



Commitment to Quality

Corrections Division

2017 Annual Report

Reducing Recidivism...
Rebuilding Lives

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Letter from the Chairman

I am so very pleased to introduce this latest issue of the Annual Report for Gateway. Clearly, this report shows the continued success of our Gateway team to meet our mission and achieve the vision in providing care for an ever increasing number of clients. The continued success of our diversification into growing our care for private pay clients along with our ongoing care for publicly funded clients has been tremendous. Our long term plans are to maintain this growth in our Community services area. Our Corrections business is truly recognized in that marketplace as a leader with its success, care, and growth; addressing the needs of those clients in the penal system and those who are looking to leave incarceration and reenter society as a recovering member.

There are some key attributes that you will see recognized in this Annual Report that demonstrate and are indicative of the Gateway we all know and love.

The first attribute is the excellence, determination, and strength of our Gateway workforce, the key element of success – our people!

The second attribute you will see is the high and ever increasing quality and success of care which our Gateway team is able to achieve in providing counseling and treatment. This attribute was once again recognized during an extremely successful Joint Commission review and certification in addition to the wide variety of quality targets achieved in all our operations.

The third attribute is how Gateway continues to build on its overall financial strength each and every year: making significant investments back into our business to achieve our mission; insuring that Gateway will always have the financial strength to weather the ever changing demands of our funders, payers, and business partners; and maintaining the long term financial stability to grow as a significant participant in substance use disorder treatment in our country.

On behalf of the Board of Directors of the Gateway Foundation, I would like to congratulate Gateway on another very successful performance in providing the highest quality of care to our clients and in achieving the key targets established for our continued success and growth.

A handwritten signature in black ink, appearing to read 'W. Harrington', written in a cursive style.

Warren Harrington
Chairman
Gateway Foundation Board of Directors



Letter from the CEO

Dear Gateway Team, Supporters and Friends,

As FY2017 comes to a close and we enter our 50th year of operations, allow me to share the many accomplishments of our organization with the hope that you will feel as proud as I do to be a part of this team and the impact we have on thousands of lives every year. As you read about these, please know that I am acutely aware that these outcomes are only possible because of the work done every day by our team of professionals. At the EMT and Board of Directors level, we know that without the best team, Gateway can never reach its true potential and I thank the more than 1,300 employees who make our mission of changing lives a reality. This past year Gateway launched the “Total Rewards Program”, increasing total compensation and benefits by \$8.5M because we are committed to investing in our greatest asset – our workforce. Additionally two key leadership positions have been added that expand our reach into key strategic areas including health & hospital systems, government programs, community networks and Gateway Alumni.

Given that there are thousands of people in Illinois and all throughout the US who are in great need of our evidenced-based interventions, growth continues to be a driving force for our organization. In FY17, we opened outpatient programs in Springfield, Gurnee

and Joliet as well as a recovery home for boys in Carbondale to meet the growing needs of these communities. In the same vein, Gateway is pleased to be opening a comprehensive treatment program in Jacksonville in May of 2018. This new site will offer residential and outpatient treatment with stable recovery housing. Gateway was honored to receive funding through the State Targeted Response efforts to partner with Emergency Departments in Illinois for coordinated case management and to provide medication assisted treatment to individuals exiting several county jails. Our Corrections Division was selected to provide services in three states in this year alone – New Jersey, Texas, and Michigan. All of these awards are different and speak to the strength of our Corrections Division in its ability to provide comprehensive supports throughout the full continuum of correctional settings.

