

Annual Report 2021

START

TREATMENT & RECOVERY CENTERS

The right way to treat people®

“2021 was a year of continued resilience amidst the pandemic and other challenges. All of START’s Medication-Assisted Treatment Programs achieved a three-year reaccreditation by CARF for their 6th consecutive survey. This is a tremendous accomplishment and speaks to the passion, hard work and dedication of START’s employees.

The START team reached new milestones in their outreach and engagement efforts through successful fundraising for backpacks and toy drives. START supported another AIDS Walk and participated in the Veteran’s Day Parade.

Looking forward to 2022 and beyond!”

**—Ramondy Thermidor,
START Board Member**

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Message from The Chief Executive Officer & The Chair, Board of Trustees

Pandemic Pivoting

It is safe to say that a life-threatening pandemic was not part of most people's plans for 2020 or that it would continue throughout 2021. But increasingly, greater numbers of people found "good news" in everyday living. While we continued to face challenges, it brought out the best in everyone. More people followed public health guidelines regarding masking, hand washing, social distancing, and cleaning of household surfaces. Vaccine distribution was scaled to reach a wider population. So, good news indeed!

At START, we made strides by reducing the number of infections among staff, while encouraging vaccination among employees, patients, and eligible adolescents. We used three approaches to encourage vaccination of employees: 1) use of a vaccination site of their choice; 2) engaging a mobile vaccination team from Kingsboro Psychiatric Center that provided vaccinations at our Fort Greene clinic; and, 3) use of vaccine supplies received at START's authorized site in Central Harlem. As for patients and adolescents, we had some success, although we recognized that a fair number of them had been vaccinated elsewhere. We also offered COVID-19 testing to all patients, and encouraged the continued application of public health measures and vaccination.

START's 2021 Organizational Improvement Plan emphasized our Goals and Objectives, which focused on three important areas: 1) improving patient-centered efforts; 2) improving staff engagement; and, 3) improving the agency's viability & sustainability. There were subcategories and specific tasks assigned to each of the three areas, and we believe the execution and achievement of all milestones had a positive impact on the agency from a holistic standpoint.

Regarding staffing vacancies, START successfully filled a number of positions that continue to be challenging to recruit and retain that are most important to reaching quality of care outcomes and revenue targets. From a regulatory perspective, CARF reaccreditation, and recertification by NYS Office of Addiction Services and Supports and NYS Office of Mental Health were on the schedule for 2021, as well as other unannounced audits. We share these staffing and regulatory experiences to emphasize critical components of this industry, reinforcing the need to recruit the best talent, and provide the resources to retain this talent.

START enhanced its research and programmatic activities substantially during 2021. We were awarded a grant from the Planning Group of the Mother Cabrini Health Foundation, which provides funding to improve the health and well-being of vulnerable New Yorkers. This afforded START access to a previously untapped referral network. In addition, within the constraints imposed by COVID-19 guidelines, START was able to step-up non-programmatic activities. For example, in May, we participated in a virtual AIDS Walk. While START receives 80% of all funds raised, this activity also has the added benefit of enhancing recognition of the agency. We also held successful Back to School Drive in September, and a Holiday Toy Drive in December. Overall, our focus was to enhance our efforts on the recovery of our patients and adolescents pertaining to their opiate use and mental health disorders. In so doing, we succeeded in reversing the financial losses of 2020.

As we continue to emerge from the COVID-19 pandemic, we are proud of the effort by our staff to provide care to the persons we serve that is consistent with our Mission and our 52 year legacy of excellence.

Lawrence S Brown, Jr., MD, MPH, FACP, DFASAM
Chief Executive Officer



Felicia Ivey PhD, LMHC, SAP, CAMS-II
Chair, Board of Trustees



Our Leadership

START Board Members List

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About Us

START Treatment & Recovery Centers (START) began treating patients for substance use disorder in a single building at 937 Fulton Street in the Fort Greene section of Brooklyn in 1969. We expanded to become one of New York State's largest non-hospital providers of substance use and behavioral healthcare, with seven medication-assisted treatment programs in Brooklyn and Manhattan, and one behavioral treatment-focused program in Manhattan.

