

START

TREATMENT & RECOVERY CENTERS

The right way to treat people.



2017 ANNUAL REPORT

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Welcome Letter

Dear Friends,

The past year brought renewed attention to an issue that START knows well: substance use disorder. The opioid epidemic, which claimed the lives of over 64,000 Americans in 2016, sits at the top of the political agenda and has drawn attention from people of all walks of life throughout our country. In October of 2017, this epidemic was declared a public health emergency and named a top priority of the federal government.

START has treated over 40,000 New Yorkers who have battled opioid dependence in the nearly 50 years since our founding in 1969. As the conversation turns to ways that we as a country can combat the opioid epidemic, we hold the unique responsibility of providing insight on effective options for treatment and recovery.

At START, we know that fully integrated and holistic care has proven to yield the best outcomes for individuals experiencing opioid use disorder. Through a combination of medication-assisted treatment, behavioral health care (both group and individual therapy), primary health care, specialized care for HIV/AIDS and Hepatitis C, and vocational counseling, START treats the whole person.

In this report, you will read updates on START's exciting progress in 2017, as well as some stories from our patients. We are continuously impressed by the strength and resilience our patients show, for indeed the journey in long-term recovery is not easy and requires patience, commitment, and grit.

While that toughness has been on display in our adult patients, we know that addiction can span generations and impact many lives. For that reason, in 2011 we began working with adolescents in detention centers to address their mental health needs. In 2017, we took a major step forward in addressing the needs of adolescents by opening Teen START and becoming a Borough Partner in the 100 Schools Project.

In addition to our work with adolescents, START's continued focus on research helps us meet the evolving needs of our patients and successfully provide long-term solutions to substance use disorder. In the past year we have seen great success treating Hepatitis C through telemedicine, an advancement that can revolutionize treatment for generations to come.

As proud as we are of our research, we are even prouder to serve alongside one another as members of Team START. Each and every day, our nearly 300 employees live by our vision to "transform the perception of addiction and behavioral health disorders by bringing dignity and respect to the lives, families and communities that we serve."

START's diverse workforce, from our specialist clinicians to our security staff and everyone in between, all play an important role in furthering the legacy of this great organization.

As history has proven, we cannot predict the challenges that may come. However, we remain confident that with the dedication and expertise of Team START, we will continue to serve some of the most vulnerable New Yorkers with the



Lawrence S. Brown, Jr., MD, MPH, DFASAM



Shaun E. Smith, Esq.

highest quality of compassionate, evidence-based care. To serve our patients and to change the way society views addiction is our greatest honor.

Sincerely,

**LAWRENCE S. BROWN, JR.,
MD, MPH, DFASAM**
Chief Executive Officer

SHAUN E. SMITH, ESQ.
Chairperson, Board of Trustees

Our Leadership*

Executive Leadership

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MD, MPH, DFASAM
Chief Executive Officer

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Chief Financial Officer

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**As of December 31st, 2017*



Dr. Brown with START Board Trustees (from left to right): Felicia Ivey-Toure, LMHC, CASAC; Joyce Y. Hall, MPH; Neha Madan, MBA; Kamna Gupta, MBA

About Us

START Treatment and Recovery Centers was founded in 1969 as the Addiction Research and Treatment Corporation (ARTC). In the background of the civil rights struggles and the Vietnam War, a dedicated group of attorneys, physicians, public policymakers, academicians and community activists formed a board of trustees and co-founded ARTC with the late Dr. Beny J. Primm serving as its founding program director. The Vera Institute of Justice was a major contributor to the agency's formation.

We began treating patients in a single building at 937 Fulton Street in Fort Greene, Brooklyn, and grew into one of New York State's largest non-hospital providers of health and human services. Today, START offers seven medication-assisted treatment programs that utilize individual and group counseling with medical and behavioral health professionals to treat patients, including short-term outpatient detoxification and vocational rehabilitation services. These seven programs are article 32 certified by the New York State Office of Alcoholism and Substance Abuse Services (NYS OASAS), article 28 licensed by the NYS Department of Health, and CARF-accredited.

