



Leading the way to
RECOVERY
Against All Odds

2020 ANNUAL REPORT



Our Mission

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

Our Vision

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

Our Goal

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

Board of Directors

Andy Smith
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Arla Lach
Vice Chair

Amalesh Sanku
Treasurer

France Piterra
Secretary

Glenn Baer Huebner
Sidney Bradley
Julie Brady
John Dreves
Richard Eichholz, Ph.D
Matthew Griffin
Warren Harrington
David Johnson
Dr. Kaleem Malik
Mary Cesare-Murphy, Ph.D.
Jean Range
Lawrence E. Singer (Larry)
Ivy Walker



From the President & CEO

In May, I celebrated my five year anniversary as President and CEO of the Gateway Foundation, and this role has been one of the most rewarding, fulfilling, and challenging experiences of my life. Throughout my 30 years in the field of human services, I have come to embrace the belief that times of adversity are stepping-stones to greatness—and this year exemplified that.

The theme of this year's annual report says it all—the Gateway Family united with strength and resilience to continue our success in leading people towards recovery in spite of unprecedented obstacles.

On a daily basis I watched our 1,400 team members come to work in their unrelenting pursuit of excellence in the delivery of substance use disorder and mental health treatment. I am deeply humbled and proud of the innovation, compassion, and dedication exemplified by our staff, day in and day out, during these unprecedented times. Our team's hard work and commitment to the Gateway mission enabled us to continue providing life-saving care throughout the darkest days of this public health crisis. My deepest gratitude and inspiration came from the dedicated servants who provided residential care to known COVID-19 positive patients despite the personal risk, knowing that our patients were more likely to die from overdose than COVID and had to be treated no matter what.

As COVID-19 swept the country, seemingly overnight, I will never forget the inscrutability of what the next day,

or week, would bring. What it would mean for us, as an organization, for those in treatment and recovery, and for our nation as a whole. Those days in March of 2020, were long, riddled with uncertainty, and so many voids that felt impossible to fill. We were forced to operate with little to no access to COVID-19 testing, public health guidance or PPE. The culture of our organization meant that we only had one choice, we couldn't possibly close our doors and deprive people of essential, life-saving addiction treatment, we had to figure it out and carry on.

We responded swiftly, armed with the knowledge of Gateway's public health and medical experts to not only continue providing treatment, but to lead the way in establishing systems, protocols, and programming that had an innovative and lasting effect on the addiction treatment industry. Even though we saw a dip in the number of people seeking treatment during the early days of the COVID-19 pandemic, it was only for a brief moment in time. Isolation, uncertainty, and economic fallout of the pandemic quickly exacerbated the need for support and treatment to those struggling with addiction; we ended the year having served over 30,000 individuals during the biggest public health storm of the last century.

I often find myself reflecting on the work we do and the individuals we treat, and this year it has been no different. Although the COVID-19 pandemic has been center stage, the addiction and overdose problems that have for so

long taken a toll on our society did not disappear. Instead, overdose and the incidence of substance misuse escalated at a rapid and unprecedented rate. Prior to the pandemic, access to mental health and addiction treatment were among the most pressing public health issues of our time. Overdose has been a leading cause of death for people under the age of 50, and the CDC projects that more people died from drug overdose in 2020 than any other year in American history.

It is imperative that we stay strong in our resolve to bring quality and accessible treatment to as many individuals as we can in the coming year. Hubert Humphrey famously said that one of the true measures of a society is how it treats those who cannot speak for themselves, including "those who are in the shadows of life, the sick and the needy." So we will always continue to be, as we have always been, tireless advocates for those who still suffer from the ravages of addiction.

On behalf of the entire Gateway Foundation family, I want to extend a heartfelt thank you to our team, supporters, stakeholders and community partners. Know that our battle has intensified and we will rely on each of you as we continue our mission.

Be safe and be well.

Thomas P. Britton, DrPH
President & CEO

From the Board of Directors

Who would have thought that our world would be as different as it is today when we welcomed the new decade?