These Article 32 programs are certified by the New York State Office of Addiction Services and Supports (OASAS). START's seven medication-assisted treatment programs offer individual and group counseling delivered by behavioral health professionals and pharmacotherapy provided by our medical and nursing staff. Our medication-assisted treatment clinics also offer short-term ambulatory withdrawal management. START's behavioral treatment-focused program, known as REACH (Recovery, Education, Advocacy & Change for Health), offers a higher level of behavioral health services for chemical dependency.

In 1979, START became an Article 28 provider certified by the New York State Office of Primary Care and Health Systems Management. This allowed us to add primary medical care, including services for HIV and hepatitis C at our seven medication-assisted treatment programs.

In 2017, START opened an outpatient mental healthcare clinic for adolescents, named Teen START, located in central Harlem. This Article 31 program is certified by the New York State Office of Mental Health. Despite the challenges of the COVID-19 pandemic, START has used technology to continue to provide services to adolescents.

Since the 1970s, START has participated in a wide range of behavioral and biomedical research focusing on substance use and its complications, including HIV & hepatitis C-related research. It is noteworthy that our extensive research experience is atypical for an agency of our size, which includes having our own in-house Institutional Review Board to protect research participants. We have been funded by a number of public agencies, including branches of the

National Institutes of Health, and private entities, primarily in the pharmaceutical industry. This has enabled us to bring the most advanced evidence-based care to those we serve. Our treatment programs and research activities have enabled START to continue to expand our capacity to provide holistic care to disadvantaged populations and communities, guiding adults and adolescents to transition toward healthy and productive lives.

In 2020, in the midst of the COVID-19 pandemic, START was deemed an essential business in New York State, as per Governor Cuomo's Executive Order. As a result, we were able to continue our work, despite a challenging and ever-changing landscape. Pivoting to adhere to New York State social distancing recommendations and guidelines, START provided personal protective equipment for in-person services, and technology that allowed some services to be delivered remotely. During 2021, START built on this foundation by committing to the enhancement of our culture and processes to ensure that staff members received coaching and the tools needed to be successful when working with our patient population in this ever-changing landscape.

Moving forward, START will continue to demonstrate the flexibility needed to respond rapidly to a changing public health environment and respond to underserved people in a way that meets their needs. Our programs and services consistently focus on providing comprehensive patient assessments, behavioral and medication management, cognitive and solution-focused therapies, education, counseling, and mental health treatment.

In 2017, START opened an outpatient mental healthcare clinic for adolescents, named Teen START, located in central Harlem. This Article 31 program is certified by the New York State Office of Mental Health. Despite the challenges of the COVID-19 pandemic, START has used technology to continue to provide services to adolescents.

OUR MISSION

The mission of START Treatment & Recovery Centers is to provide the highest quality of compassionate, comprehensive, evidence-based healthcare and social services; education of the public concerning maintenance of healthy lifestyles; and cutting-edge behavioral, biomedical and healthcare services research.

OUR VISION

To transform the perception of addiction and behavioral health disorders by bringing dignity and respect to the lives, families and communities we serve.

OUR CORE VALUES

- Team and People Orientation
- Accountability and Outcome (Data Driven) Orientation
- An Entrepreneurial Spirit: Know Our Agency/Our Industry
- Engagement & Focus
- Risk Reduction & Innovation
- Self-Awareness