START's REACH program is a drug-free chemical dependency program for non-opioid substance use disorders. The REACH program is an article 32 program certified by NYS OASAS.

Our contract work with the NYC Administration for Children's Services has provided services to adolescents in Juvenile Detention Centers since 2011. Teen START, launched in 2017, is an Article 31 clinic licensed by the New York State Office of Mental Health to provide individual and group counseling to adolescents. START's involvement in the 100 Schools Project has allowed us to help adolescents in schools across New York City since January 2017.

While START fully appreciates and addresses the unique needs of these distinct populations, we pride ourselves on a universal commitment to evidenced-based healthcare. Since the 1970s, our doctors and patients have participated in a wide range of behavioral and biomedical studies focusing on substance use and its complications, including HIV-related research beginning in the late 1980s. Our research has been funded by: the National Institute on Drug Abuse; the National Institute of Allergy and Infectious Diseases; the Centers for Disease Control and Prevention; Bristol-Myers Squibb; GlaxoSmithKline; Abbott Labs; Pfizer Inc.; Ortho Biotech Products, L.P.; and OraSure Technologies, Inc. START continues to share the results of its research through scientific presentations across the nation and the world, and in articles found throughout renowned scientific journals.

START Mission

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.

START Vision

START is dedicated to transforming the perception of addiction and behavioral health disorders by bringing dignity and respect to the lives, families and communities we serve.





“

I have been to other programs...everyone at START has treated me with respect from the janitor to the CEO...this place is special.”

“It's not only about treatment...this is a place where people care about all parts of your life.”

—EMILY

Locations

Administrative Office

22 Chapel Street
Brooklyn, NY 11201
Tel: 718.260.2900
Web: startny.org



STARTNY



START_NYC



START.NY



Manhattan Adult Programs

Highbridge

500 West 180th Street
New York, NY 10037
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: 212.932.2676

Starting Point

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

Third Horizon

2195 Third Avenue
New York, NY 10035
Tel: 212.543.2782

Brooklyn Adult Programs

Bushwick

1149-55 Myrtle Avenue
Brooklyn, NY 11206
Tel: 718.574.1400

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 Programs

100 Schools Project

(Headquarters)
22 Chapel Street
Brooklyn, NY 11201
Tel: 917.386.1798

Crossroads Juvenile Center

17 Bristol Street
Brooklyn, NY 11212
Tel: 718.240.3994

Horizon Juvenile Center

560 Brook Avenue
Bronx, NY 10465
Tel: 718.401.3125

Teen START

119 West 124th Street
New York, NY 10027
Tel: 917.225.1570

Adult Patient Care

For nearly 50 years, START has been the leader in our field, successfully combining medical, behavioral, and substance use treatment to combat opioid addiction. Throughout New York City, we provide our patients with holistic, patient-centered healthcare that supports the maintenance of a productive and healthy lifestyle. From the moment a patient walks into one of our clinics, we strive to treat the whole person, whether that's through medication-assisted treatment, primary care, vocational services, or any other program in our wide array of offerings.

Highlights

- START obtained a two-year re-certification from the NYS OASAS for our REACH program and three-year re-certifications for our Highbridge and Third Horizon clinics. Three years is the highest level of renewal granted by this office, which oversees chemical dependency programs.
- We offered free HIV and HCV testing to every patient served.
- The START REACH program graduated two classes of patients who had attended regularly and actively participated in individual and group sessions, demonstrated remission of their substance use disorders, and made clear progress on other person-centered treatment plan goals.
- We hosted summer Health & Wellness Fairs in our clinics, educating patients on healthy living, performing health screenings, taking patient blood pressure, and providing food while connecting them to Managed Care providers.
- START celebrated patient success with our Patient Advisory Committee (PAC) Picnic at Marcus Garvey Park in Harlem in August. We grilled out alongside donated Chipotle burritos. Everyone had a great time celebrating recovery!
- Our PAC held a Holiday Party featuring catered food, a DJ and dance floor, and several exciting door prizes, including memorabilia donated from the HBO show *Crashing!*



DR. MICHELLE SOTO
Vice President of Medical Services

Adult Patient Outcomes

- START had remarkable patient retention rates in prior years, and that trend continued into 2017; one month rates dipped slightly, but retention rates in other categories increased:

