

New Beginnings From **START** to Finish



START

TREATMENT & RECOVERY CENTERS

The right way to treat people.



“I started out with 99-cent paper from the 99-cent store and 99-cent frames. Now I have moved to these larger paintings on canvas. Drawing helps take my mind into a more positive space. It’s my leisure activity, it relaxes me. I take care of my granddaughter so sometimes we draw together. She draws stick people [laughs]. I also like to put little sayings on them about things, like drugs and other stuff people do. I show them to my grandkids and sometimes they ask, ‘Grandma, why did you put that on there?’ I tell them, ‘Why don’t you take a minute to look at the saying, and then you tell me what you think it means, why it’s there?’”

—MICHELLE MCGEE,
START PATIENT AND COVER ARTIST

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DEAR FRIENDS,

Our renaissance continued in 2013 with implementation of the 2012 Strategic Plan - **A Strategy for Moving Forward**. This roadmap served as a monumental game changer for the agency at a time when recovery was most needed due to forces beyond our control; most prominent of which was the 2008 recession and its consequences, including a substantial reduction of government funding. Our roadmap strategically and critically reviewed these events and provided the ingredients necessary, internally and externally, for moving forward as a strengthened and more enlightened agency.

The 2013 annual report illustrates many of the fundamental changes that occurred. Our rebranding to START Treatment & Recovery Centers from Addiction Research and Treatment Corporation, following consultation with

our patients, staff, leadership and external stakeholders, represents a combination of the legacy of our past with the future directions of the agency.

In 2013, we began a bold campaign of telling stories of our patients and of our staff and the impact START has had on them, while continuing our efforts to be good neighbors and partners in the communities served by our programs. We also intensified our efforts to open the hearts and minds of as many who were willing to discuss the issues of substance abuse and mental health disorders, so prevalent across the United States. These efforts were critical, especially in light of the increasing attention on prescription drug abuse and the resurgence of heroin use. As a result, we are receiving support from, and aligning and partnering with others in ways previously unheard of in the agency's history.

Admittedly, substantial challenges remain that include the continued rising costs of care and the difficulties in recruiting and maintaining a talented workforce. These difficulties are largely due to the decades of stigma experienced by our patients, our staff and our field. Despite these challenges, our most important resource, our staff has been responsible for our second year of continued financial growth and development, allowing the agency to spend 85 cents of every dollar on direct care.

In addition, our staff and leadership were instrumental in the agency and one of our clinics - Kaleidoscope - receiving the highest level of recertification by the New York State Office of Alcoholism & Substance Abuse Services (OASAS) while continuing to advance and share its research nationwide.

As phenomenal as these accomplishments are, we understand that we must continue to be vigilant to respond to the ever increasing challenges in the landscape. We will continue to provide the highest quality of compassionate care, to educate all who are willing to listen, and to investigate the critical issues affecting our patients and adolescents. In other words, we will live our new tagline: “**The right way to treat people.**”



Joyce Y. Hall, MPH
Chairperson

A handwritten signature in black ink that reads "Joyce Y. Hall".



Lawrence S. Brown, Jr., MD, MPH, FASAM
Chief Executive Officer

A handwritten signature in black ink that reads "Lawrence S. Brown, Jr.".



“You try to do it for your mom, you try to do it for your children, you try to do it for your mate, but the only way that it works is when you do it for yourself.”

—EMILY

We Started With START

You may have known us as the Addiction Research and Treatment Corporation (ARTC) prior to October 2013, when we launched our new brand and name. START Treatment & Recovery Centers best represents our philosophy of treating the **whole** person – of practicing holistic care for a very diverse patient population.

We serve those in need with:

- medication-assisted treatment for opioid addiction
- multi-discipline treatment for addiction to all other substances
- outpatient detoxification for those with short-term opioid addiction
- primary medical, HIV/AIDS and Hepatitis C care
- vocational/educational opportunities
- individual and group counseling

We also provide mental health services to adolescents who come face-to-face with the criminal justice system and find themselves in detention centers or non-secure facilities.

LOOKING AHEAD

Our goal is to implement a patient “alumni” program so that these critical relationships are maintained and our patient successes are continuously shared and supported.

Whatever the population and whatever the need, our mission is to provide the highest quality of compassionate, evidenced-based health care and social services; education of the public concerning maintenance

of healthy lifestyles; and cutting edge behavioral, biomedical and healthcare services research.