Locations

Administrative Office

937 Fulton Street
Brooklyn, NY 11238
Tel: 718.260.2900
Web: startny.org



STARTNY



START_NYC



START.NY



Manhattan Adult Programs

Highbridge

2406 Amsterdam Avenue
New York, NY 10033
Tel: 212.543.2782

Kaleidoscope

119 West 124th Street
New York, NY 10027
Tel: 212.932.2810

REACH

119 West 124th Street
New York, NY 10027
Tel: 917.386.1790 ext. 1

Starting Point

119 West 124th Street
New York, NY 10027
Tel: 212.932.2676

Third Horizon

2191 Third Avenue
New York, NY 10035
Tel: 212.348.5650

Brooklyn Adult Programs

Bushwick

1149-55 Myrtle Avenue
Brooklyn, NY 11206
Tel: 718.574.1801

East New York

494 Dumont Avenue
Brooklyn, NY 11207
Tel: 718.385.4000

Fort Greene

937 Fulton Street
Brooklyn, NY 11238
Tel: 718.789.1212

Adolescent Mental Health Programs

Teen START

119 West 124th Street
New York, NY 10027
Tel: 212.222.2069

Central Intake

Call now to schedule
an appointment:
Tel: 800.211.0996

Adult Patient Care

Medication-Assisted Treatment Programs

START has taken pride in providing substance use (primarily heroin) services in New York City for over 50 years. Despite having successes and challenges over the years, START has always remained true to our mission, vision, and core values. We have decreased barriers to access to care and worked hard to decrease the stigma associated with substance use and mental health treatment. In 2021, with centralized admission process (where patients can complete a brief screening and be linked to a site convenient for them to receive their care) helped a lot of patients seeking addiction treatment resulting in increase of new admissions and the greatest number of patient census recorded with almost 3000 patients.

There are seven medication-assisted treatment programs (MATPs) at START (3 sites in Brooklyn and 4 sites in Manhattan) that provide life saving FDA approved medications to treat opioid use disorder. Over the years, we have followed the guidelines of our regulatory bodies and strived to provide evidence-based care. Every patient who comes to START is orientated to her/his home clinic; receives an individual assessment by the Behavioral Health and Medical team; gets screening services; and gets set-up with a multidisciplinary team that from the first visit focuses on individual patient needs. Every attempt is made to reduce the administrative and clinical barriers to help patients receive the life saving treatment, consistent with regulations. If you know anyone that needs help, please have them call our Centralized Admission office at 1-800-211-0996.

In 2021, in spite of the ongoing COVID-19 pandemic, START put the safety of our patients and staff first by implementing practices, such as mandating wearing personal protective equipment (PPE, i.e., masks), adhering to social distancing, and promptly conveying updated guidelines by OASAS (Office of Addiction Services and Supports), CDC (Centers for Disease Control and Prevention), and NYSDOH (NYS Dept of Health). We at START are and will continue to be committed to the safety of the patients we serve and provider staff. In addition, CARF surveys and OASAS recertification audits have continued at all seven MATPs during 2021. We received full 3-year CARF reaccreditation at all programs, and OASAS recertification at four programs (Bushwick, Kaleidoscope, Third Horizon, and Highbridge) with three programs pending (Fort Greene, East New York, and Starting Point).

An indication of the effectiveness of our efforts was demonstrated by the fact that none of our MATPs needed to be closed due to COVID-19 or staff shortages. However, our utilization rate and retention in care greater than 365 days decreased in 2021 compared to 2020, as shown in the data tables.

MATP Utilization Rate 2021	MATP Utilization Rate 2020	MATP Utilization Rate 2019
92%	94%	93%
MATP Retention >365 days 2021	MATP Retention >365 days 2020	MATP Retention >365 days 2019
51%	71%	41%

In the area of Vocational Services, the ability to provide training and employment opportunities continued to be severely hampered by COVID-19 throughout 2021, as had been the case in 2020. Since the impediments to providing services were external to START, we were unable to meet our Vocational/Educational targets.

MATP Highlights of 2021:

Treatment of patients with hepatitis C at START:

As a sequel to the PCORI study in which we provided hepatitis C treatment to our patients via Telemedicine; we continued the partnership begun in 2020 with the NYSDOH to train all our providers at START to give our patients the option to be referred, see a specialist via Telemedicine or be treated by a START provider in their very own clinic.

We evaluated patients based on OASAS guidelines for take home medication:

At START, every attempt was made to provide the maximum take home in a safe and effective manner. Every take home given or rescinded was done via case conferences, in collaboration with the provider and Behavioral Health team, with the individual patient's recovery in mind.

Vigorous efforts were made when there was an upcoming holiday clinic closure to ensure that evaluations for patients eligible for take home medication were done, based on 8-point criteria per OASAS, well in advance of the holiday.

We made efforts to reduce COVID-19 spread:

We mandated the use of masks at all our sites, and if any individual did not have a mask, they were given one at the clinic entrance. In addition, all patients and staff were mandated to complete a health questionnaire and check body temperature by touchless equipment prior to entry.

We hosted the NYS Psychiatric Institute - Columbia Addiction Psychiatry fellowship program:

For the second consecutive year, we trained and collaborated with fellows to provide a hands-on educational experience in addiction medicine, and medication for opioid use disorder.