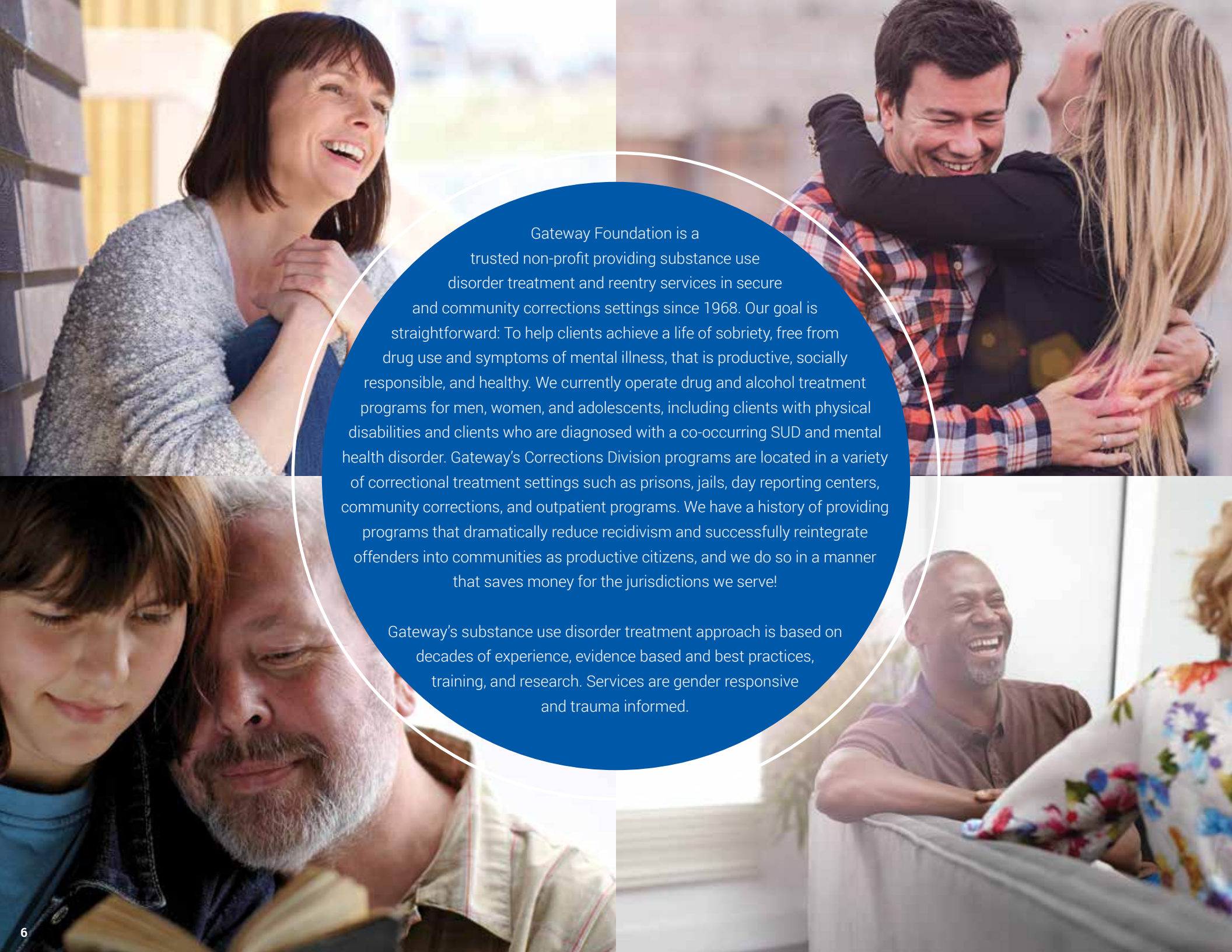
Growth and a strong workforce can only flourish with a continued investment in clinical excellence. We constantly strive to improve the quality of our services and to learn from our clients, experiences, and the treatment field at-large. Gateway received a full, 3-year accreditation award from the Joint Commission in 2017, testifying to our excellence. Gateway has also been recognized as an industry

leader by both DASA and Press Ganey, a national outcomes company, for our superior results in quality care metrics and client satisfaction ratings.

Gateway continues to lead the charge in addiction medicine, employing new technologies and focusing every business decision on an unremitting pledge to quality treatment for those suffering with substance use disorders. With the implementation of Netsmart and the recovery app “MyStrength”, we will gain clinical insight and further improve outcomes in recovery. We have expanded our clinical practice into telemedicine, dual diagnosis treatment, MAT, and 24-hour admissions; all designed to fulfill our vision to be the nation's premier treatment provider for substance use disorders and mental health treatment for all who need it.

I am excited and honored to be Gateway's CEO as it celebrates its 50th anniversary which honors the past and marks the start of a future full of growth, innovation and strength. Thank you to all!