Despite the challenges brought on by operating within a global pandemic, the Board of Directors is pleased to report that the Gateway Foundation performed very well in 2020.

Each year when we release our annual report it is a time for us to reflect on our accomplishments, acknowledge our challenges, and share our vision for the future. Our organization has been changing lives for over 50 years, and although this past year has been one of our most challenging years, it also served to demonstrate the breadth of our strength and resilience.

The COVID-19 pandemic has not stopped us—instead, it made us more determined than ever to overcome a multitude of obstacles in the way of our goal to continue saving and transforming the lives of those we serve. We hope you will recognize the unique challenges, great successes, and the strength of our response.

ANNOUNCEMENTS

- Warren Harrington, Chair of the Gateway Foundation Governing Board, stepped down from his role at the end of FY2020 after years of dedicated service and leadership.
- Andy Smith, a long-standing member of the board and life-long advocate for Gateway's mission assumed the role of Chair of the Gateway Foundation Governing Board on July 1, 2020.
- Board Members Elizabeth Simer and Michael Anthony retired this year. We thank and commend them for years of great work, council, and commitment to our mission.
- New members joined our governing Board—Jean Range, Julie Brady, John Dreves, Matthew Griffin, and Dr. Kaleem Malik.

- We welcomed a new group of emerging leaders—our newly formed Young Professionals Board. These eight individuals recently joined us as an extension of the Board's Development Committee. We are excited to add new energy to our group of advocates and champions.

FROM WARREN

Over the years, I have had the privilege to witness our team members' commitment and dedication to our mission—their compassion for those we serve has bestowed me with extreme pride for the work we do at Gateway Foundation. I am humbled to have been at the helm of the board during times of growth and times of adversity.

Gateway's mission became my own mission and devoting my life's work to this organization has been the most rewarding experience of my career. I have had the great pleasure of celebrating so much with all of you—especially the growth, change, and innovation we experienced in recent years.

I would like to thank my fellow board members for their years of support, service, and partnership that allowed me to be the best leader I could be.

On behalf of myself and the board, I want to extend a warm welcome to Andy Smith, my long-time friend and fellow board member, in his new leadership role as Chair of the Gateway Foundation Governing Board. I have full confidence that Andy has what it takes to lead the board with fortitude, resolve, and continued focus on our mission.



Warren Harrington
Former Board Chair

FROM ANDY

On behalf of my fellow board members, I want to thank Warren Harrington for his leadership and his passion for Gateway's mission during the years he selflessly served as our leader. Our organization has experienced periods of adversity but with the time, effort, and commitment of individuals like Warren, we have always come out stronger on the other side, and I thank him for it.

I am excited to embark on the journey to lead the Gateway Foundation into a new decade where we will continue to build upon the strong foundation of our organization. I have full confidence in the vision of our executive management team and for Gateway to be the nation's leading substance use disorder treatment provider, creating access through affordable, high-quality healthcare for substance misuse and mental health treatment for all who need it. I look forward to 2021 with strength and optimism.

I encourage you to take a few moments and learn about everything we have achieved in 2020. Thank you for your continued support, and a special thank you to the everyday heroes on our Gateway team—for their perseverance and dedication to our mission during an especially challenging year.



Andy Smith
2021 Board Chair



Responding to COVID-19

OUR RESPONSE: A COORDINATED PUBLIC HEALTH PLAN

From evidence-based practices to innovative initiatives, we have always prided ourselves on being leaders in the field of addiction treatment and recovery and this year was no different.

We faced the COVID-19 pandemic with vigor, gumption, and an arsenal of dedicated leaders and team members. Everyone's efforts made it possible for Gateway to keep our doors open and continue our mission of helping individuals heal from substance use disorder and mental health issues.

Our response has been, and continues to be, grounded in the most current public health best practices under the skilled leadership of our President/CEO, Dr. Tom Britton, and our Chief Medical Officer, Dr. Roueen Rafeyan. Immediately following the news of COVID-19 being declared a public health emergency, we established an incident command team to institute processes and gather information from the field to provide new guidelines by which we would operate.

