



# CENIKOR

WELL BEYOND RECOVERY

**Transformational Change**

1.888.CENIKOR | [www.cenikor.org](http://www.cenikor.org)

# Table of Contents

<b>1</b>	<b>Letter From the President</b>	2
<b>2</b>	<b>Letter from the Chair</b>	4
<b>3</b>	<b>Well Beyond Recovery</b>	5
<b>4</b>	<b>Strong Financial Position</b>	8
<b>5</b>	<b>Testimonials from Craig and Robert</b>	9
<b>6</b>	<b>Employee Spotlight</b>	12
<b>7</b>	<b>Cenikor Serves</b>	13
<b>8</b>	<b>Program Demographics</b>	15
<b>9</b>	<b>Our Continuum of Care</b>	17
<b>10</b>	<b>Program Outcomes</b>	19
<b>11</b>	<b>We Appreciate our Supporters</b>	21
<b>12</b>	<b>Cenikor Values its Staff</b>	23

## MISSION

Cenikor. A Place for Change.  
Providing a Foundation for  
Better Health and Better Lives.

## VISION

Cenikor will be a leader in  
providing quality substance  
abuse and behavioral health  
services in the communities  
we serve through a  
continuum of care for adults  
and adolescents.

## CORE VALUES

We are committed to helping  
people with alcohol and drug  
addiction as well as behavioral  
health issues through a full  
continuum of care. Cenikor  
offers a variety of programs to  
treat drug addiction including:

- Prevention
- Addiction Treatment
- Outpatient Treatment
- Recovery Housing
- Recovery Support

### PREVENTION

Student Services | Project AIM

### ADDICTION TREATMENT

Withdrawal Management  
Medication-Assisted Treatment  
Adolescent Residential  
Adult Residential

### OUTPATIENT

Adult Outpatient  
Adolescent Outpatient

### RECOVERY HOUSING

### RECOVERY SUPPORT

Recovery Support Services  
Youth Recovery Community  
Alumni Community Services

## LETTER FROM THE PRESIDENT



Let me begin by thanking Cenikor's outstanding staff for its unwavering commitment to serving the men, women, and adolescents who come to us for help. During the past year, when safety protocols challenged organizations all around us, our team never hesitated to fulfill Cenikor's mission. Every day, staff members took the necessary steps to ensure a safe and welcoming environment, thereby enabling our clients to focus on treatment without distractions.

While many rehabilitation organizations have struggled to survive, Cenikor has thrived during these tumultuous times. In this annual report, you are going to read about some of our activities over the past 12 months. We are proud to have served nearly 9,000 people struggling with substance abuse and behavioral health issues. As a result of our pivot to telehealth during the social distancing recommendations of the pandemic, outpatient services increased. A strong financial position has allowed us to enhance our facilities in many ways, both small and large. I'm especially proud of the growth in the services we provide to veterans in need. This program began with our Houston and Corpus Christi communities, and quickly expanded to several other Cenikor facilities so that we can serve the needs of veterans from Texas, Louisiana, and Oklahoma.

Cenikor listened to the communities we tirelessly serve, and we successfully transitioned our long-term residential therapeutic community program to a recovery housing model. Although the program has evolved, the legacy of our therapeutic community, which has touched so many in their path to recovery, lives on. Recovery housing leverages our 55 years of therapeutic services, and in doing so, we created a more flexible and robust program for our clients in recovery.

By now, you've seen our new logo. Just as the "transformational i" in Cenikor points to a brighter future for our clients, I believe it also denotes Cenikor's drive for success during the next 55 years. Like each client we serve, as an organization, we must always be open to change. Our brand may have been refreshed, but our commitment remains the same. We continue to broaden our strategic partnerships and expand the scope of our programs for the people we serve.

I would like to recognize our Board of Directors for their noteworthy leadership. I appreciate each member's professionalism and expertise, which has been invaluable in guiding Cenikor to success.

Cenikor will uphold the objective to provide a foundation for creating better health and better lives. Working together, we will see our clients well beyond recovery.