Dr. Thomas P. Britton
President & CEO
Gateway Foundation



Gateway Foundation is a trusted non-profit providing substance use disorder treatment and reentry services in secure and community corrections 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, and adolescents, including clients with physical disabilities and clients who are diagnosed with a co-occurring SUD and mental health disorder. Gateway's Corrections Division programs are located in a variety of correctional treatment settings such as prisons, jails, day reporting centers, community corrections, and 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.

The Gateway Vision

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

The Gateway Mission

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

Corrections Division Services

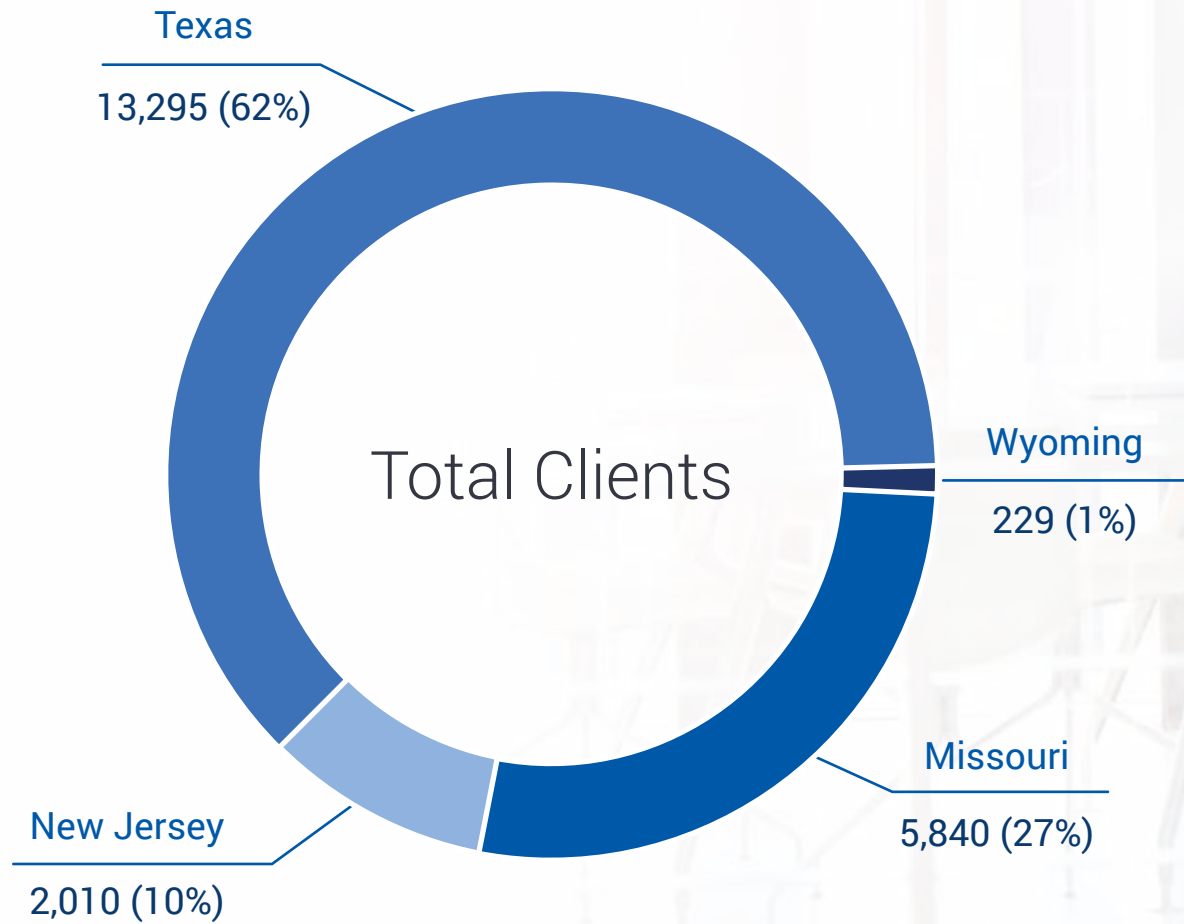
In-Custody Outpatient Treatment
Therapeutic Communities
Cognitive Behavioral Treatment/Cognitive Self-Change
Co-Occurring Treatment
Motivational Interviewing
Trauma Informed Care and Trauma Interventions
Dialectical Behavior Therapy