We began managing 360-degree communication—tracking client and staff infections while reviewing statewide and national responses for guidance. Our strategy focused on protecting our clients and staff, minimizing the spread of the virus, and keeping our doors open. Our interdisciplinary team utilized scientific data and findings to review HR policies, sanitation, admissions, and community protocols to provide unified operating guidelines for the 77+ locations where we treat clients.

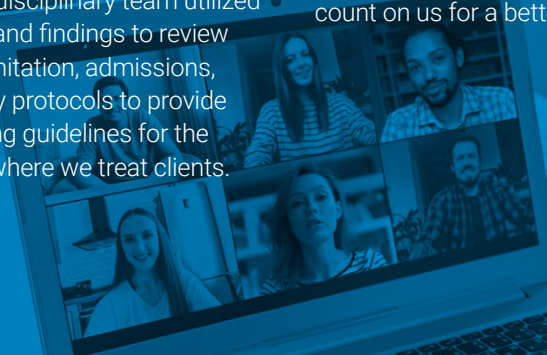
Our leadership closely monitored “stay-at-home” orders issued by various state, county, and local jurisdictions. We invested significant resources to create our own internal stockpile of PPE supplies and used our central location to distribute to our treatment sites across the country. We instituted best practice protocols for the use and disposal of PPE for clients and staff. By collaborating with our existing lab partners, Gateway was able to set up an internal testing program, with rapid-testing machine(s) at targeted locations, giving us even greater ease in operating during the pandemic.

In the first two weeks of the “stay-at-home” orders, we were able to convert all face-to-face outpatient treatment to virtual treatment and implemented solutions that allowed our administrative personnel to work remotely. Gateway was the first treatment provider in Illinois to create COVID-19 testing units at intake, we identified locations in our network of facilities to serve as COVID-19 positive units and used cohorts to continue admissions for residential treatment programs. This served to, both, mitigate the risk of admitting COVID-19 positive clients to the general groups and to provide treatment to all who sought it.

Our swift and calculated response minimized the spread of COVID-19 in our facilities, protecting staff while limiting interruptions in treatment to those who count on us for a better tomorrow.

Healthcare and corrections have experienced unique challenges in managing the pandemic. The Corrections Division worked with our partners to prepare emergency plans in each market, designed to modify services according to public health guidance by the CDC and local jurisdictions. Gateway led the treatment community in developing contingency plans and we remain committed to ensuring that the best quality of care is provided regardless of context, situation, or environmental issues.

Our institutional response plan included converting in-person services from standard delivery models to small-group or no in-person contact contingencies. We utilized the newly established protocols by our executive management team to determine levels of engagement with patients to maintain continuity of care while limiting the risks of potential exposure and spread of the COVID-19 virus. As such, we instituted various models which included using telephonic intake processes, distance learning, and clients working at their own pace.



GatewayConnect

STRENGTHENING THE LINK BETWEEN TREATMENT AND HEALING

Necessity breeds innovation, and we are proud to announce the successful launch and implementation of *GatewayConnect*—a virtual telehealth program that offers access to life-saving treatment to our recovery community at the touch of a button, whenever and wherever they are.

Due to the COVID-19 pandemic, the ability to deliver an engaging, virtual drug addiction treatment program became crucial and necessary. We utilized Gateway's evidence-based curriculum and replicated it in a virtual platform—clients can now receive the same quality of care through virtual group/individual counseling as well as 12-step meetings/activities.

During times of social distancing and stay-at-home orders, *GatewayConnect* allows our alumni to connect and engage with others in our virtual community, helping them stay on the road of recovery. The ability to access treatment virtually means no longer having to sacrifice professional obligations, missing little league games, or driving 30 miles on country roads to seek out that life-saving recovery support.