We updated our plans for treatment: Every patient's individual treatment plan was centered on patient goals, with the counselors and medical providers in attendance at case conferences, in order to ensure the highest level of patient care.

REACH (Recovery, Education, Advocacy & Change for Health)

At our 124th Street MATP in Manhattan, we also have an onsite outpatient "drug-free" program that caters to patients with dual diagnosis of substance use and mental health disorders. Our services include psychiatric evaluation, medication management, groups, relapse prevention, family therapy, anger and stress management, and referral. We have a psychiatrist onsite that can

prescribe medications, if needed, to help our patients with their mental health condition(s), in coordination with our Behavioral Health staff. During the first half of 2021, we continued the Telehealth services that began in 2020 to address the challenges of the COVID-19 pandemic. Beginning July 2021, face-to-face services, along with swab and urine testing resumed, but with a

lower census than before the pandemic began. Despite these program disruptions, REACH successfully obtained recertification following OASAS audit conducted in August 2021. In the face of historic levels of depression, anxiety, substance use, and suicidal thoughts due to social isolation, and other collateral damage from the pandemic, REACH remained available to the community.

Speaking of Success

Counselor shared a successful recovery story about a male patient who is currently 40 years old, and has been with Third Horizon since 2019, seeing one consistent counselor.

Patient shared that he struggled with his recovery since age 17. He was addicted to heroin. His addiction led to his first arrest for a felony due to possession of heroin over 20 years ago. He was offered a program in New Jersey instead of jail time. He completed the program and remained abstinent. He relapsed a couple of times and during this period, he lost everything and became homeless. Currently, patient has been drug free for 3 years. His father has served as his support network. He now has stable housing and has cut ties with all negative influences that led to his relapses. He proudly shared he has purchased a 40 inch TV to play video games, which is one of his favorite past times. Patient shared he is looking forward to securing employment and dating again. He continues to be an active patient with Third Horizon.

Counselor shared the following success story of a female patient who is currently 43 years old and has been with Third Horizon for more than 3 years.

She struggled with her recovery, and was also being negatively influenced by a male companion who would take her money and encourage her continued substance use. Despite her having worked with other counselors, her work with one specific Counselor seemed to have been most effective in keeping her focused and motivated to work on her recovery, as well as become more independent including moving away from the toxic male companion into her own room. She is also receiving ongoing support from her family. Following the loss of employment in early 2021 and relapsing, she obtained employment in a leadership role at Madison Square Garden, where she continues to do well. She is also preparing for a Food Handling Exam. She continues to be abstinent from substance use.

“We are going through the pandemic and wearing masks, which at times can be difficult, but safe. It’s hard, so we are already frustrated with that, but I must say that once I get to my program, I feel better. I get masks if I don’t have any, as well as getting vaccines there. I even got my booster. The staff do their jobs by making sure that everyone is safe. Everyone is on the same page. I love the way the program is run. The groups have been a good thing for us as well, sharing the same struggles and what not; patient to patient. This pandemic has been tough, but I can say that START has been there to hear us out with our fears and concerns.”

— LL, CC, VB, AND YP (PATIENTS)

Heroes Work Here!

We honor START's staff, who maintained the highest quality of service for our adult and adolescent patients throughout the pandemic. They are truly healthcare heroes. We also celebrate the efforts of our patients, who face enormous challenges. Look at the statistics: more than 21 million Americans suffer from addiction, while fewer than one in 10 is in treatment. Last year, US overdoses rose nearly 30%. Since 1969, START has helped more than 50,000 New Yorkers through compassionate, evidence-based programs.





Adolescent Mental Health



Teen START Program by the Numbers

Select Services Provided	Year	
	2021	2020
Individual Psychotherapy	2160	2,269
Family Therapy	138	180
Medication Management	169	206
Show Rate	73%	75%

Teen START

Teen START completed its fourth year of operation in September 2021. Teen START is the agency's Article 31 outpatient mental health clinic certified by the New York State Office of Mental Health (OMH), specifically to address the mental health of adolescents, their families, parents, guardians and loved ones. Late 2021, OMH recertification audit was done. Results are pending.