What does this have to do with our name? We want our patients and adolescents to know that when they walk through our doors, they matter. We want them to know that our program will be where our patients will **START** healing, **START** living their lives over, and **START** on the path to recovery. Our tag line, **The right way to treat people**, has weight behind the words. We help patients to rejoin life with their family and in their community by treating them with more than medication.



“I became active with drugs around 1989, and through all of that, I became HIV positive. It’s a relief to be somewhere where people are concerned about you and care about you.”

—VICKI

We Focused on Holistic Care

In addition to being the largest medication-assisted addiction treatment provider in the New York metropolitan area, START is unique in its emphasis on long-term recovery through group counseling. Some of the life-changing sessions we offer include: stress and anger management; navigating legal issues; gender-specific issues; motivation for change; moods and meds; orientation to treatment; parenting; polydrug use (the use of multiple illicit drugs); relapse prevention; and spirituality.

Many patients see a doctor for the first time in years when they visit one of our clinics. We offer screenings and exams for: HIV; Hepatitis C; OB/GYN; pregnancy; hypertension; diabetes; TB; and other chronic diseases.

The longer a patient remains in treatment, the more likely they are to sustain recovery. At START, over 75% of our patients are successful in their recovery compared to

abstinence rates in government-funded national surveys of addiction treatment agencies and compared to adherence rates of less than 50% for other chronic, potentially relapsing diseases such as HIV/AIDS, diabetes and hypertension nationally. This explains why START patients have a strong chance at regaining stability and structure in their lives.

LOOKING AHEAD

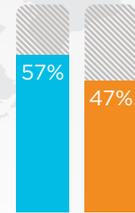
We want to measure beyond clinical benchmarks and regulatory standards and address our social contributions. In order to do this well, we have established an Evaluation Committee to assess the impact of non-direct care on our communities.

69%
HIV

69% of our patients living with HIV achieve viral load suppression, the single most important measure of disease control. We are on par with state and national results, which are 68% and 72%, respectively. This means longer productive lives and less transmission of HIV in the communities where START patients live.

HYPERTENSION

57% of our hypertensive patients have their condition under control, compared to 47% of similar patients nationwide.



DIABETES

72% of our diabetic patients are successfully managing their symptoms, compared to national results of 55%.

Combined with the successful treatment of hypertension, this means that START patients are less likely to suffer the consequences of heart attack, stroke, or kidney disease which occurs at a disproportionate rate in the communities where START patients reside.

72%

55%

589,240
Services Rendered

START provided a total of 589,240 services to 3,932 patients in 2013 for a total cost of \$4,306 per patient.

3,932 Patients

Of the 3,634 referrals for mental health services to our social workers, 1,587 youth met the criteria for mental health screening by START.

This is crucial as nationwide surveys indicate that, for many adults, mental health began during their youth but went unrecognized and untreated.

1,587 Adolescent
Mental-Health Services



“This place, more or less,
got me on the right track.
They basically give you the
tools you need to succeed.”

—ADRIANE

We Partnered on Projects

Funding for Patients

START received its first gift from **City Council Discretionary Funds** by former District 35 City Councilmember Letitia James to meet local needs and fill gaps in services. Our Fort Greene clinic vocational/educational department used this gift for patient transportation to outside providers, GED classes, job interviews and other appointments. With individual support to an average of 167 patients each month, career fairs, and specialized workshops, our voc/ed department helps to build marketable skills that lead to gainful employment.

Sandy Influenced PSYCKES

During Superstorm Sandy, START provided courtesy medication to 598 patients whose primary treatment programs were unable to open in 2013; we were awarded a Community Development Block Grant

of \$64,600 for providing this service. This effort also prompted membership in the new **Psychiatric Services and Clinical Knowledge Enhancement System (PSYCKES)**, an inter-agency database of Medicaid enrollees with a behavioral health diagnosis or psychotropic medication prescription in the past five years. This collaboration has enhanced our coordination of care and quality improvement by providing information through a centralized source.

Patient Engagement

We partnered with the Fund for Public Health and the Primary Care Information Project of the New York City Department of Health and Mental Hygiene on **Patient Engagement and Education Kiosk Project (PEEK)**, a secure, web-based portal that allows patients to access their personal health record in our clinics. There, they can review and update some of their personal

and health information, review health education resources that focus on the importance of prevention, early treatment and overall self-care.