Retention Rates	2016	2017	Difference
1-Month	98.9%	97.7%	-1.2
3-Month	91.7%	93.6%	+1.9
6-Month	86.0%	89.3%	+3.3
1-Year	78.6%	82.5%	+3.9

- Work remains to decrease the amount of patients testing positive for drugs. The percentage of patients testing negative decreased from 2016:

Substance	2016	2017	Difference
Opiates	72.9%	69.8%	-3.1
Cocaine	77.1%	74.4%	-2.7

3,500

individual patients served
by START in 2017

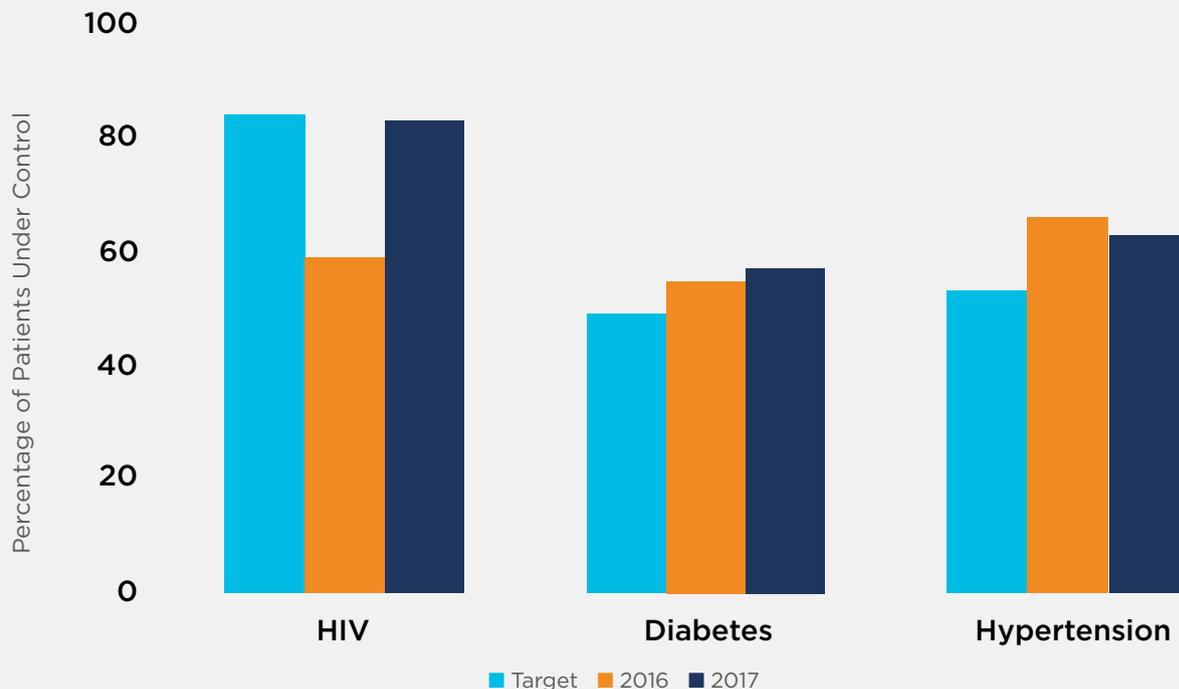
45%

of START's patients in 2017 were age 56 or
older; 77% were at least 46 years old

82%

of START's patients are
Black or Hispanic

START Patient's Control Rates of Chronic Diseases: 2016- 2017



*Targets: HIV: 84% viral suppression (NYCDoHMH) Diabetes: 49% HbA1C < 7 (NYC DoHMH) Hypertension: 53% controlled (CDC)

START had great success throughout the year in the treatment of the co-occurring chronic diseases of HIV, diabetes, and hypertension, exceeding standards set by the NYC Department of Health and Mental Hygiene or the Centers for Disease Control and Prevention, or showing great improvements from the prior year.



“

START means to me a new life, a fresh start with my wife, my children, a newfound respect with my parents...it's just like it used to be.”