The treatment team consisted of the Clinical Director, one Board-Certified Bilingual Spanish Adolescent Psychiatrist, Senior Therapist, and two part-time licensed clinicians, each of whom have special expertise with adolescents and their families. As part of the clinic's adherence to OMH regulations and quality expectations, Teen START continued the use of evidence-based screening tools to identify adolescents who have mood disorders and substance misuse. Additional quality improvements included the continued practice of clinical supervision, the tracking of show rates, and compliance reviews of treatment plans.

Throughout 2021, Teen START continued delivery of Telemental Health in response to the ongoing COVID-19 pandemic. In compliance with the Governor's executive orders, Teen START operated in a remote environment until October, at which time the clinical team returned to the clinic to provide a hybrid model. With the upsurge in infections due to the Omicron variant, the Teen START team once again returned to a fully remote clinic in December for the remainder of the year. Telemental Health continues to allow for the delivery of mental health services remotely, to keep everyone safe, and to save lives.

During 2021, Teen START clientele were encouraged and supported to receive COVID-19 vaccinations. Clients and their parents/guardians were advised of the importance of vaccinations and provided with information and concrete assistance in locating vaccinations, including at START facilities. The information was tracked and reported to the Office of Mental Health.

The number of services provided, and the show rate, declined slightly in 2021 compared to 2020, likely due to the disruptive effect of switching from remote service provision to a hybrid model and back again to remote, due to the emergence of the Omicron variant. As a result, revenues decreased by about 4% in 2021 compared to 2020, but the deficit increased by less than 1%.

Teen START continued its use of several technology platforms, including telephone, Zoom, and Microsoft TEAMS, while maintaining clinical documentation in the electronic health record. All staff maintained their HIPAA compliant laptop and software, both in and out of the clinic.

Similar to what Teen START achieved last year, all clients were able to remain with their primary therapist for the vast majority of 2021. However, in October and December of 2021, respectively, two part-time clinicians resigned, which will require reconfiguration going forward.

Research

Grounded in START's mission to conduct cutting-edge behavioral, biomedical, and health services delivery research, our efforts throughout 2021 focused on research that can inform and provide the best evidence about practices that may have the greatest impact on our patients' health. We presented research results at two national conferences to address today's public health challenges: 1) College on Problems of Drug Dependence (CPDD) 2021 Virtual Meeting; and 2) American Public Health Association (APHA) 2021 Conference.

As global vaccination efforts were being accelerated to combat the COVID-19 pandemic, the World Health Organization identified vaccine hesitancy as a leading global public health threat. Healthcare workers play a key role in vaccine promotion, and vaccinated healthcare workers are more likely to recommend vaccination to their patients. Results from surveys that assessed attitudes toward COVID-19 vaccination among START patients and clinical staff showed that several factors impact vaccination decisions. Vaccination likelihood was associated with vaccine safety and effectiveness, vaccine availability on-site or at other healthcare providers, vaccine availability to family members, recommendations from medical professionals, and employer mandates.

Other research initiatives during 2021 focused on our Patient-Centered Outcomes Research Institute (PCORI) funded project entitled, *Stepped-Wedge Randomized Control Trial to Compare Integrated Co-Located, Telemedicine-based Treatment Approach for Hepatitis C Virus (HCV) Management for Individuals on Opiate Agonist Treatment and Usual Care Treatment of HCV individuals on Opiate Agonist Treatment*. In collaboration with the lead investigators at the University at Buffalo (UB), we compared the use of telemedicine to treat patients infected with HCV at our clinic sites versus usual care (referral to an outside specialist). The following table summarizes the number of participants who achieved sustained virologic response by study condition:

Summary as of 12/31/2021				
Study Condition	Discontinued	SVR*	Total	% SVR
Referral	50	31	78	40%
Telemedicine	12	66	78	85%
Combined	62	97	156	62%

*SVR = sustained virologic response

This study has not only shown the feasibility of integrated care for hepatitis C via telemedicine, but has also demonstrated an immediate observable clinical benefit for the communities we serve. In this study, clinical medicine was combined with technology in a way that facilitated treatment to cure patients of a disease that causes significant morbidity and mortality. Over the course of the PCORI study, several sub-studies were designed to further understand the impact of integrated care for Hepatitis C using telemedicine. The following sub-studies were conducted during 2021 (the first three of which are still ongoing):