Reducing Teen Recidivism

Our counselors at Horizon and Crossroads juvenile detention facilities were trained on new mental health screens by a **New York University/Bellevue** team to better recognize post-traumatic stress disorder in adolescents, improving our ability to diagnose and treat acting-out behaviors to significantly reduce recidivism.



“I like this program for the simple fact that it isn’t just about me walking in, getting medicated and walking out. We do a lot of surveys, sometimes your blood is taken and you do a class and give your insight.”

—BELINDA

World-Wide Research

Our groundbreaking research, conducted by our multi-disciplinary clinicians and collaborators, went global for the first time in several years as we presented in London, Paris and San Juan. As we see specific trends in drug use and/or societal influences, our research will reinforce the programs and services needed to stay on the cutting edge of patient care.

Using Technology to Treat

Through our work with **SUNY Buffalo Medical Center**, the staff and patients at our 124th Street clinics are able to meet with doctors in Buffalo via teleconference/video chat to increase Hepatitis C treatment using approved anti-viral medication and evaluation.

Presentations and Publications

We published and presented an abstract on treatment readiness and Hepatitis C knowledge at the European Association for the Study of the Liver in London, and a manuscript entitled “Hepatitis C Virus Related Knowledge and Willingness to Receive Treatment Among Patients on Methadone Maintenance” was accepted by the *Journal of Addiction Medicine*.

An additional study paper on our electronic information system, “Evaluation of an Electronic Medical Record System at an Opioid Agonist Treatment Program” was published in the March/April issue by the *Journal of Addiction Medicine*. We also presented posters or lectures at conferences of the: College on Problems

of Drug Dependence (CPDD); National Hispanic Science Network; Addiction Health Services Research; American Public Health Association; American College of Neuropsychopharmacology; International Forum on Quality & Safety in Healthcare in Paris; and, the CPDD meeting in San Juan, Puerto Rico.

LOOKING AHEAD

Our partnership in research with OraSure Technologies, Inc. will increase as we seek to develop improved oral testing devices for drugs of abuse.

“I’ve been with a few other programs but this one seemed to work out the best for me. I’ve managed to stay clean for at least three or four years now.”

—MIKE



We Finish Financially Strong

Our real estate is in some of the most developing neighborhoods of Brooklyn and Manhattan. The Board of Trustees and executive leadership at START recognize this opportunity and are acting on projects that will leverage the future value of these assets.

Our joint venture with DelShah Capital, LLC and On the Level Enterprises, Inc. will develop the 22 Chapel Street, Brooklyn, headquarters. This two-story brick building that was once a former Marine training center will be fully renovated into a 12-14-story, 150,000-square-

LOOKING AHEAD

START will seek funding for all clinics in the FY2015 City Council Discretionary Funds cycle to provide recovery-oriented systems of care.

foot, market-rate apartment building with a separate, one-story, 15,000-square-foot corporate condominium.

Proceeds from the development, rent and refinancing will build START's endowment to secure our financial future and to support expanded programs and services.

In addition to the Chapel Street joint venture, we are renovating other clinical facilities. The Fort Greene clinic in Brooklyn is on Fulton Street in the heart of the Fulton Area Business Alliance and is undergoing a \$6.1 million expansion and facelift through a grant from OASAS.

These developments will not only help to secure our future, but also enable us to improve our properties and to offer our ever-changing communities expanded services.