Bill Bailey, President/CEO

## EXECUTIVE LEADERSHIP

**Bill Bailey**  
President/CEO

**Matt Kuhlman, CPA**  
Vice President/CFO

**Kellee Webb, SPHR**  
Vice President/CHRO

**Angel Hull,**  
PhD, MSSW, MBA, PMP  
Vice President, Clinical Services

**Eric Jeter**  
Senior Regional Director

**Eugene Hall, LCDC**  
Senior Regional Director

**Don Goad, LCDC**  
Senior Regional Director

**Brian Reeves**  
Senior Director, Marketing  
and Client Access

## CORPORATE MANAGEMENT

Cenikor's 55-year legacy is built on positive actions and growth fueled by continual improvement. We take great pride in the accomplishments, accolades, and awards we have earned since our founding. Whether it is an accolade from a former U.S. president or a success story from a Cenikor client, we appreciate the recognition we have received, and we renew our commitment to excellence year after year.

Cenikor's senior leadership team has a total of nearly 90 years of professional experience with the company, as well as extensive experience from a variety of other sectors of our economy before joining Cenikor. That experience is uncommon, and quite literally differentiates Cenikor from other treatment programs. More notable is our leadership's irrepressible willingness to contribute "hands-on" at all aspects of corporate operations. This unstoppable "can-do" attitude is infectious, and permeates throughout the organization.

## FACILITY LEADERSHIP

We're dedicated to finding the right program for each person as they work to rebuild lives and relationships damaged by addiction. We help nearly 10,000 people per year on their individual roads to recovery – and to a better, healthier life.

Our therapeutic treatment programs have evolved to include supportive prevention services, outpatient substance use disorder treatment, withdrawal management services, mental health treatment for co-occurring disorders, residential therapeutic treatment services, and recovery housing. Each facility in the Cenikor network of

treatment centers has a significant degree of operational autonomy, to reflect the differences in the various communities we serve. The managerial experience of our facilities reflects the same level of operational experience exemplified by our senior leadership team. With the support of federal, state, and local legislators, as well as other government referral partners, Cenikor facilities are dedicated to serving the unique and ever-evolving needs of the communities we serve.

## LETTER FROM THE CHAIR



It is an honor to serve Cenikor and the recovery community alongside Board members who bring credibility to the organization in support of the staff's needs.

This Board is actively involved in governance. It is our job to ensure appropriate policies that support the corporate structure and processes. Policies empower Cenikor's executive team's, and assure its effectiveness through accountability, transparency, responsiveness, stability, equity, and inclusiveness.

Of these, I'm especially interested in transparency and inclusiveness. Board members don't manage. We sit at 50,000 feet, while the executive team and staff are the boots on the ground making the daily decisions.

This year, Cenikor celebrates 55 years of changing lives. I appreciate that we are not looking back so much as we are moving forward. We continue to evolve as a leader in a relevant recovery environment.

You need look no further than our new logo and tagline to see this continuous evolution. I'm proud that Cenikor's brand refresh was Board driven. Board member and Cenikor graduate Larry Hobbs came to me with the initial idea. Together, we selected a committee and got the ball rolling. I hope you like the new look and the many-faceted meaning of "Well Beyond Recovery".

Clients are at the center of Cenikor, so the "I" in Cenikor turns from darkness into the light. Cenikor provides the tools; the client makes the change. There is much to say about the new brand, but I'll let you draw your own conclusions. Thank you, committee members and staff, for making this happen.

I don't have the words to express my gratitude to Cenikor's executive team and staff for everything they do day after day. And the same to our Board members – all leaders, all great people who are committed, by action, to Cenikor's future. The synergy is absolutely beautiful. Every decision is about the client. We are blessed to work together.

William F. "Rick" Grinnan

## BOARD OF DIRECTORS

William F. "Rick" Grinnan, Jr.  
Chairman of the Board

Bentley Sanford  
Secretary

Geoff Crabtree  
Treasurer

Bill Bailey

Dr. Kelty Baker

Patrick Dugan

William Ferguson

Rick Fountain

Ralph Hawkins

Larry Hobbs

Alex Howard

Scott Jones

Bruce LaBoon

John Marmaduke

Willie Mount

Chris Nicosia

Abelino "Abel" Reyna

Joy Schmitz

Michael D. Viator

# WELL BEYOND RECOVERY

Three words that carry a depth of meaning. For 55 years, Cenikor has helped men, women, and adolescents achieve sobriety, and, more than that, sustain wellness throughout their lifetime.

