-based outpatient counseling centers will help us to better serve the needs of our consumers. In May 2016, Gateway assumed operations of three residential treatment facilities for the Harris County Community Supervision and Corrections Department, totaling 570 beds in and around Houston, Texas. All told, Gateway Corrections added over 1,000 new beds and the capacity to treat nearly 600 more community-based, justice-involved individuals.

I am eternally grateful for the work of my predecessor, Michael Darcy, and the team he led, for laying the foundation and groundwork necessary for the success we enjoy today. Our future is bright because we stay true to our mission even as we evolve. I am truly humbled to be a part of this very special organization that continues to change lives each day.



In the spirit of continuous improvement and positive change, we now have a new team of dynamic executives to help lead Gateway into the future. This leadership team includes:

**Tomas Del Rio**, Chief Financial Officer whose business acumen and experience helping organizations expand will be a great asset as Gateway considers future growth opportunities.

**Gregg Dockins**, Division President, Corrections has a long, exemplary history with corrections and Gateway and continues to drive innovation and best practice that impacts our entire organization.

**Susan Cambria**, Division President, Community Services brings over 25 years of senior level leadership in the addiction treatment sector.

**Jodi Levine**, Vice President, Business Development and Strategy, brings over 20 years of experience in healthcare leadership, related to growing healthcare businesses.

**Patricia Sanchez-Aitken**, Vice President of Human Resources, succeeds Martha Yount, who retired from Gateway after an illustrious 20+ years focused on building our HR function to support over 1000 employees. Pat comes to us with experience in both for profit and not-for-profit organizations, enhancing employee engagement and retention and understanding the value of customer service.

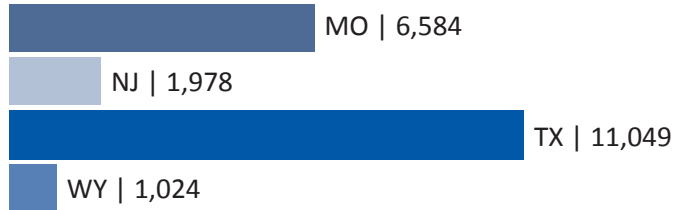
**Dan Molitor**, Vice President, Information Services has spearheaded the transition to our new EMR and continues to provide guidance across our organization.

A photograph of a man and a young girl embracing. The man is on the left, wearing a dark sweater, and the girl is on the right, wearing a white shirt. They are both smiling and looking at each other. The background is a soft-focus bokeh of green and blue light. The entire image has a blue overlay. A white-bordered box contains the text "2016 Demographic Data".