- **Billing Sub-Study:** The goal of this sub-study was to evaluate billing records for the treatment of HCV using telemedicine versus traditional referral for in-person care from an economic standpoint.
- **Interview Sub-Study:** The goal of this sub-study was to gain feedback from patients and staff about their experiences with the PCORI study and integrated hepatitis C care using telemedicine. In total, 9 patients and 11 clinical and administrative staff from START were interviewed by UB investigators about their experiences either participating in or working on the PCORI study. UB investigators transcribed the interviews and processed them for qualitative data analysis using NVivo software. The investigative team, including researchers at START, conducted qualitative data analysis of de-identified transcripts to identify salient themes regarding the use of telemedicine for the integration of hepatitis C treatment in opioid treatment programs.
- **Social Determinants of Health (SDOH) Sub-Study:** The goal of this sub-study was to understand the association between SDOH and HCV treatment among patients in both arms (telemedicine versus traditional referral for in-person care).
- **Vignettes:** A manuscript from this sub-study was published by the Journal of Substance Abuse Treatment (JSAT), entitled: Facilitating engagement of persons with opioid use disorder in treatment for hepatitis C virus infection via telemedicine: Stories of onsite case managers. The paper describes three themes that enhanced acceptance of telemedicine: (1) building trust, (2) identification of multiple competing priorities, and (3) development of personalized care approaches. START co-authors are Anthony McLeod and Jordan Bailey.

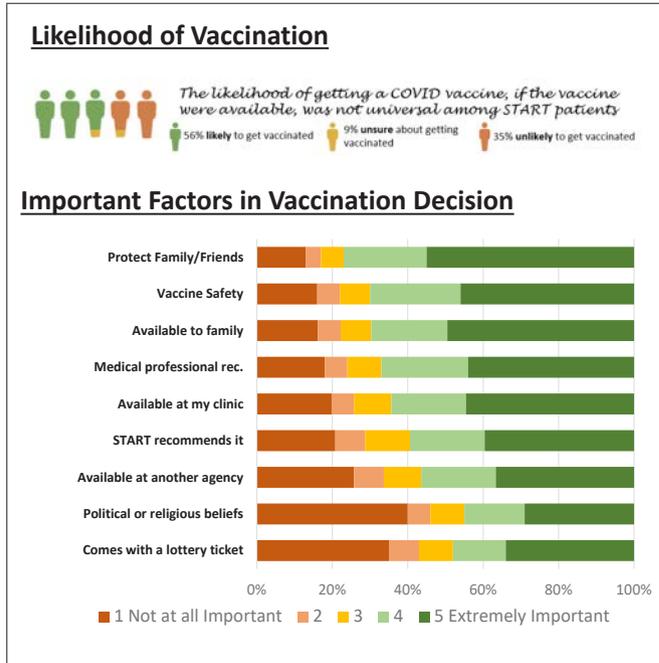
During 2021, we also had the opportunity to collaborate with the New York City Department of Health and Mental Hygiene (NYC DOHMH) Viral Hepatitis Program on a project funded by the Centers for Disease Control and Prevention (CDC) entitled, *Improving Hepatitis B and C Care Cascades; Focus on Increased Testing and Diagnosis*. This project was designed to improve HCV testing and treatment rates in people at risk for HCV, particularly in high burden areas of NYC identified through surveillance data. This project made HCV treatment more accessible to patients receiving care at START, so that they could receive treatment conveniently on-site. Our team presented the project at the APHA 2021 Conference and at the New York Knows All Partner Meeting that was held virtual in May of 2021.

Summary as of 12/31/2021						
	Encountered/ Approached	Enrolled	Discharged/ Noncompliant/ Other Issue	Started HCV antiviral therapy	HCV RNA Un- detectable @ Week 4	% Undetectable*
Phase 1	30	22	4	18	16	89%
Phase 2	30	26	10	26	20	77%
Combined	60	48	14	44	36*	81%

* Of the total number of patients who completed HCV therapy, 81% of patients had undetectable virus at their 4-week follow-up test. Note that as of 12/31/2021, 29 patients had achieved sustained virologic response at 12 weeks, which is considered being cured of HCV.