Through the course of our 55 years, we have evolved to include a full continuum of care, from withdrawal management to recovery housing – a safe harbor where men and women do the hard work. For some, that means completing their education and earning a living wage. For others, it's reestablishing family relationships and setting boundaries.

FY2021 has been busy and exciting. When it began, the pandemic was well under way. While much of the nation was looking forward to gearing up, Cenikor had never slowed down. Yes, we faced challenges, but so did the people who needed our services. Anxiety and social isolation increased their needs. We could not let them down.

During an already busy year, we accepted the challenge we extend to our clients each day: Be willing to change. We reimagined our corporate identity to better represent our mission. And we broadened our scope of staying in touch and providing support beyond initial recovery – from virtual outpatient services to extended recovery housing facilities to active alumni groups.

## A New Face

Cenikor's new face includes a crisp and fresh logo, an engaging tagline, and a more user-friendly website.

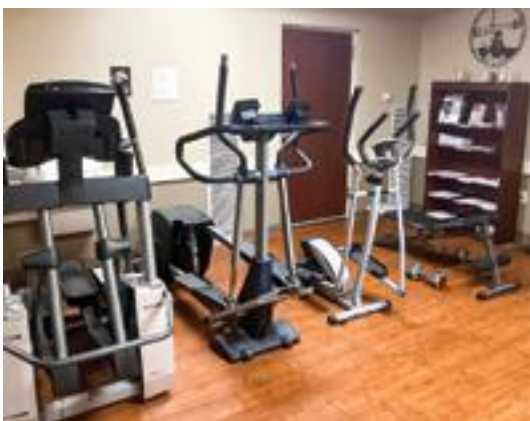
"While our name is the same, the refreshed branding emphasizes our ability to adapt and meet the demands of the recovery communities we serve. It also pays homage to our legacy of transforming the health and lives of our clients," President and CEO Bill Bailey says.

The logo moves from a darker shade of blue, which represents the troubled period of the addict's life, to the "transformational i," the point of change in the journey, to a lighter shade, which depicts a brighter future.

Board Chair Rick Grinnan likes the name's subtle positioning. "Cenikor is a family of grace that helps humankind, one human, one person at a time. With this family, each client discovers his KOR (or core) of strength and well-being."

The rebranded tagline "Well Beyond Recovery" points to Cenikor's belief in holistic recovery, helping clients take personal responsibility for their lifestyle, decisions, and relationships. It's also a promise to support clients beyond the treatment phase of recovery.

The website re-design is adaptive, clean, hopeful and, more importantly, inspiring. Using colors to evoke welcome, warmth, empathy, and security, the site takes the perspective client on a journey of hope. Seekers feel welcome, sense a connection, and discover solutions to their needs. They believe Cenikor can help because they hear stories from people who were once in their shoes. At this point on the journey, the site offers opportunity and empowerment to the prospective client.



## Signature Strength

One of Cenikor's many strengths is squarely facing a challenge and coming out better on the other side, which describes FY2021.

Bill says, "When other facilities were making the decision to reduce capacity or close their doors, we stepped forward and opened our doors wider. This placed us in a position to be stronger than ever, setting us on the threshold for future growth."

In a year of expansion and transformation, Cenikor served nearly 9,000 men, women, and adolescents.

Financial growth has been robust. "The last quarter of FY2020 left us with significant challenges. COVID had caused a drop in

services and decrease in revenue,” says Chief Financial Officer Matt Kuhlman. “As has happened throughout our history, Cenikor’s staff found ways to adapt. We not only continued to provide services, but we looked for ways to increase them. We stepped into the gap when other providers decreased services or closed their doors. By the Fall of 2020, we saw financial improvements that have grown throughout the year.

“Our growing relationship with the Department of Veterans Affairs also contributed to our financial health.”