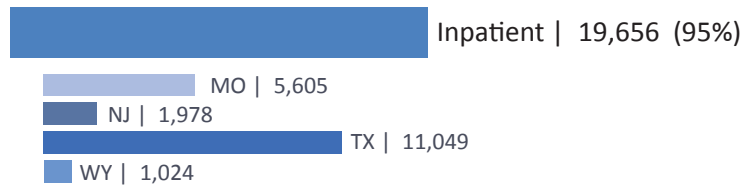
## 2016 Demographic Data

# Total Clients Admitted in 2016: 20,635

## Clients Admitted

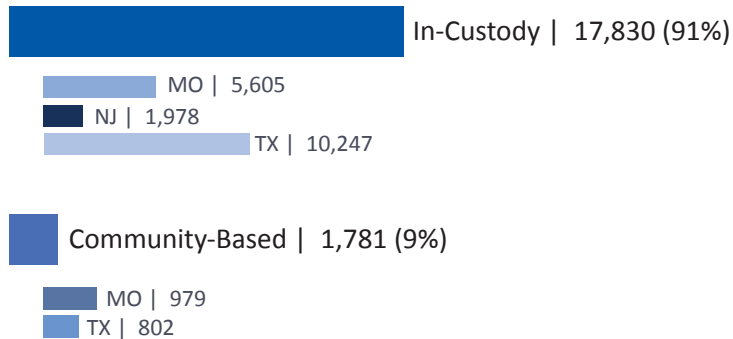


## By Inpatient/Outpatient

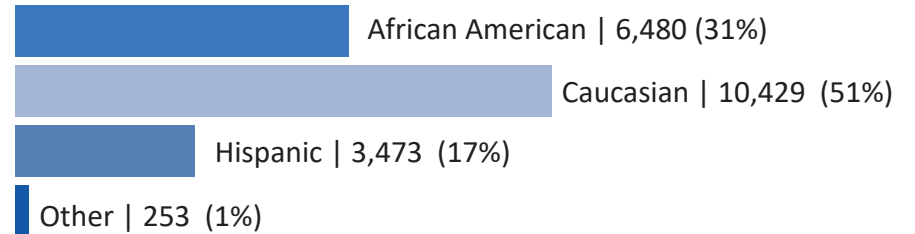


Outpatient | 979 (5%)  
Missouri Only

## By Treatment Setting

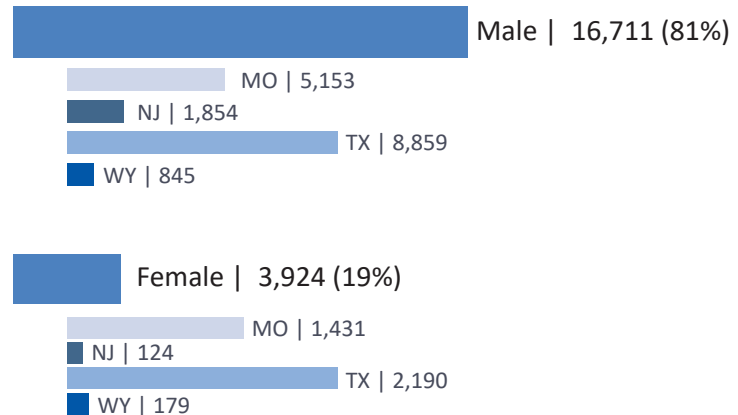


## Total By Race/Ethnicity



	African American	Caucasian	Hispanic	Other
MO	2,053 (31%)	4,502 (68%)	11 (0%)	18 (0%)
NJ	1,122 (57%)	475 (24%)	352 (18%)	29 (1%)
TX	3,247 (29%)	4,675 (42%)	3,005 (27%)	123 (1%)

## By Gender



A photograph of a man and a woman embracing in a park. The man is on the right, wearing a light blue polo shirt and jeans, with his hand on the woman's shoulder. The woman is on the left, wearing a light-colored t-shirt and jeans, with her hand on the man's chest. They are both smiling and looking at each other. The background is a lush green forest. The entire image has a blue color overlay.

## Success Stories



## Successful Expansion of Community Corrections in FY16

Gateway is excited to announce the addition of three new programs to the Corrections Division! In May 2016, Gateway was awarded a contract to operate three distinct community corrections facilities for the Harris County Community Supervision and Corrections Department (CSCD), located in the greater Houston area. Gateway is responsible for facility operations and supervision and is also providing two treatment tracks: a substance use disorder treatment program and a cognitive intervention program. Totaling 570 beds, the Harris County programs serve medium- and high-risk men and women.

“I knew going into this project it would be a challenging task,

*“I knew going into this project it would be a challenging task, but thanks to great leadership from Harris County CSCD and everyone’s commitment to collaboration and teamwork, we have made tremendous progress!”*

Frank Davis  
Gateway Texas Administrative Director

but thanks to great leadership from Harris County CSCD and everyone’s commitment to collaboration and teamwork, we have made tremendous progress!” shared Frank Davis, Gateway Texas Administrative Director.

The Harris County CSCD contract supports Gateway’s long-term initiative to expand our footprint in community corrections as well as all intercepts in the justice continuum (diversion or no-entry through community-based aftercare programs). It also allows Gateway to be *the* solution for agencies seeking a single supervision and treatment provider, thereby enhancing the provision of a fully integrated treatment and security model.

# Gateway's Recidivism Reduction Medication Assisted Treatment Project (RR-MAT I and II): Fiscal Year 2016 Outcomes

Gateway is proud to be the first substance use disorder treatment provider to offer Medication Assisted Treatment (MAT) in a state correctional system that spans in-custody and post-release treatment. Together with the Missouri Department of Mental Health and the Missouri Department of Corrections, Gateway is able to offer a comprehensive treatment program, which may include a monthly injection of Vivitrol® to opiate and/or alcohol dependent Missouri offenders. In FY 2016, the Missouri Department of Mental Health expanded the original RR-MAT project to include four additional DOC institutional treatment programs, and to individuals released from DOC to the Kansas City area. The expanded program, known as RR-MAT II, serves clients returning to either the St. Louis or Kansas City area from six correctional facilities, including the two women's correctional institutions at Vandalia and Chillicothe.