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
Community Corrections
Supervision and Facility Management

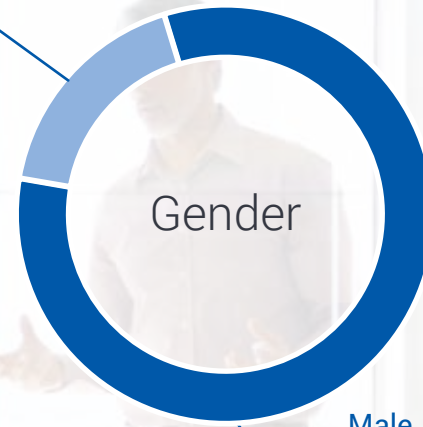
Demographic Data

TOTAL CLIENTS ADMITTED IN 2017: 21,374



Female
3,750 (18%)

MO 1,573
NJ 209
TX 1,904
WY 64



Gender

Male
17,624 (82%)

MO 4,267
NJ 1,801
TX 11,391
WY 165

Caucasian
9,732 (52%)

MO 4,428 (76%)
TX 5,304 (41%)



Ethnicity

Hispanic
3,998 (21%)

MO 21 (0%)
TX 3,977 (31%)

Other
134 (1%)

MO 30 (1%)
TX 104 (1%)

African-American
4,923 (26%)

MO 1,361 (23%)
TX 3,562 (28%)

Program
Setting

Inside Prison
Facility
20,591 (96%)

MO 5,057
NJ 2,010
TX 13,295
WY 229

Adult
Community Based
783 (4%)

MO 783

Client Engagement and Satisfaction

PEER SUPPORT



89% of respondents felt supported by their peers

MO	90.21%	NJ	91.21%
TX	87.75%	WY	85.71%

TREATMENT PARTICIPATION



97% of respondents felt engaged in their treatment

MO	99.31%	NJ	97.29%
TX	98.23%	WY	94.95%

TREATMENT SATISFACTION



90% of respondents felt satisfied with their treatment

MO	88.86%	NJ	93.21%
TX	88.23%	WY	91.09%

COUNSELOR RAPPORT



96% of respondents felt a positive therapeutic alliance with their counselor

MO	95.58%	NJ	95.97%
TX	95.60%	WY	96.36%

A blurred photograph of several business professionals in a modern office hallway. The image is split horizontally by a dark blue banner. The top half shows people walking on an upper level, while the bottom half shows people walking on a lower level. The background features large windows and architectural elements like beams and railings.

Year In Review

Gateway Successfully Achieves Accreditation

Gateway is committed to providing high caliber treatment to all individuals in our care and believes that superior treatment can be achieved in correctional treatment settings. Gateway contends that accreditation is a sign to our clients, partners, and funders of our dedication to:

- Being accountable for the quality of our services
- Abiding by a set of rigorous standards
- Embracing performance improvement
- Employing sound business practices
- Providing a high quality of care

Gateway's Corrections Division's St. Louis Outpatient treatment program is accredited by the Joint Commission under the Behavioral Health standards. In March 2017, the Joint Commission granted another three year accreditation to Gateway after a highly successful survey that examined over 200 standards and approximately 1,000 separate elements of performance. In fact, one of the Joint Commission surveyors stated that Gateway's survey results were outstanding in comparison to other organizations.

Gateway's Corrections programs in Wyoming and New Jersey are obtaining CARF accreditation. Gateway's in-prison treatment programs in Wyoming were surveyed by CARF International and earned a three year accreditation. Our in-custody treatment programs for the New Jersey Department of Corrections will also undergo a CARF accreditation survey.

We are proud of the Gateway staff for embracing a rigorous accreditation process and for their dedication to continuous analysis and evolution in order to provide safe, effective, and unparalleled services for our clients.

Gateway Chosen as New Jersey Statewide Vendor

Earlier this year, Gateway was honored to be chosen as the statewide vendor for the New Jersey Department of Corrections revamped in-prison substance use disorder treatment programs.