In an effort to learn about differences in hepatitis C treatment outcomes among patients, we developed a new study entitled, Hepatitis C Virus (HCV) Treatment Resistance Study. The primary aim was to examine treatment resistance to multiple direct-acting antiviral (DAA)-based regimens currently approved that provide one or more interferon-free treatment options for hepatitis C. We examined records of patients for whom treatment resistance was suspected given either that laboratory results identify treatment resistance to one or more DAAs or show viral loads indicating that prior DAA therapy may not have worked. Data collected from chart reviews were summarized as Case Study reports and will be disseminated widely through publications and presentations to improve knowledge in the field of viral hepatitis and its treatment.

Additionally, START was awarded a new grant to implement a program over the next five years to prevent and treat human immunodeficiency virus (HIV) and viral hepatitis infections and improve access to treatment, vaccination, and harm reduction services among patients receiving care at START. We proposed an integrated viral hepatitis and HIV testing and treatment model to expand services to START patients. The program aims to strengthen our case management services and increase our current capacity for screening of and linkage to HIV and viral hepatitis prevention and care. The award provides support for the following services: 1) testing for HIV and hepatitis C; 2) health promotion and counseling; 3) assessment of risk and barriers to care; 4) onsite treatment plans; 5) linkage to treatment outside of START to primary care providers and/or referrals to specialists and services, as necessary; 6) coordination with outside providers and specialists; and 7) outreach for patient re-engagement.



Finally, START was selected as one of ten NIDA Clinical Trials Network (CTN) affiliated opioid treatment programs to participate in a national study entitled, Optimal Policies to Improve Methadone Maintenance Adherence Longterm (OPTIMMAL) Study. The purpose of this study is to examine important clinical and policy questions regarding the regulations governing the practice of methadone maintenance treatment in the US, and resultant treatment regimens, including whether less frequent clinic visits for observed dosing and more flexible take-home policies impact the primary outcome of retention in methadone maintenance treatment. This study will provide important data about methadone maintenance policies that were instituted to provide more flexibility to treatment programs in adapting to the COVID-19 pandemic.

The foregoing clearly demonstrates the commitment START has made and continues to make to research that benefits the persons served.

“START is a treasure beyond price. Its treatment centers play such a critical role in rehabilitative services and behavioral health. I'm truly honored to serve an organization committed to best practice solutions for addiction and substance abuse.”

—MICHELLE AIYANYOR
START Board Member

Staff Initiatives

In 2021, the COVID-19 pandemic continued with talk of variants, masking, gathering restrictions, vaccine mandates, and boosters. While it was a year of hope and great strides, the pandemic impacted holding in-person community events. In late 2021, COVID-19 restrictions were eased in part due to vaccines, boosters, and announcement of the first emergency use authorization of a COVID-19 oral course treatment pill, allowing for employee social gatherings.

Back to School Supply Drive



In August 2021, 453 backpacks filled with grade appropriate school supplies were distributed to the children and grandchildren of START's patients and to our Adolescent Mental Health program Teen START.

Annual Holiday Toy Drive



With the help of Marine Toys for Tots in addition to our generous staff and community members, START provided 537 toys to our patients' children/grandchildren, and Teen START.

Engagement

START is committed to educating, addressing and ending the negative stigma surrounding addiction. Over the years, we have worked diligently expanding our community outreach and partnership efforts. As active participants in the communities we serve, we are not only becoming a source of awareness, but also a trusted advocate for our patients.

In order to build a stronger relationship, it is important we strive for ongoing visibility in our communities so that when we do reach out to them, it is not only during a crisis. Communities have to see more of who we are and what we are about. 2021 continued to make virtual events the norm.

START participated in the 2021 virtual AIDS Walk as a community partner.

VIRTUAL AIDS Walk: May 16, 2021



Together with our staff, Board of Trustees, and community members, START raised \$14,500 which is the greatest performance in the history of START's participation. Team START also walked 577.03 km for this year's virtual AIDS Walk.

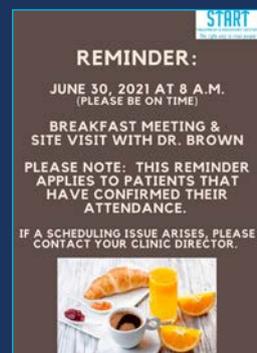


Veterans Day Parade

On November 11, 2021 START participated in the NYC Veterans Day Parade.