The new platform also allows Gateway to communicate with alumni, aiding our recovery specialists in identifying potential signs of relapse and provides our clinicians with a mechanism to get people back into active treatment before relapse occurs. As the world of virtual platforms expands and evolves, we will continue to use our voice and advocate for treatment to become more accessible to everyone.



Our Locations

CORPORATE HEADQUARTERS

Illinois
Chicago

COMMUNITY DIVISION

Illinois
Aurora
Carbondale
Caseyville
Chicago Independence
Chicago Kedzie
Chicago River North
Gurnee
Jacksonville
Joliet
Lake Villa
Pekin
Springfield
Springfield Outpatient
Swansea

CORRECTIONS DIVISION

Delaware
Dover
Georgetown
New Castle
Smyrna
Wilmington

Florida
Century
Chipley
Havana
Lake City
Madison
Monticello
Ocala
Polk City
Sanderson
Milton
Live Oak
Crestview
Carabelle

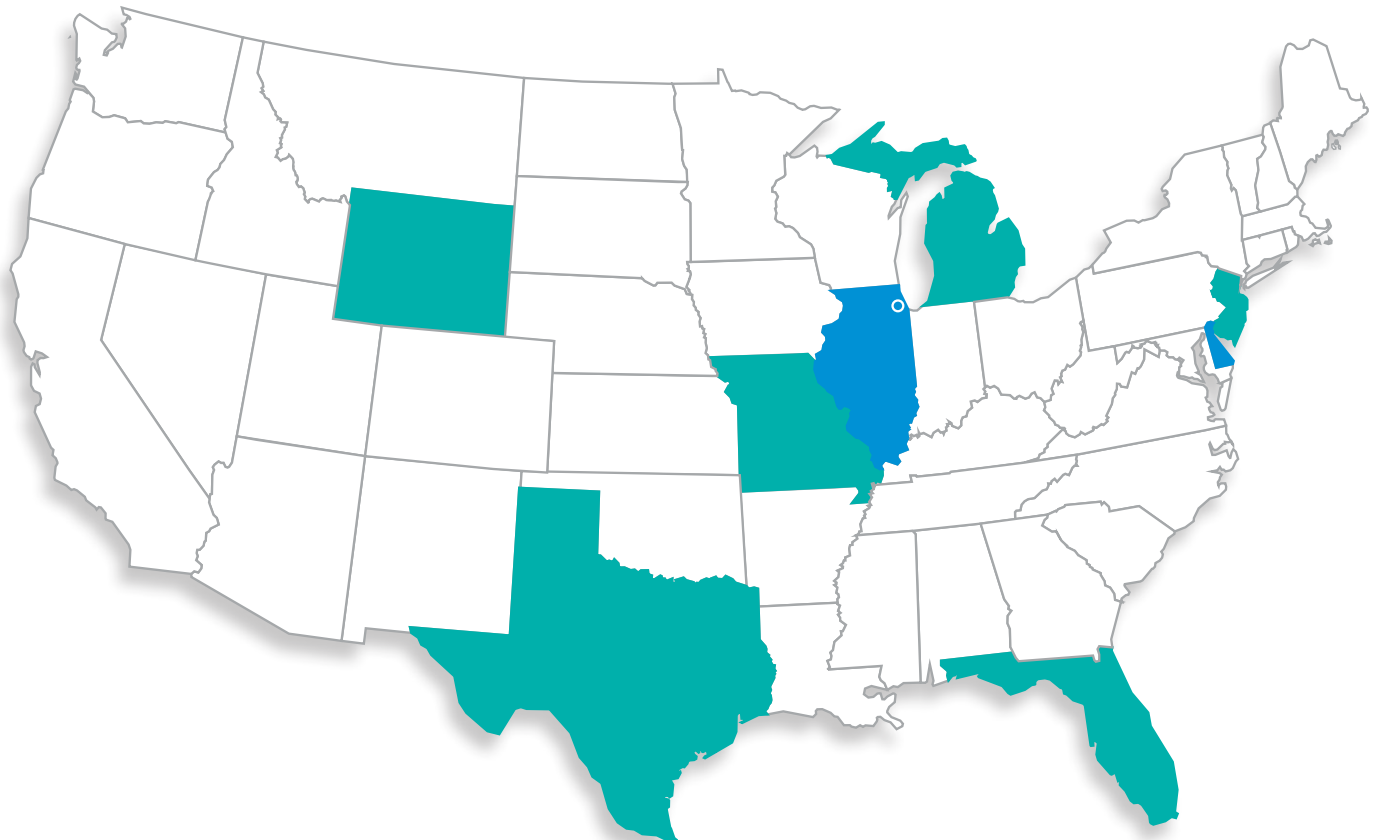
Michigan
Baraga
Kincheloe
Marquette
Newberry