Under Governor Chris Christie's leadership, the New Jersey DOC opened a fully dedicated treatment prison at Mid-State Correctional Facility. This is the first prison in New Jersey to be completely dedicated to the treatment of Substance Use Disorders. The Mid-State program is licensed through the New Jersey Department of Mental Health and Addiction Services. Moving away from a one size fits all treatment model, treatment placement decisions are based upon comprehensive assessment and ASAM criteria. Level of care placement options include Long-Term and Short-Term Residential treatment, Intensive Outpatient treatment, and Outpatient treatment. Also included in Gateway's award is a substance use disorder treatment program for women at Edna Mahan, assessments at the Central Reception and Assignment Facility, statewide psychoeducational services for individuals in the general population as well as individuals housed in a Restrictive Housing Unit (i.e., segregated housing).

In addition to program licensure, Gateway will also obtain national accreditation for its programs in New Jersey.

"People suffering from the disease of addiction deserve holistic and individualized treatment, whether they're in the community or incarcerated. With the Gateway Foundation at the helm of Mid-State, we will save lives, break the costly cycle of addiction, avoid recidivism and help countless people return as productive members of their families and our society."

New Jersey Governor Chris Christie

TAAP Names Award After Gateway's Own Frank Davis

In 2017, the Texas Association of Addiction Professionals named an award after Gateway's Texas Administrative Director, Donald "Frank" Davis. The D. Frank Davis Professional and Community Outreach Award will be presented annually to clinicians who not only work in the trenches but also share their clinical knowledge in their community in helping people on an even larger scale.

Frank joined Gateway 2004. He is an Administrative Director for Gateway's Community Corrections programs in Texas and is also an adjunct faculty for San Antonio College. Frank remembers his early days joining Gateway:

"I quickly realized just how committed Gateway was to the mission of changing lives for the better and its commitment to its employees. I finally realized what it meant to be part of the Gateway family. I was encouraged to grow professionally to be able to better serve clients and promote in the field. At the encouragement of Gateway management I obtained my bachelors of science in addiction studies and went on to earn a Master's of Education with a focus in counseling. It has truly amazed me that the leadership of Gateway is so dedicated to providing quality services and its commitment to helping clients re-enter society and become productive tax payers, fathers, brothers, husbands, wives and neighbors."



Frank's accomplishments are numerous. He is the Chairman of the Texas Certification Board of Addiction Professionals, is a Texas IC&RC delegate and is the current Chairman of the Criminal Justice Credentialing Committee, is the Chairman of the Criminal Justice Committee for the Houston Recovery Initiative, and is Co-Chair for the Criminal Justice Committee of the Texas Recovery Initiative. In 2014, he was inducted into the Houston TAAP Chapter Hall of Fame. In 2016, he was awarded the Presidential Achievement Award by IC&RC and was awarded the William "Bill" Callahan award by NAADAC for commitment to the field of addiction treatment. He was selected as a recipient of the 2017 Unsung Hero award for his continued support of Winners Circle and his efforts to reduce barriers that have blocked formerly incarcerated individuals and/or those who desire positive change.

We are incredibly proud of Frank and all his accomplishments and extend him a heartfelt congratulations!

Gateway Launches #GatewayGiving

As an industry leader in substance use disorder treatment and recovery, Gateway has transformed the lives of over 1 million people. We have brought families closer, provided support to those in their greatest time of need and been a voice for the voiceless in our communities. Regrettably, now more than ever, compassionate and science-driven care is needed to address what is seen as the worst drug epidemic in our nation's history. Implementing advanced technologies, promoting continuous learning, incorporating cutting-edge therapies, and capitalizing on the synergies among our sites and Divisions are just a few of the initiatives that will redefine the capabilities of our organization.

Please stand with Gateway by making a donation to our campaign so we may continue to combat this epidemic and save lives.

To make a tax-deductible donation:

BY MAIL:

Gateway Foundation
Attn: Kellie Romany
55 E. Jackson, Suite 1500
Chicago, IL 60604

ONLINE:

Visit [Campaign.recovergateway.org](https://www.gateway.org/campaign/recovergateway.org)

Welcome to Dallas County Judicial Treatment Program

Gateway continues to expand its successful Community Corrections supervision and treatment model. In January 2017, Gateway was awarded a contract to operate a 300-bed community corrections facility for the Dallas County Community Supervision and Corrections Department (DCCSCD). Gateway is responsible for facility operations and supervision as well as the delivery of a substance use disorder treatment program and a co-occurring disorder program.