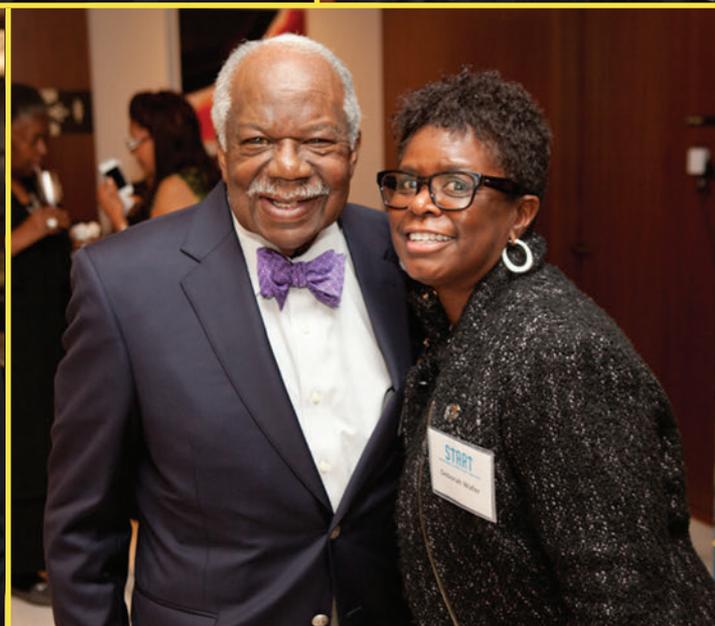


bluarch::: architecture + interiors + lighting

New Beginnings

On Friday, October 25, START held its annual reception 91 stories over New York City. Thanks to our corporate sponsor, Merrill Lynch/RVH Group, we were hosted at the Bank of America Tower in midtown where we welcomed over 115 guests to our New Beginnings Reception.

As the official launch of the START Treatment & Recovery Centers brand, the event brought together friends new and old. We also announced the future Dr. Beny J. Primm Humanitarian Award, named for our co-founder. The honor will be awarded annually at our fall reception.



CLOCKWISE FROM TOP LEFT:

LEFT TO RIGHT: JOHN LEVY, ADAM CLAYTON POWELL IV AND GUEST.

LEFT TO RIGHT: CEO DR. LAWRENCE BROWN, RICHIE AND VENITA OSTERER OF MANACRAFT PRECISIONS.

LEFT TO RIGHT: DR. BENY PRIMM AND DEBORAH WAFER OF ORASURE TECHNOLOGIES.

LEFT TO RIGHT: RODWIN WATSON AND TONYA HERRING OF LABCORP.

“START changed my life. It has enabled me to, every day, make a goal and continue it. I can’t see a day without this program.”

—TERESA



Thanks to Our Donors

We are deeply grateful to each of our donors for enabling our work to continue. Contributions of all sizes are critical to revitalizing our programs and facilities, as well as supporting unreimbursed patient care. For more information, please contact the development office at [718-260-2984](tel:718-260-2984) or fundraising@startny.org.

This list reflects all gifts received from January 1 - December 31, 2013.

\$5,000 & Above

FUSEIDEAS
Gilead Sciences
The Heritage Group
Merrill Lynch

\$2,500 - \$4,999

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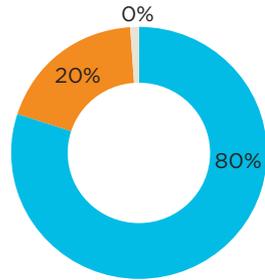


“I’m really appreciative of
this program and my friends
— we all need each other.
There are a lot of places we
could have been today, but
we are here.”

—NARINE

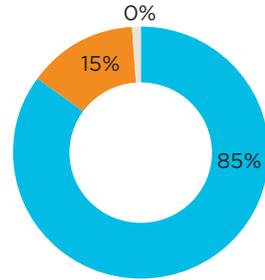
Financials

Sources of Funds



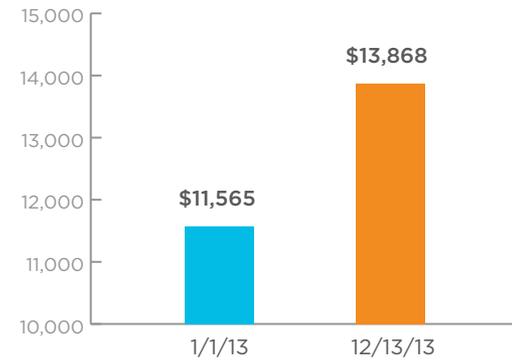
- Program Service Revenue
- Grants and Contracts
- Misc Income

Use of Funds



- Program Services
- General & Administration
- Fundraising

Net Assets



Sources of Funds*

Program Service Revenue	\$18,286	80%
Grants and Contracts	\$4,482	20%
Misc Income	\$106	0%
Total	\$22,875	100%

Use of Funds*

Program Services	\$17,440	85%
General & Administration	\$3,065	15%
Fundraising	\$66	0%
Total	\$20,571	100%

Net Assets*

1/1/13	\$11,565
12/31/13	\$13,868
Increase in net assets	\$2,303

Our mission

The Mission of the 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
- Cutting-edge behavioral, biomedical and healthcare services research



START
SCHOOL PROGRAM GED
DAYS CLASS TRAINING
JOB CLASS
COLLEGE CLASS - ADULT CLASS

TO DAYS WORD
IS
LOVE



START
OPEN GPM



START

TREATMENT & RECOVERY CENTERS

The right way to treat people.

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