—MARCOS

Real Patients, Real Stories

This year we heard the story of START patient Marcos. He had loving parents, both lawyers, and was brought up with plenty of advantages as a child. He excelled through a number of military schools, eventually becoming an Army Ranger, the most elite tier of Army combat forces. During his time serving our country he was a terrific asset, though he witnessed many things that caused him great personal anguish. But Marcos is a man of incredible resilience and wisdom. He was able to steer clear of harmful coping tactics throughout his service until his final tour, when he began having trouble sleeping. A comrade offered him something to help him sleep but didn't explain what it was – or how addictive. Marcos became addicted to opioids.

Since his retirement from the Army, Marcos has lived with substance use disorder. Things reached a breaking point when his wife took him to dinner and begged for him to rediscover the man she had married. If he couldn't, she and their children would be forced to move on.

Since that day, Marcos has had his ups and downs, as do most in recovery. But most importantly, he's learned along the way. Speaking to him, he cited how his treatment initially seemed to help him break his physical dependency. However, a psychological dependency remained. He decided at one point to withdraw from treatment, but relapsed. Now he's committed to tackling all aspects of this disorder, and he's in it for the long run.

If you speak to him now, he'll tell you how much he appreciates the simple things in life, in a way only one who has had these things stripped away can. His relationships with his parents, his wife, and his children have all been repaired. He appreciates being able to live in the moment instead of worrying about getting his next fix. His life, in many ways, has been renewed.

But again, Marcos is in it for the long run. His treatment will continue for a long time, as will the treatment of so many other New Yorkers who rely on START to get their lives back. For some, treatment will be a necessity for the rest of their lives. And START will be here to serve them.

Research Highlights

Biomedical and behavioral research remain at the core of START's mission. It is through this research that we are able to provide new and innovative ways to treat substance use disorder and co-occurring conditions. START's research findings not only benefit our patients, but society as a whole.

Throughout 2017, START engaged in research studies focusing on the use of telemedicine for the treatment of the Hepatitis C virus infection and on the pharmacokinetics (how a medication moves throughout the body) of methadone in patients with liver cirrhosis.

Highlights

- Implemented a multimillion dollar grant from the Patient-Centered Outcomes Research Institute (PCORI) to participate in a study titled "Patient Centered HCV Care via Telemedicine for Individuals on Opiate Substitution Therapy: a stepped wedge cluster randomized controlled trial."
- Implemented a grant from the National Institutes of Health (NIH) to study methadone pharmacokinetics.
- Paper published in the Journal of Substance Abuse Treatment titled "Hepatitis C virus core antigen: a potential alternative to HCV RNA testing among persons with substance use disorders."
- Presented our research at the American Association for the Study of Liver Diseases, the National Drug Abuse Treatment Clinical Trials Networks Steering Committee, and the American Society of Addiction Medicine (ASAM).

“

The hepatitis research study was life-changing for me... I was walking around with an illness and didn't even know about it... I could have died.”

—EMILY



STAFF AT TEEN START



“We have successfully utilized Mobile Crisis Teams (MCT’s) for students presenting with suicidal ideations, depression, anxiety and even chronic truancy. Having an MCT respond eliminates the element of added trauma associated with an ambulance call while also providing confidentiality and mitigation of any stigma that may have been ascribed to the obvious recipient of services.”

—GEORGE ROFF
BEHAVIORAL HEALTH COACH
100 SCHOOLS PROJECT

Adolescent Mental Health

The inclusion and expansion of services for adolescents represents an important step for START. We began providing services to adolescents in detention via contract with the New York City Administration for Children's Services (ACS) in 2011, and this contract was renewed in 2017. Also in 2017, we launched Teen START and became a Borough Partner in the Jewish Board of Family and Children's Services' 100 Schools project, exemplifying our goal of treating multiple generations suffering from behavioral and/or substance use disorders.

Adolescent Mental Health in Juvenile Detention

START is contracted by the New York City Administration for Children's Services, Division of Youth and Family Justice, to provide mental health screenings and individual and group counseling to youth in two secure detention facilities - one in the Bronx and the other in Brooklyn. We also provide services at 14 non-secure settings throughout New York City.