In partnership with the DCCSCD, Gateway provides a Cognitive-Behavioral Substance Abuse Treatment program for male and female offenders. Clients participate in a 120 day Intensive Residential Treatment program followed by 60 days of Supportive Residential treatment. Our comprehensive, gender-responsive residential treatment program integrates group treatment and individual counseling, family meetings, educational modules, and outside support services.

Gateway also offers a specialized Dual Diagnosis Center (DDC) for individuals with a co-occurring substance use and mental health diagnosis. Clients in the DDC program are provided comprehensive Substance Use Disorder treatment services supplemented by mental health overlay services provided through Dallas Metrocare.



Judge John C. Creuzot
Judicial Treatment Center

Both treatment programs focus on achieving the following:

- Development of skills and behaviors to enable substance-free and crime-free lives
- Elimination of destructive, anti-social behavior
- Development of non-threatening communication skills
- Appropriate and constructive expression of feelings and emotion management
- Acquisition of pro-social and life management skills
- Development of support systems to facilitate continuing growth and recovery



"This class has helped me to deal with trauma that I hadn't dealt with, and with trauma I didn't know I had to deal with. Though I know I have a long way to go, I feel this class has prepared me to see warning signs for the future and has helped me to know there is help out there."

Committed to Trauma Informed Treatment

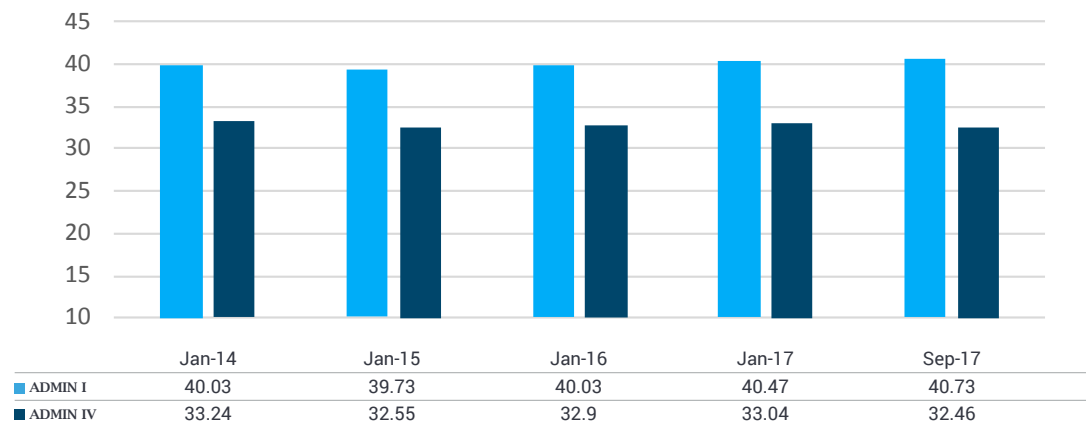
Rates of Post-Traumatic Stress Disorder (PTSD) are extremely elevated among incarcerated women, ranging anywhere from 15% to 80%, with the vast majority experiencing both PTSD and a substance use disorder.

With this information in mind, Gateway's women's treatment programs in Missouri at Chillicothe Correctional Center and Women's Eastern Reception, Diagnostic and Correctional Center committed to becoming a trauma informed program and to providing trauma specific interventions. In 2015, clinicians were sent to train with international trauma expert, Dr. Stephanie Covington. Gateway's trained clinicians then trained the rest of the clinical team on two specific trauma curricula- *Healing Trauma* and *Beyond Trauma*. All staff members, regardless of role, are trained in the tenets of trauma informed care.

Every client is screened for possible PTSD utilizing the Texas Christian University Trauma form which is based on the PTSD Checklist- Civilian Version. Clients with high trauma scores are offered the opportunity to participate in a trauma specific intervention. Case management and consultation with the contracted mental health provider ensures a collaborative team approach.

The results have been astounding! Client feedback has been exceedingly positive as has been the overall reduction in PTSD symptoms.