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## SCIENCE OF PHARMACOLOGY

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- Opioid addiction and alcohol dependence are widely accepted as chronic brain diseases that are frequently characterized by relapse.
- Vivitrol® is the only once-monthly, non-addictive, FDA approved medication for the treatment of alcohol and opioid dependence.
- Vivitrol® blocks the intoxicating effects of opioids and alcohol, preventing relapse.
- Vivitrol® is not a narcotic, nor an opioid maintenance medication, and does not require special licensing to provide.

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## RESEARCH BASED TREATMENT

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Building upon best practices, Gateway combines MAT with several other evidence based treatment interventions including:

- Cognitive Behavioral Treatment
- Substance Use Disorder Treatment
- Wrap Around Strength-Based Case Management
- Co-occurring Disorder Counseling
- Employment Readiness Services
- Motivational Interviewing

\*Gateway is currently contracted to provide these services at the following Department of Corrections Institutions: Chillicothe (women), Cremer (men), Maryville (men), Northeast (men), Ozark (men), Women's Eastern (women) as well as community based services in St. Louis and Kansas City.

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## BY THE NUMBERS: 7/1/15 - 6/30/16

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In addition to the outcomes below, clients served have had reduced drug use during treatment (negative drug tests), a higher rate of employment, higher engagement with social supports and more stable housing following their release from incarceration.

# 305

clients served by Gateway's RR-MAT project.

# 121

clients have received a pre-release Vivitrol® injection.

# 191

clients participating in an RR-MAT project have been released from prison.

# 86%

of clients receiving RR-MAT services are still engaged in post-release community based outpatient treatment, versus an average of 67% engagement for all clients.

# 80%

of clients who received pre-release Vivitrol® in FY 2014 and have not returned to the Department of Corrections. The average Missouri DOC two year recidivism rate is 40%.

# 98%

of the clients released in FY 2016 have been admitted to community-based treatment following their release, vs. 55-65% of individuals not involved in the RR-MAT project.

# 86%

of clients who received RR-MAT services and completed Gateway's St. Louis Outpatient Program were employed or enrolled in an education program at the time of discharge from the full treatment continuum. This rate compares to an average employment rate of 25-30% for criminal justice involved clients in Gateway's St. Louis program.



## Army Vet Bridges Gap for Veteran Self-Help Support Group

When Kemberlee “Kem” Henderson met her new neighbor, Mike Burns, she was thrilled to discover he was a veteran of the US Army.

Kem is the Gateway Director for the substance use disorder treatment program at Walker Sayle, a prison in Breckenridge, Texas. Recognizing the presence of incarcerated veterans in the Gateway program, Kem and her team knew it would be imperative to be responsive to their unique needs for treatment to be most effective. Before she met Mike, Kem was struggling to find ways to get the veterans to open up to her and the team at Walker Sayle. The Gateway team thought the clients who were veterans would benefit from a specialized, veterans only group. She knew, however, that the group would need a dynamic facilitator who could relate to the client’s experiences, to the emotional toll of war, and to the difficulty of transitioning from active duty to civilian life. She asked Mike if he’d be willing to lead the group.

Mike, who was injured in combat and recently had his leg amputated, was excited about the opportunity to do something

positive for other veterans—something he was uniquely qualified to do.

“I have found there is a huge communication barrier when people who have not been on the battlefield try to talk to vets about the issues they deal with on a daily basis. Veterans often have a fear of being judged about the things that they have had to do to come home alive, and feel that others won’t understand their pain and suffering,” says Mike.

*“There simply is no substitute for peer support groups in the recovery of our veterans who suffer with PTSD. I consider it an honor and a blessing to be in a position to help these men.”*

Mike Burns

Mike helps the vets find healthy ways to manage their symptoms related to post-traumatic stress disorder (PTSD) and/or traumatic brain injury (TBI), two mental health issues Mike himself has to deal with as a consequence of war.