In 2017, a total of 583 adolescents were served through 4,673 individual psychotherapy sessions, 549 group sessions, and 585 crisis intervention sessions.

100 Schools Project

Launched in the fall of 2016, The 100 Schools Project is a five-year initiative of the Jewish Board of Family and Children's Services that provides staff training in 100 middle and high schools in Brooklyn, the Bronx, Manhattan, and Queens. In January 2017, START became a Borough Partner and provider in this program.

The purpose of the 100 Schools Project is to ensure New York City's teachers, guidance counselors, and administrators are better prepared to identify students who are grappling with issues related to mental health and addiction.

Through this program, the students can get the help they need, and the teachers gain the skills and tools to effectively support them.

Teen START

START proudly opened our outpatient adolescent mental health clinic, Teen START, in September of 2017. This program's objective is to serve at-risk adolescents and break the generational cycle of addiction through early intervention and treatment. Located in central Harlem, the clinic serves adolescents through individual and group counseling.

Our partners the Dammann Fund, Ronald McDonald House Charities, and the New York City Department of Health and Mental Hygiene provided invaluable support to open this much-needed program.

“When it comes to mental health services, what we try to do very early on is give our clients that feeling of empowerment.”

—MICHAEL PRONIO-STEVENSON,
MENTAL HEALTH THERAPIST, TEEN START



Staff Initiatives

We recognize continued struggles in our patients' unique circumstances. In response, we come together as a united Team START with staff initiatives to help meet patient needs.

One such initiative came in the summer of 2017, when Team START made donations to provide essential school supplies for the upcoming year for the children and grandchildren of our patients. This campaign was designed to allow staff to contribute not just to the lives of our patients, but to the lives of their families and communities. From July 14th to August 15th, our employees brought in money and in-kind donations, hoping to reach our goal of providing 150 students with school supplies and backpacks.

Not only did we reach our goal – we managed to exceed our lofty hopes! We ended up raising twice as much as we had planned for a total of \$2,167. Accordingly, every child or grandchild of a START patient requesting assistance received school supplies from START.

We were also able to engage our community to join in our effort. Target and Staples donated gift cards

for the purchase of school supplies, and Akwa, a local barbershop in Fort Greene, donated vouchers for each child to obtain a free haircut for the first day of school.

Later in the year, we once again leveraged our passionate staff to help our patients through the holiday season. From November through December, we collected staff donations to purchase gifts for our patients' families. We hand-wrapped and delivered each gift to our patients across all of our clinics. Thanks to the generosity and dedication of Team START, our 2017 Toy Drive provided gifts to over 600 children and grandchildren of START patients.

As we all know, the holidays are often a difficult time for many people for many different reasons. But our staff undoubtedly made a big difference and brightened the season for all of our START kids this year.

We at START are proud to be surrounded by coworkers who seek to help our patients and their families in so many different ways. We know that this will make a difference in the lives of our patients, their families, and our communities at large for many years to come!

Community Engagement

START is committed to addressing and ending the negative stigma surrounding addiction. Through the years, we have worked diligently to expand our community outreach 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.

As we continue to grow our network of support, directly within our surrounding communities and beyond, we are confident that we will encourage other voices to join along with ours and, together, defeat this stigma.

- In June, START hosted our third meeting of The Manhattan Central Medical Society, a local chapter of the National Medical Association. START's Dr. Michelle Soto addressed the audience, as did Board Member Dr. Cheryl Karcher.
- START held our 4th Annual Signature Event fundraiser at the Metropolitan Pavilion in Midtown. The event honored NYC Department of Health and Mental Hygiene Commissioner Mary T. Bassett, MD, MPH, and also featured keynote speaker Cris Carter, a START Advisory Council Member and Pro Football Hall of Fame wide receiver.
- START attended and presented at the 2017 Healthfirst Fall Symposium focusing on Prevention, Treatment, and Recovery. George Roff, one of our 100 Schools Program team members, spoke about his experiences working with youth and school faculty to recognize and address signs of substance use and behavioral health concerns.



START TRUSTEE, DR. CHERYL KARCHER, PRESENTING ON BEHALF OF START.