Vice President Kellee Webb offers another example, “Safety protocols dictated fewer in-person activities, but it was important to continue outpatient services. Telehealth was and continues to be very effective. As a matter of fact, since we introduced telehealth, our transfer rate from intensive residential treatment to on-going outpatient services within 60 days has increased from six to 32 percent.”

Facilities have not been overlooked, even in a period of sweeping changes.

“I’m proud that our positive financial performance allows us to invest in our staff and facilities. It is much easier to encourage individuals to work on their recovery when they can do so in a healing and pleasant environment,” Bill explains.

“Cenikor is purposeful in enhancing facilities to improve the client experience,” Senior Regional Director Eric Jeter says.

Some changes are aesthetic – artwork, linens, furniture – to make the facilities more homelike. Some improve green space – landscaping, walking trails, outdoor exercise stations, sand volleyball, and horseshoe courts or covered pavilions. Learning to enjoy life while sober and exercise, especially for veterans, are important to recovery.

“One example at Deer Park is an outdoor cook station. It was donated by a family grateful for the role Cenikor played in their son’s life,” Senior Regional Director Eugene Hall says. “We also continue to renovate dormitory rooms through ongoing contributions from Samaritan’s Purse.

“Many renovations are to update the physical plant’s safety standards. Odyssey House, for instance, has benefited by updates to the kitchen and flooring. Some are more specific. At Deer Park, we designated a wing for veterans because the VA requires they be housed together during COVID.”

Don Goad, Senior Regional Director, points out that the quality of the environment impacts client happiness and satisfaction. “It’s important that the quality of our facilities – furniture, grounds, everything – match the quality of our care. We want to be the provider of choice, the gold standard, and that means top-notch accommodations.”

### **Thriving through Recovery Housing**

In June, Cenikor completed its transition of long-term residential treatment centers to the recovery housing platform, a long-term model that prepares participants for independent living and long-term recovery.

The recovery housing model is very effective when combined with a strong continuum of care. Six years ago, Cenikor had two Sober Living houses in Waco. As client interest moved from the therapeutic community to a recovery housing paradigm, we responded to the need by creating a robust recovery program with greater flexibility and an enhanced ability to serve more than 300 persons per day.

Eric believes recovery housing, and Cenikor’s willingness to evolve, will serve the organization for the next 55 years.

“We were already doing recovery housing on a smaller scale,” he says. “We know clients need to stay connected through a lifetime of recovery. Sober Living, with its wrap-around services, does that.”



The recovery housing platform provides clients with room and meals, readies them for employment, teaches critical life skills such as budgeting, fosters a recovery network, and equips them with tools to maintain a successful long-term recovery. Residents participate in structured staff and peer support. They have the flexibility to tailor their length of stay from as short as 90 days to as long as they need before transitioning to independent living. Residents are expected to be considerate, respectful, and helpful and to share in house business and activities.

Don piloted the transition from Therapeutic Community to recovery housing in Amarillo. “We learned that to be successful, we needed to match the clients’ needs with the community’s resources.”

Speaking from his own recovery experience, Don continues, “Clients want structure. That was missing from our lives. Cenikor’s continuum provides that.”

Cenikor believes work and earning a living wage are important to sustained recovery. “Our community partners held an on-site job fair, and by day three, every client had a job,” Eric says. Residents work for and are paid by the employer.

Eugene remarks that recovery housing is “still the peer recovery model. Participants are responsible to each other. By agreeing to live in community, they are committing to being part of the solution rather than part of the problem. It’s a huge advantage that if a client relapses, peers can offer a quick grab. It includes Cenikor’s base value – the desire to change lives – that will always live in Cenikor’s walls and staff.”

Residents participate in support groups and have access to outpatient services (Cenikor or other providers) and Cenikor’s full continuum of care. The scale of services is exceptional. “It’s unusual to find services from withdrawal management to recovery housing in the same building, though a different wing,” Eric says. “We provide the support necessary for success – transportation, meals, community partnerships – and the time it takes to progress through recovery toward independence.”

The transition to recovery housing means more than a change in treatment modalities. Eugene says, “We’re evolving to help any addict who needs help. We have no barriers – and that’s unique to Cenikor.”