Missouri
Bowling Green
Chillicothe
Farmington
Fordland
Kansas City
Maryville
St. Joseph
Tipton
Vandalia

New Jersey
Annadale
Avenel
Bordentown
Bridgeton
Clinton
Delmont
Leesburg
Newark
Trenton
Woodbridge
Wrightstown
Yardville

Texas
Humble
Lancaster
Del Valle

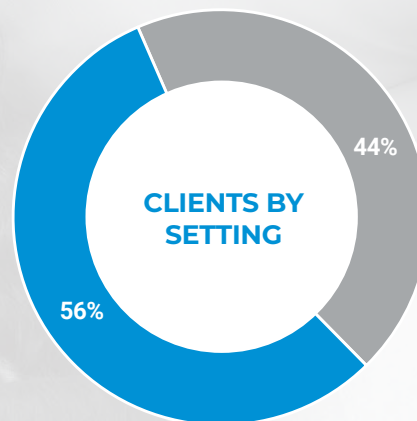
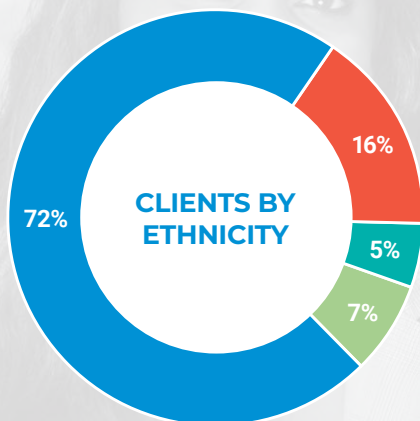
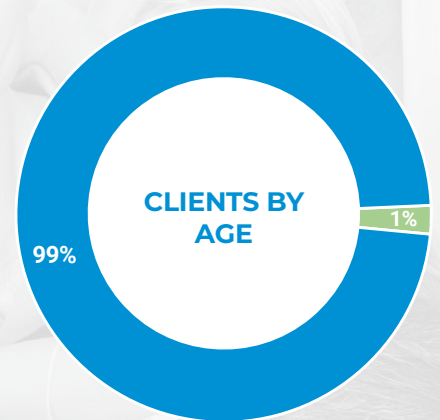
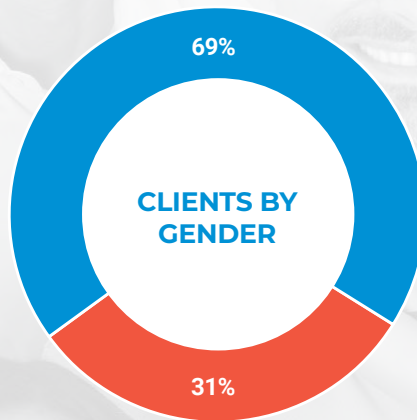
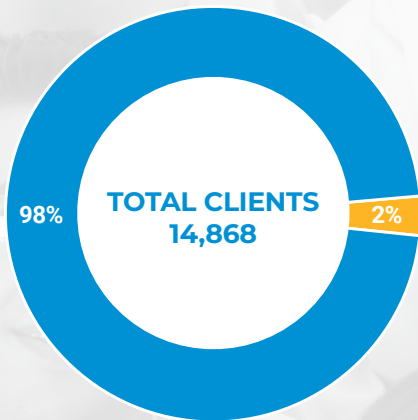
Wyoming
Lusk
New Castle
Rawlins
Riverton
Torrington