TRMAFORM: PTSD Symptom Severity
PTSD Score



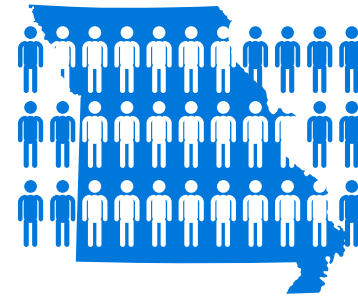
Gateway Leads the Way in Corrections-Based Medication Assisted Treatment

An abundance of research has demonstrated the positive effects of medication assisted treatment (MAT) in conjunction with behavioral therapy for individuals with substance use disorders. In 2013, together with the Missouri Department of Corrections and the Missouri Department of Mental Health, Gateway led the way in MAT by providing pre-and-post-release medication for individuals in an in-custody substance use disorder treatment program. Gateway continues to expand and refine the use of FDA approved medications to assist in the treatment of clients with substance use disorders in our Missouri programs.

During fiscal year 2017, after screening almost 3,000 clients, Gateway provided opioid relapse prevention medication, Vivitrol®, to 142 incarcerated clients at seven Missouri Department of Corrections institutions and to 128 clients post release. Gateway continues to work with Dr. Kevin Knight of Texas Christian University's Institute of Behavioral Research to evaluate which clients benefit most from this treatment intervention and to explore diversifying the medications offered to assist clients recovering from substance use disorders. Corrections agencies outside of Missouri, including the Illinois Department of Corrections and the U.S. Bureau of Justice Administration, have sought out Gateway's expertise regarding the inclusion of MAT for Corrections populations.

We continue to see outstanding outcomes in client engagement and retention in treatment of those who receive addiction medication as a component of holistic treatment and comprehensive reentry services both prior to and following release from the Missouri Department of Corrections. In 2017, 95% of clients who received MAT engaged in community based treatment upon release versus an average of 60% for non-MAT recipients. Impressively, 90% of the corrections involved clients served by Gateway's Reducing Recidivism-Medication Assisted Treatment program did not return to custody in an 18 month retrospective through 2016.

These notable results have led the Missouri legislature to increase funding for MAT for corrections involved individuals. In July 2017, Gateway will expand MAT services to all 10 institutions providing substance use disorder treatment in the Missouri Department of Corrections. The post-release catchment area will grow beyond the metro St. Louis and Kansas City areas to serve clients with the highest risk of relapse returning to any area in Missouri. Gateway also incorporates Peer Recovery Support Specialists across the full treatment continuum to further enhance engagement in ongoing treatment and community supports, a key indicator of long term recovery and reduced recidivism.



In Missouri during fiscal year 2017,
Gateway provided Vivitrol® to

142

incarcerated clients

128

post-release clients





Why We Do What We Do

In the day-to-day shuffle of our careers it is easy to forget that our work has a direct and lasting impact on the lives of real people and their families. Below is a letter we received from a grateful mother whose son successfully completed Gateway's program. It is a poignant reminder of why we do what we do.

Dear Staff of YMAC,

My son recently completed your program and is moving on in getting back to the business of living.

I wanted to take this opportunity to thank you for the work you are doing there. I thank you for your willingness to be on the front lines helping solve a problem that is harming our society. I thank you that you treated my son as an individual and worked to maintain his identity as a person. I wanted to thank you too, for the respectful way you treated us as parents. I can only imagine you have to answer the same questions day after day and the high emotions that are part of this experience.

Thank you for answering all our questions. Thank you for maintaining your calm and being kind when I was in tears. Thank you for doing that over and over and over again for every family you see. You are making a difference with every interaction you have. I wanted to thank you and encourage you in the work you are doing. You have a very difficult job and you are making a difference every day.

Keep up your good work and keep being mindful that every person in YMAC is special and important to someone.

Mother of a Gateway Corrections Client

"I want to thank you for extending me in the program and saving my life. It opened my eyes because looking back, I realize I would have gone back to using drugs again. I now have a job, my family back and I am able to be a part of my kids' lives."

Former Gateway Corrections Client

"Gateway treatment has opened my eyes to many problems I will face and has given me the tools to overcome them. I can now see issues before they come my way, I know how to respond in high risk areas of my recovery. Some of the classes I have taken will help me walk out these gates with my head held high. It's not because I am fixed, but because I know what to expect and I know what to do when I am faced with triggers and how to respond to people that want to help me back slide.