“There simply is no substitute for peer support groups in the recovery of our veterans who suffer with PTSD. I consider it an honor and a blessing to be in a position to help these men. My hope is that the success experienced here at Walker Sayle will be an example for others to follow so veterans get the proper treatment that they not only need but have earned while protecting our great nation,” explains Mike.

# Pioneering New Treatment Methods

Gateway's Corrections Division is committed to innovation and advancing the treatment field for individuals involved with the criminal justice system. Responding to the growing body of "What Works" literature in the criminal justice field, as well as client feedback regarding effective interventions and strategies, Gateway's staff took action to address gaps they saw in the available treatment materials and methods. Gateway is proud to say that its Corrections' staff has authored two evidence-supported treatment interventions and has also created a cutting-edge, research-based service delivery model that is unique to Gateway programs.

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## CASTLES IN THE SKY

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CASTLES IN THE SKY is a cognitive mapping curriculum based on research conducted with non-recidivating ex-offenders. Despite the reality that most offenders are faced with the same challenges, roadblocks and setbacks, non-recidivists often navigate those challenges differently than individuals who return to prison. The Castle's curriculum provides a strength-based, solution-oriented focus exploring with clients the path to desistance from crime and other self-defeating behaviors. The curriculum is applicable to male and female offender populations and has been used both nationally and internationally. Early evaluation supports the effectiveness of the intervention on numerous criminogenic thinking and behavioral patterns.

*"I started life out pretty rocky, but Castles in the Sky helped me finally understand why I always made the same mistakes over and over. I have taken these lessons to heart. I'm a different person now."*

Corrections Client

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## THE DISCOVERY GROUP

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THE DISCOVERY GROUP is a targeted intervention to engage offenders who are struggling with their motivation to participate in treatment. It is a guided process by which participants are encouraged to revisit their past to examine their choices and form an opinion of those choices; participants learn from their past to discover life principles that will guide them to a healthy, pro-social future. Implemented over the past year at Gateway's Maryville Treatment Center program in Missouri, this intervention has shown positive outcomes in client engagement in treatment and decreases in criminal thinking patterns.

*"Discovery/ DIEing to be Set Free helped me identify how and why I allowed myself to remain in my criminal lifestyle. It also helped me find out who I truly am and what my life is supposed to mean."*

Corrections Client

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## THE COLLEGIATE MODEL

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THE COLLEGIATE MODEL, a unique service delivery model developed by the Gateway treatment team at Ozark Correctional Center in Missouri, focuses on applying the best practices in the field of substance use disorder treatment, adult education, and criminal justice. Utilizing a process consistent with a university, the model encourages clients to select both elective and required courses (treatment interventions) specific to their assessed needs as well as their own interests. The "collegiate model" enhances a client's ability to organize responsibilities, have ownership of their treatment, experience and celebrate successes, and meet obligations within a safe and well-monitored environment.



# Client Engagement and Satisfaction Assessment FY 2016\*

\*Texas Christian University Client Evaluation of Self and Treatment (TCU CEST)

## 89%

felt supported by their peers

89.11% in MO | 89.03% in NJ | 88.13% in TX

## 99%

indicated they were engaged in treatment

98.40% in MO | 98.48% in NJ | 98.82% in TX

Overall,

## 90%

are satisfied with their treatment

87% in MO | 92% in NJ | 90% in TX

Overall,

## 96%

indicated they felt a positive therapeutic alliance with their counselor. This is important as a client's rapport with his/her counselor is one of the best indicators of successful treatment outcomes and a key factor to the change process.

(Moore, 2006; Lantz, 2004)

95% in MO | 97% in NJ | 96% in TX

# Interview with Doug Healy, Program Director, South Woods State Prison, NJ

When Gateway's Corrections Division first contracted with the New Jersey Department of Corrections in 2002, Doug Healy came on board as a Program Director. Though he left about 8 years later, it was less than a year before he returned to Gateway.

Doug was drawn back because of his positive experience with Gateway and the organization's outlook. "For a larger company, it felt small. . . . It was a place of comfort, and it has a good reputation," Doug said. "I like Gateway's values of treatment."