### **Recovery Continues**

Connection with others who are committed to their sobriety is important to successful long-term recovery.

Cenikor’s alumni program has been reengineered, with more than 50 people attending early events. People make life-long friends in treatment; many are closer than family. The group offers an opportunity to belong and be understood.

Eugene says, “Alumni have always played an important role at Cenikor. They come back to give back, sharing their experience and strength.” Former residents understand the relevance of story – the remembering keeps us focused, and the telling provides strength and hope to others who need it.”

He explains another benefit of alumni relationships. “With people who have completed Cenikor’s program, the question ‘What’s going on?’ is answered honestly. Other alums offer support rather than judgement, but they don’t hesitate to protect the integrity of the group.”

Eric sums it up. “We want Cenikor to be sticky, for our residents to stick with us. We invest in that connection so we can be there for them throughout their recovery journey. We served 8,900 clients last year. We want to be there to intervene when they struggle and to celebrate when they succeed.”

# STRONG FINANCIAL POSITION



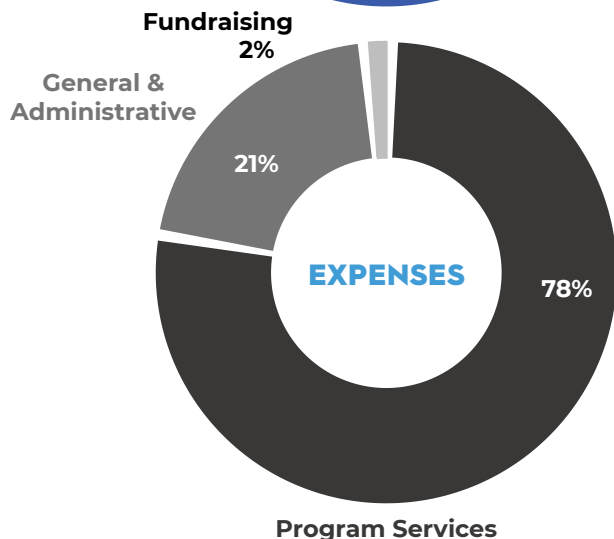
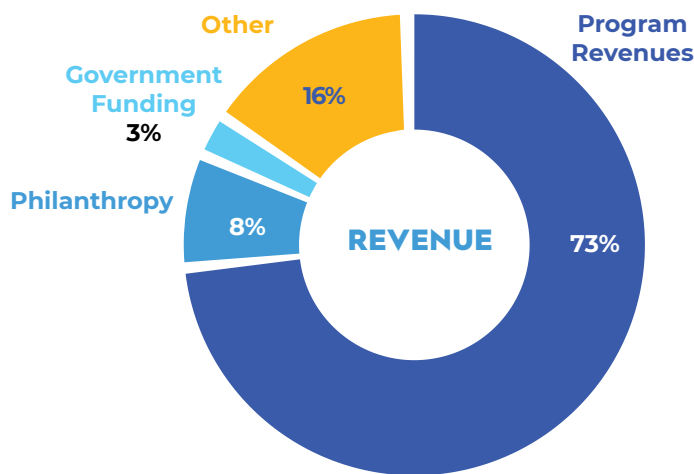
"Cenikor's long history of good financial stewardship and strength was never more evident than when we entered FY2021. COVID-related issues had presented us with significant challenges. Even so, I'm proud that we continued to provide for our staff and continued services for the adults and adolescents who needed us. As a matter of fact, we stepped in when other providers were decreasing services or shutting their doors. This ability to rise to the community's needs added to the financial strength that is a hallmark of Cenikor."

**Matt Kuhlman, CPA**  
Vice President/CFO

## STATEMENT OF ACTIVITIES

Fiscal Year 2021 (unaudited)

In the past 5 years, Cenikor has had a **118% increase** in revenue and **109% increase** in expenditures.