I know that I am going to make it this time out, because I want to change I am thankful for Gateway for all the information. [The] staff has opened my eyes to see I can do the right thing when time gets hard."

Gateway Corrections Client

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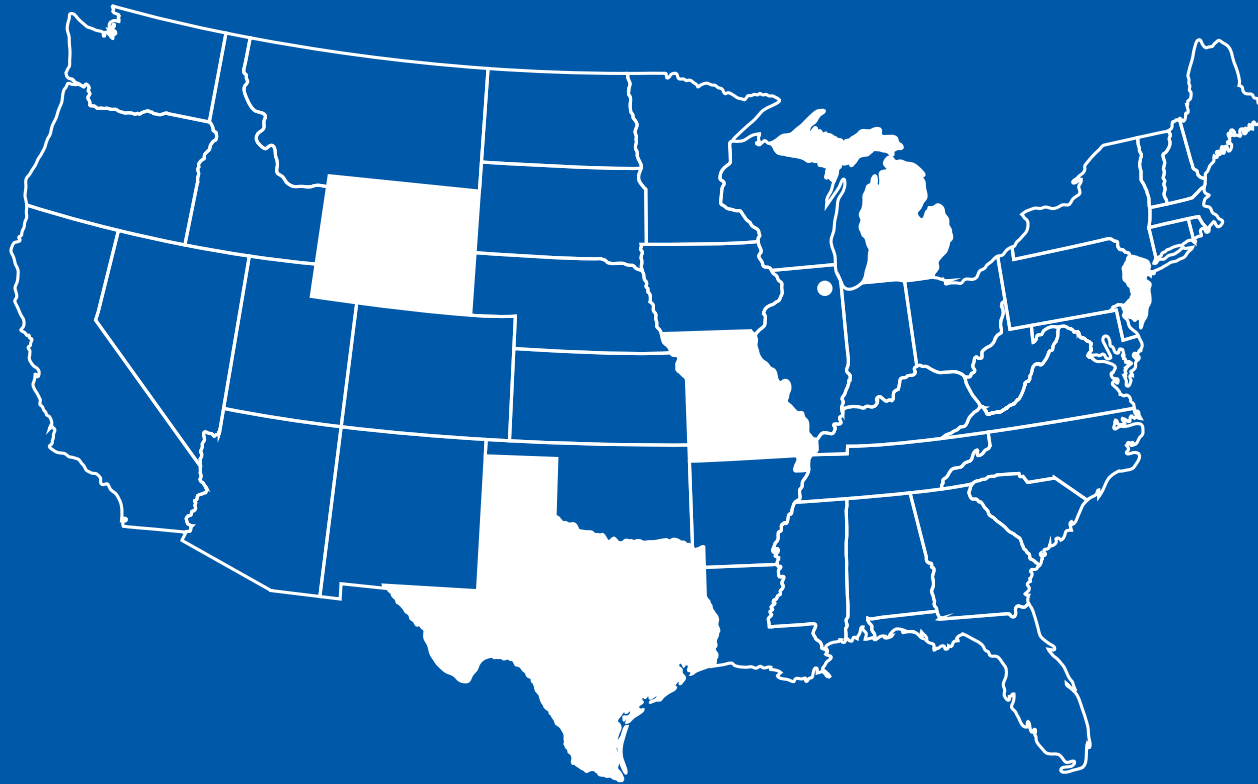
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GATEWAY CORRECTIONS LOCATIONS



Illinois

Chicago
(Corporate Headquarters)

Michigan

Baraga
Detroit
Kincheloe
Marenisco
Marquette
Munising
Newberry
Ypsilanti

Missouri

Bonne Terre
Bowling Green
Chillicothe
Fordland
Kansas City
Maryville
St. Joseph
St. Louis
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Annandale
Bridgeton
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Trenton
Wrightstown
Yardville

Texas

Brownwood
Breckenridge
Burnet
Dallas
Dayton
Gatesville
Hondo

Houston
Humble
Huntsville
Kyle
Richmond
San Diego

Wyoming

Lusk
New Castle
Torrington



Gateway Corrections
a Division of Gateway Foundation



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