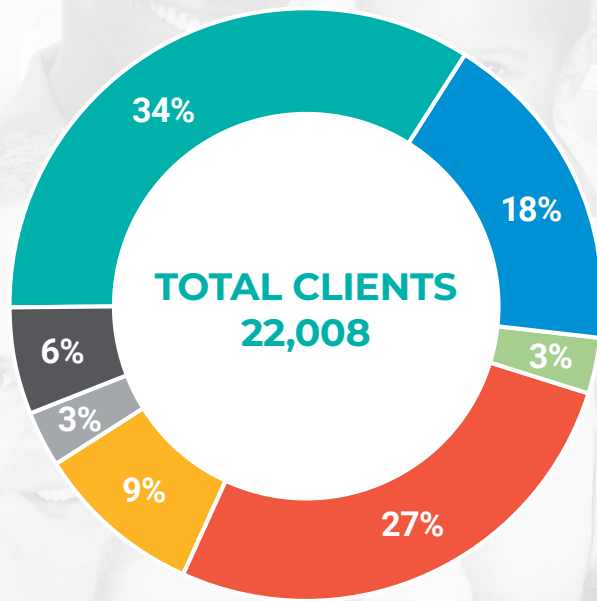
By the Numbers: Community

93.4%
CLIENT
SATISFACTION:
RESIDENTIAL

96.4%
CLIENT
SATISFACTION:
OUTPATIENT



By the Numbers: Corrections



Delaware	1,280
Florida	7,488
Missouri	3,890
Michigan	725
New Jersey	5,914
Texas	2,088
Wyoming	623



Male	78%
Female	22%



Caucasian	52%
African American	32%
Hispanic	11%
Other	5%



In Custody	86%
Community Corrections	14%

Not All Heroes Wear Meet Our Essential

**“If one has courage, nothing
can dim the light which shines
from within.” — MAYA ANGELOU**

Capes: Healthcare Workers



INSPIRATION. DEDICATION. PASSION.

Meet Gateway Foundation's team members—some of the selfless heroes on the frontlines of the addiction epidemic that continues to unravel within the COVID-19 pandemic. During a year filled with challenges, heartbreak, and adversity these essential healthcare workers have shown an overwhelming commitment to our mission and to our patients.

Despite it all, they showed up to work—day in and day out across Illinois, Texas, Florida, New Jersey, Missouri, Delaware, Michigan, and Wyoming to help save and rebuild lives at our community and correctional facility programs.

Their dedication and passion has led, and continues to lead, numerous individuals to a life of recovery and sobriety. We invite you to read about our heroes and their journeys, and hope that you find their stories as inspiring as we have.

COVID-19 RAPID RESPONSE TEAM

Dr. Roueen Rafeyan
Chief Medical Officer | Chicago, IL

Marla Berkow
Chief Compliance Officer | Chicago, IL

Teamwork was the key to developing a strong public health response, allowing us to keep our doors open and continue providing essential addiction treatment. Meeting daily in the beginning and then weekly, this team discussed best practices for engaging with clients, shared ideas, brought forth research and knowledge that guided our actions, maintained PPE inventory, and even produced videos for the proper use and disposal of PPE. The whole medical team acted as our organization's guiding light in dealing with operating with the COVID-19 pandemic.

COMMUNITY DIVISION

Debbie Jimenez
Head Cook | Carbondale, IL
Food fuels the soul—and Debbie knows it! With the help of her team, Debbie used her creativity to shift from communal eating to socially distanced single serve meals while keeping everything delicious and nutritious. Everyone can always find something they like in Debbie's kitchen—and she makes sure our clients get special treatment on birthdays and holidays.