- START participated in the 2017 AIDS Walk in Central Park and was featured as a Community Partner.
- In March, START was featured in a national CBS News segment on substance use disorder and its treatment as a chronic medical condition. Around the same time, START was also featured in an NY1 story on the opioid epidemic in New York.
- Dr. Brown was the keynote speaker at an event for World AIDS Day on December 1st at the Legacy Event Center put on by Christ the Rock International Church in Westbury, New York.
- Our CEO, Dr. Brown, was interviewed for an article about the effects of the opioid epidemic by the news outlet Healthline.

Thanks to Our Donors

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 were able to open our newest program, Teen START, in 2017. We remain grateful to our partners who continue to ensure that we will be able to meet the changing needs of the communities that we serve.

\$10,000 and above

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 Mrs. Ouida Wyatt
 Carolyn Yard
 Robert Yearwood
 Marjorie Ysaguirre
 Meredith Zicht

Thank You to Supporters

START's 2017 Signature Event was a resounding success, having raised over \$100,000 to support START's mission. Thank you to all those who attended and supported the event.



DR. LAWRENCE S. BROWN, JR.,
DR. MARY T. BASSETT, CRIS CARTER



SHAUN SMITH, ESQ., MATTHEW
DANZER, MARY BRUNNER

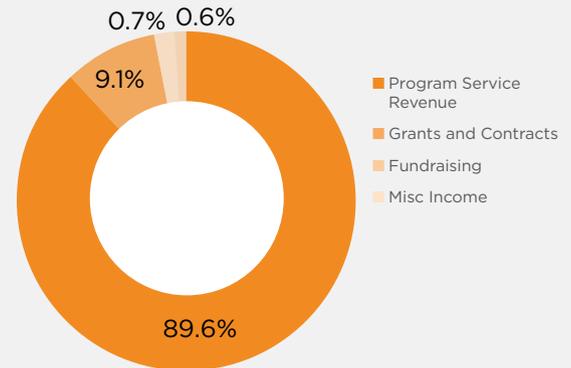


MEMBERS OF TEAM START

Financials 2017

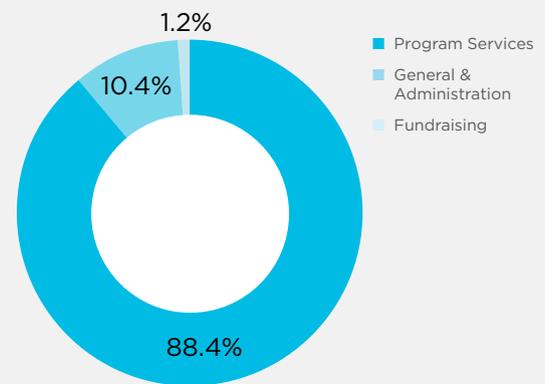
Sources of Funds

Program Service Revenue	\$24,437,275	89.6%
Grants and Contracts	\$2,483,510	9.1%
Fundraising	\$168,648	0.6%
Misc Income	\$184,767	0.7%
Total	\$27,274,200	100%



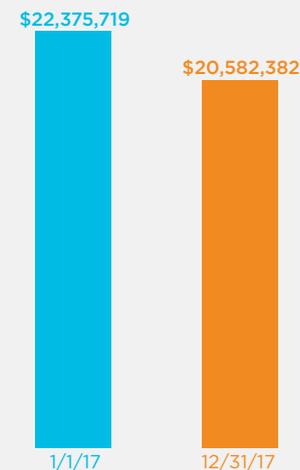
Use of Funds

Program Services	\$25,686,061	88.4%
General & Administration	\$3,035,737	10.4%
Fundraising	\$345,739	1.2%
Total	\$29,067,537	100%



Net Assets

1/1/2017	\$22,375,719
12/31/2017	\$20,582,382
Decrease in net assets	\$(1,793,337)



For the Period Ending December 31, 2017

The right way to treat people.

START

TREATMENT & RECOVERY CENTERS

The right way to treat people.

22 Chapel Street | Brooklyn, NY 11201
718.260.2900 | startny.org | info@startny.org



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