As someone who has been involved in substance abuse treatment for 28 years, Doug understands that the type of treatment offered can make the difference in the life of someone in recovery. The way Gateway "focuses on the need of

the client and what's going to provide the best treatment" helps differentiate Gateway from other treatment centers, according to Doug. At Gateway, individuals in treatment benefit

from personalized treatment planning for substance abuse and mental health concerns, taking into account factors such as substance abuse history, lifestyle, health concerns, and home environment.

Now that Doug has been back with Gateway for over 5 years, he is ready for a bright future. For three years, the program at South Woods State Prison had 100% staff retention, and Doug looks forward to Gateway's continual evolution. He is confident that Gateway will continue to expand its services, and Gateway is excited to have him on board for the journey.



South Woods State Prison, NJ

*"For a larger company, [Gateway] felt small. . . . It was a place of comfort, and it has a good reputation. I like Gateway's values of treatment."*

Doug Healy  
Program Director  
South Woods State Prison, NJ

# A New Outlook on Recovery & Life

## A CLIENT SUCCESS STORY

M.H. was released from Women's Eastern Reception, Diagnostic and Correctional Center in March 2016. She has not used alcohol, her primary drug of choice, since her incarceration in 2015. M.H. is an RR-MAT participant opting to take a monthly Vivitrol injection to support her in her recovery from alcohol addiction. She also receives on-going substance use treatment, wrap-around case management and employment services through RR-MAT.

M.H. credits her treatment team- including her pre-release case manager, [M.H.](#) post-release reentry specialist, and employment specialist- for helping her get to where she is now. M.H. has also put in plenty of hard work and shown great determination, balancing aftercare treatment, family and her first job in 20 years.

"My experience in the program is that if you are open-minded and determined to change, Vivitrol and Gateway are good things

to help you support your dreams and changes. I've had lots of help and support from Jordan and Arthur-- help getting things I need, like clothes for work, help getting to and from work, help with my resume. I had help learning how to find and keep a job."

M.H. says that the hardest thing about recovery is accepting change. However, when asked what advice she would give to other people in the RR-MAT program, M.H. said, "If you really want to get yourself clean and get your life together, Gateway is always there when you call them. Someone always reaches out to me and helps me take care of all of my needs." M.H. added that people should not "totally depend on Vivitrol," but that it can be a useful tool in a recovery journey that includes being "open-minded, willing and determined to make a difference" in one's life. M.H. has and will continue to make vital changes in her own recovery journey.