Melissa Vinson
Admissions Supervisor | Carbondale, IL
Melissa has been a leader to her co-workers and set an excellent example throughout this crisis. She minimized the risk of spreading COVID-19 at the facility by initiating telehealth assessments and assisted her staff in helping clients so that continuity of care would not be negatively affected.

Juan Rosas
Facilities Team Member | Lake Villa, IL
Juan was instrumental in Gateway's ability to open a COVID-19+ unit at our Lake Villa facility by flawlessly implementing new processes for sanitation and cleaning. This allowed us to continue providing life saving substance use disorder treatment to everyone, even those with COVID-19 positivity.





Robert Chapman
Program Director | Aurora, IL

Our residential programs had to make many adjustments in programming, scheduling, and safety protocols to maintain services during the pandemic and Robert made sure the work got done. When his staff felt vulnerable during the early days of uncertainty, he made himself available and made sure they had somebody to lean on.

Troy Pencak
Counselor | Lake Villa, IL

Troy exudes passion for his work and continuously goes above and beyond for clients. On any given day, he can be seen hustling across the Lake Villa campus with a radio on his hip, willing to take on any situation that may arise. Troy's adaptability, positive attitude, and energy has been an inspiration to both clients and co-workers.



Nicole DeMory
Admissions Coordinator |
Aurora/Joliet/Skokie, IL

Nicole does a remarkable job engaging clients in the treatment process—her encouragement and hopeful attitude has helped many ambivalent clients agree to participate in treatment programs. Recently, she received a call from a family that urgently needed to get their loved one into a program, and in true Nicole fashion—she was able to get them placed into a program within a day. That same family later called and told us, "Please thank Nicole. She saved a life today." Hearing these words is the greatest reward we could receive for the work we do at Gateway, and it's all thanks to our dedicated team members like Nicole.



Timothy Brown
Outpatient Therapist | Joliet, IL

Tim has played a critical role in the roll-out of our virtual programming services telehealth, enabling Gateway to provide direct services using virtual means. In our virtual evening group, Tim provides care to clients throughout the state and works diligently in the virtual platform to ensure the clients have all of their needs met and stay engaged in active treatment. Tim is on the phone for hours on end, ensuring that clients have what they need to maintain their recovery.



CORRECTIONS DIVISION

Kira Scott Counselor | Mid-State Correctional Facility, NJ

During this very challenging time, Kira went above and beyond to ensure the facility's operations were running smoothly. She took the lead on completing parole reports for all her peers on a weekly basis which allowed remaining staff to focus solely on the clients, who needed them now more than ever.



Kenya Jackson LVN Charge Nurse | Harris County Community Corrections Facility, TX

Kenya is the Harris County facility's star trainer, on-boarding new hires with her very own, patented training manual —affectionately dubbed the "Medical Bible". When the facility finds itself a little shorthanded, Kenya is the first to step in. She loves keeping everyone organized; making sure everything is in tip-top shape so the focus can be solely on healing our clients.



Bridget Cook Counselor Supervisor | St. Louis Corrections Facility, MO

Bridget is on the very front lines of the addiction crisis. When people find themselves in an emergency room suffering from an opioid overdose, she acts as the bridge to treatment and recovery. When the world shifted to virtual delivery of services, Bridget did not skip a beat and continued making sure next-day ER intakes were just as accessible as before. Bridget quickly realized that virtual services were not accessible to the most vulnerable clients—the homeless and low-income. Armed with PPE, and A LOT of hand sanitizer, Bridget was the first clinician to volunteer to go back on the "in-person" front lines, helping to fight the overdose epidemic one day at a time.



Resilience in Recovery

If there is one thing that we have learned throughout decades of providing addiction treatment, it's that addiction does not discriminate and it affects people from all walks of life. We understand that addiction treatment doesn't stop when clients graduate from a program, which is why we offer dedicated recovery tools that are available to all of our alumni. The support system we have built means that no one has to walk alone in recovery.