START'S QUARTERLY CEO'S BREAKFAST WITH PATIENTS

The CEO breakfast offers an exceptional experience for both our patients and non-patient-facing staff. The opportunity to directly hear the needs of our patients is a powerful tool. Each opportunity to spend time with our patients equips the agency with a new building block in the reinforcement process of the services we provide here at START. The CEO's Office will continue to forge a closer and direct relationship with our patients to continue to better understand what our patients need.

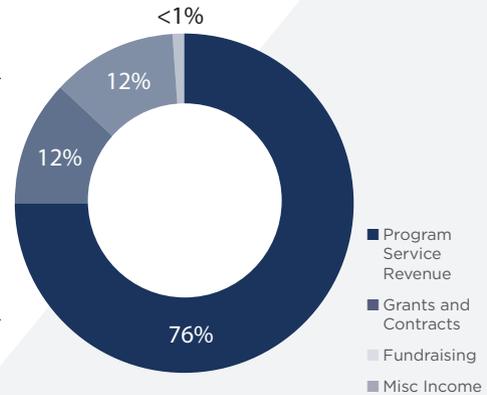


Financials 2021

Below is the summary of START's financial performance during the period from January 1, 2021 to December 31, 2021:

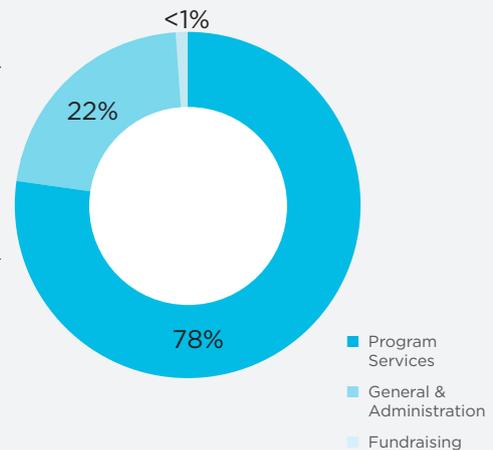
Sources of Funds*

Program Service Revenue	\$24,712	76%
Grants and Contracts	\$3,928	12%
Fundraising	\$79	<1%
Misc Income	\$3,740	12%
Total	\$32,459	100%



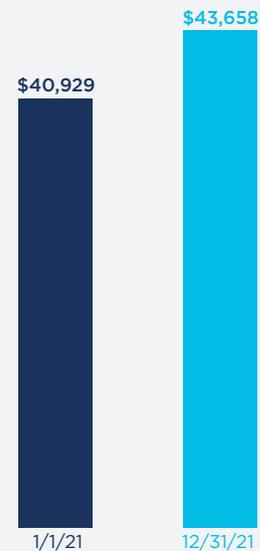
Use of Funds*

Program Services	\$23,209	78%
General & Administration	\$6,494	22%
Fundraising	\$27	<1%
Total	\$29,730	100%



Net Assets*

Fund Balance, 1/1/2021	\$40,929
Fund Balance, 12/31/2021	\$43,658
Increase	\$2,729



* All amounts are in thousands

Clinic of the Year

Fort Greene Clinic



Employee Recognition Award Winners 2021

Quarter 1

JUANA DIAZ, CMT

Third Horizon

Quarter 2

JOHN COWAN JR., COUNSELOR

Fort Greene

Quarter 3

RUBY CEDEÑO, COUNSELOR

Bushwick

Quarter 4

VALERIE JONES, COUNSELOR

Bushwick

START Donors 2021

Thank you with sincere appreciation to the people who provide financial support to START.

Through the generous contributions of our supporters, START is able to continue to evolve and improve our programming to serve the most vulnerable New Yorkers. It is because of this support that we are able to strategically envision our next steps and the future of START. We remain grateful to each of our donors for enabling our work to continue and meeting the changing needs of the communities that we serve.

Donations can be made online at www.startny.org/donate

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Christopher Yegen
GMHC

\$5,000 - \$9,999

Lawrence S. Brown, Jr., MD

\$2,500 - \$4,999

JLL - Jones Lang
LaSalle America
Ramondy Thermidor

\$1,000 - \$2,499

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Matthew Danzer
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Rohit Bhatia
Tara Marchese

\$250 - \$499

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Mary N. Lannin
Travis T. Tygart

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This list reflects all gifts received between January 1 and December 31, 2021.

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