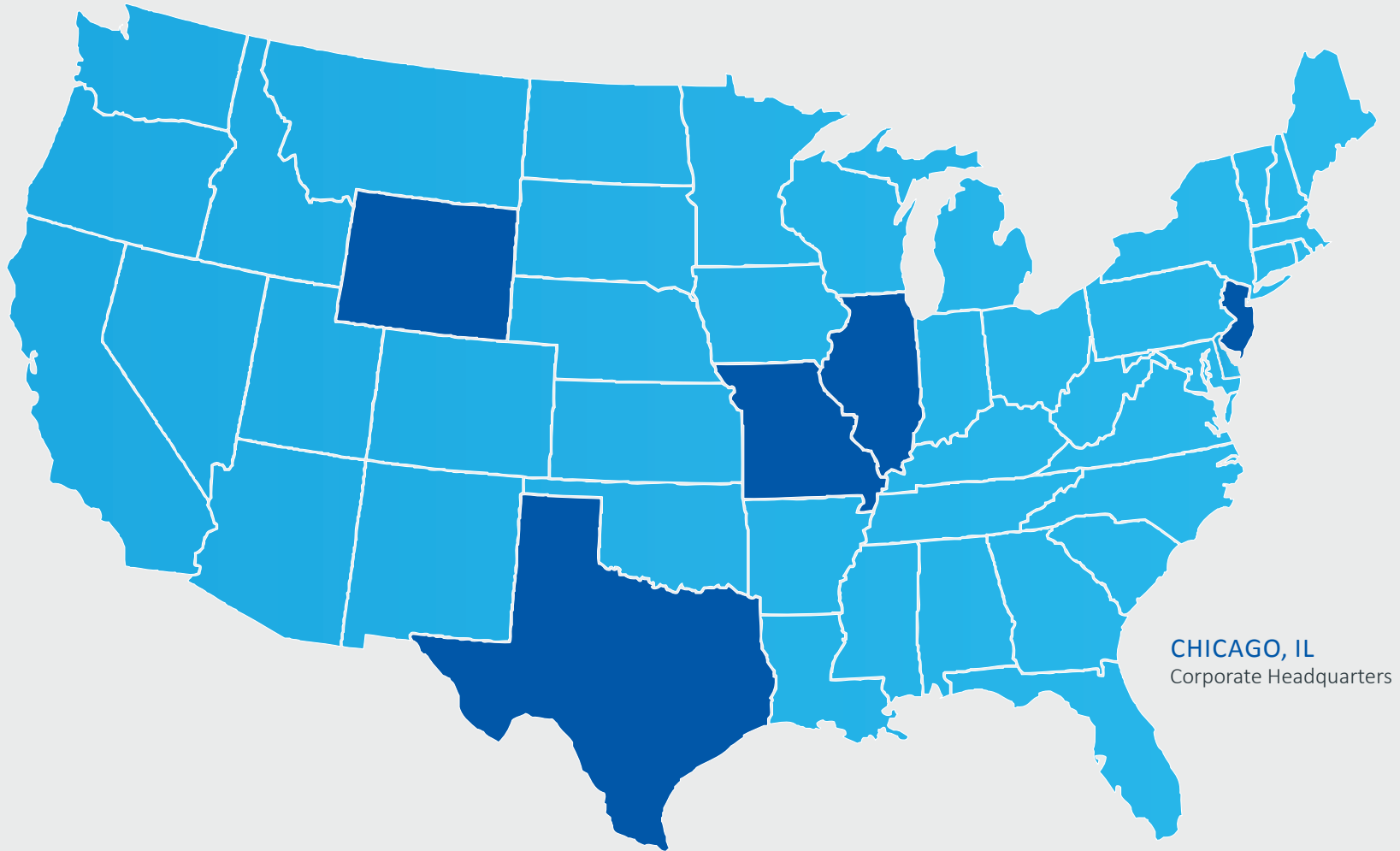
*"If you really want to get yourself clean and get your life together, Gateway is always there when you call them."*



The image features a group of six people silhouetted against a bright, cloudy sky at sunset or sunrise. They are positioned on a rocky mountain peak. From left to right: two people stand together, one pointing upwards; two people hold hands, bridging a gap; and one person is reaching out from a lower position towards the others. The overall scene conveys a sense of teamwork and achievement.

Working Together

# Gateway Corrections Locations



## MISSOURI

Bonne Terre	Maryville
Bowling Green	St. Joseph
Chillicothe	St. Louis
Fordland	Vandalia
Kansas City	

## NEW JERSEY

Annandale	Delmont
Bridgeton	Newark
Clinton	Yardville

## TEXAS

Brownwood	Houston
Breckenridge	Huntsville
Burnet	Kyle
Dayton	Richmond
Gatesville	San Diego
Hondo	

## WYOMING

Torrington	Lusk
Riverton	Rawlins
Newcastle	

# BOARD OF DIRECTORS

## CHAIRMAN

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Glenn B. Huebner

## TREASURER

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Warren Harrington

## SECRETARY

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Michael Anthony  
Sidney Bradley  
Donald S. Crossett  
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David Johnson  
Arla Lach

Patricia LePenske  
Richard McCullough  
David Onion  
Len Shankman  
Elizabeth Ogilvie Simer  
Andy Smith

# EXECUTIVE TEAM

## PRESIDENT & CEO

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Dr. Thomas P. Britton

## CHIEF FINANCIAL OFFICER

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Tomas Del Rio

## DIVISION PRESIDENT, COMMUNITY SERVICES

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Susan Cambria

## DIVISION PRESIDENT, CORRECTIONS

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Gregg Dockins

## VICE PRESIDENT BUSINESS DEVELOPMENT & STRATEGY

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Jodi Levine

## VICE PRESIDENT INFORMATION SERVICES

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Dan Molitor

## VICE PRESIDENT HUMAN RESOURCES

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Patricia Aitken



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