Since 1968, we have helped over one million people restore their lives—these are their stories.



SHANE HASSLER

In 2019, Shane celebrated four years of sobriety and made another major life change—he joined us again, but this time as a Gateway staff member!

After many years in the business world, he made the decision to switch careers and work in the field that saved his life. Shane joined us as a recovery coach, supporting our digital toolkit grant operations, and in less than a year was promoted to the statewide recovery support coordinator, where he works on the expansion of virtual services in Illinois.

As a person in recovery himself, Shane has an innate understanding of how crucial recovery supports are to maintaining a sober lifestyle. He believes that with our virtual products, we will be able to support everyone we treat even after they leave treatment or if they find themselves at a risk of relapse months or years down the road.

“Recovery means supporting all aspects of your health: mental, emotional, physical, and spiritual,” Shane says.

When the COVID-19 pandemic hit and social distancing became a way of life, Shane led the way in expanding the access to virtual support for our current clients, past alumni, and clients transitioning from active treatment to after-care support. We did a soft release of our *GatewayConnect* application in March 2020 and have now moved into a full implementation and expansion mode—largely with the lessons learned and shared by Shane.

When asked about his goals for *GatewayConnect*'s future, he shared, “I would like to get the app launched for alumni and clients at all of our locations. I think it has tremendous potential to keep people engaged in recovery, even after they leave treatment or complete a program.”



BARBARA ALLEN

Barbara Allen is a survivor and an inspiration. Sexual abuse trauma, obesity, struggles with mental health, and addiction are all of the things she has managed to overcome. After a stressful and traumatic surgery, Barbara turned to alcohol as a coping mechanism. She shared that it didn't take long for her dependency on alcohol to spiral out of control and the lowest point in her life came when she received a DUI.

On March 16, 2019, Barbara faced her demons and walked through Gateway Foundation's doors to begin the journey to her new life. Although it was one of the most challenging things she has done in her life, Barbara quickly discovered that our treatment program was the perfect outlet to share her experiences, learn from examples, connect with a support network, and most importantly—acquire hope for the future.

Even though Barbara worked 60-70 hour weeks and took care of her large family, she fulfilled her commitment to fully participate in all aspects of the treatment program. When asked what inspired her to keep going, she said, "The biggest thing was my will to live—I want to live. I want to live for my kids."

Since graduating from Gateway, Barbara continues to be committed to her sobriety and gives back to the recovery community by empowering fellow women of color on their path to recovery.

"Life is good. Forgive yourself."

STEVEN HENDERSON*

This Army veteran says, "I reunited with my son and his family—whom I had not seen in over 20 years and I have my anger problems in check."

Steven attributes turning his life around to the treatment and counseling he received from Gateway. With the ups and downs of life, Steven knew that there would be days where he needed to access support to keep him on the path of recovery—especially during the pandemic. He has utilized our virtual recovery tools, like *GatewayConnect*, to stay engaged and seek additional counseling when he needed it most.

"I thank God for Gateway and for what they did for me."

**Participant's name has been changed for confidentiality*

Young Professionals Board: Bringing New Energy to The Gateway Foundation

The Gateway Foundation is proud to announce the creation of the Young Professionals Board. Their mission is to aid Gateway's fundraising efforts and to create awareness for the work we do through community outreach. YPB represents a new generation—one where the struggles of mental health and addiction are no longer stigmatized. This group of up and coming professionals will bring new, positive energy to our board's Development Committee.

YPB is chaired by Missy Stella, who has done an outstanding job in expanding the group from three members, at its inception, to eight and counting. This passionate and engaged group of individuals includes human resources professionals, attorneys, consultants, and graduate students.

Welcome to Gateway, YPB!



Kristina Alexander



Corinne Biller



Kelly Curtis



Caitlyn Fore



Jay Ghesquiere



Mike Hill



Gina Shkoukani



Missy Stella



24-Hour Helpline
877-505-HOPE

[GatewayFoundation.org](https://www.GatewayFoundation.org)