### REVENUE

Program Revenues	\$29,390,429
Philanthropy	\$3,390,595
Government Funding	\$1,082,140
Other	\$6,360,732

**TOTAL REVENUE \$40,223,896**

### EXPENSES

Program Services	\$27,931,343
General & Administrative	\$7,443,673
Fundraising	\$571,471

**TOTAL EXPENSES \$35,946,487**

Total Change in Net Assets \$4,277,409

Net Assets, Beginning of Year \$27,172,038

**NET ASSETS, END OF YEAR \$31,449,447**

# CENIKOR WAS LIFE-CHANGING



Craig credits Cenikor with changing his life, but when he first arrived, he had a long way to go.

By the time he made his way to Cenikor's Houston Facility, Craig had tried 19 different 30-day rehab programs across the county. Each time, he told his family, "This is it. I'm ready." And each time, he messed up.

When he reached Deer Park, he knew Cenikor would be his last stop. "I was homeless. I was miserable. I had lost my family. Thirty days hadn't worked. I needed something long-term."

Even so, Craig struggled with his attitude. "I blamed everyone else for my wrongs." He relapsed nine months into the program, and that's when everything changed. "I started thinking about where I was going wrong. I learned to set boundaries. I started doing everything they asked.

"Cenikor changed my whole life. It showed me how to be an adult, how to live a normal life in society and how to take care of myself. It taught me I can stay sober and enjoy myself. It gave me structure. Today, I do the exact same things I did in Cenikor. I'm just not there anymore.

"I set three-month goals, six-month goals and so on. I started small, and every time I completed a goal, I set a bigger one. First, was to get my truck in my name. Then an apartment in my name. When I got my apartment, I set a goal that when the lease was up, I'd buy a house. That would never have been possible without Cenikor.

"After I signed the contract on my house, I thought about where I was two years ago. The first thing I did was to go to Cenikor and thank the staff members who played a part in my success. They still play a part. I know I can talk to them anytime. Relationships don't end when you leave Cenikor."

Craig's goals also extend to work. "I started at the bottom of the totem pole and have been gradually working my way up. Now I'm a supervisor. One day I'm going to be plant manager. That's my goal."

The best part of Craig's recovery wasn't the house. It wasn't the job promotions. "It was getting my family back. Cenikor gave me enough time to build up my sobriety, to get my mind clear and work everything out with my family. Now I talk with my mom and dad every single day."

No doubt, Craig will achieve more goals. "All I have to do," he says, "is keep doing what Cenikor taught me."

## THE STRUCTURED ENVIRONMENT HE CRAVED

When Robert saw one door closed, he knew he had to find an open one. He didn't believe he could do that without Cenikor on the other side.

Two weeks before his 12th birthday, Robert's father took his own life. As a young teen, he used his grief as an excuse to rebel. His addiction began at age 13.

Years later, he got caught in the act of committing a crime. "The judge was going to give me deferred probation and let me walk out the door," Robert recalls. "I asked him if there was anything else he could do for me as far as treatment."

For nearly 5 years, Robert lived in and out of a 9-month intensive program in Corpus Christi. He left the program 4 times only to fall back into old habits. The time came when he was before a judge again and made the decision to accept his felony. At the time, he decided that treatment just wasn't working.



"After I got out, I returned right back to my drug of choice, heroin," Robert explains. "It's my biggest demon. If I'm not removed from it, it's very difficult to stop using."

He entered the detoxification program at the Cenikor Corpus Christi facility. After completion of his withdrawal management, he heard from his sister about the long-term therapeutic community program. That's when Robert decided to give it a shot.

"What I have noticed is, when I'm in a structured environment, I thrive!"

Almost a year later, he and other clients received news the Corpus Christi program would be transitioning from the therapeutic community model. Little did he know, he would soon be leaving his home base for the first time to continue to receive the support he needed.

As he contemplated his next move, he reached out to the Senior Manager of the Corpus Christi facility. Before he knew it, he was completing the paperwork to enter Amarillo's recovery housing program.

"I flew out of Corpus like a bat out of hell," Robert laughs. "It was a 9.5 hour drive to Amarillo. I would do anything for a chance at life and not going back to doing the same old stuff."

Knowing nothing about Amarillo, Robert found himself in a beautiful new city. The structured environment he craved gave him a new level of self-accountability. His peers nominated him to take on the role of House Supervisor.

"I'm grateful for this opportunity," he says.

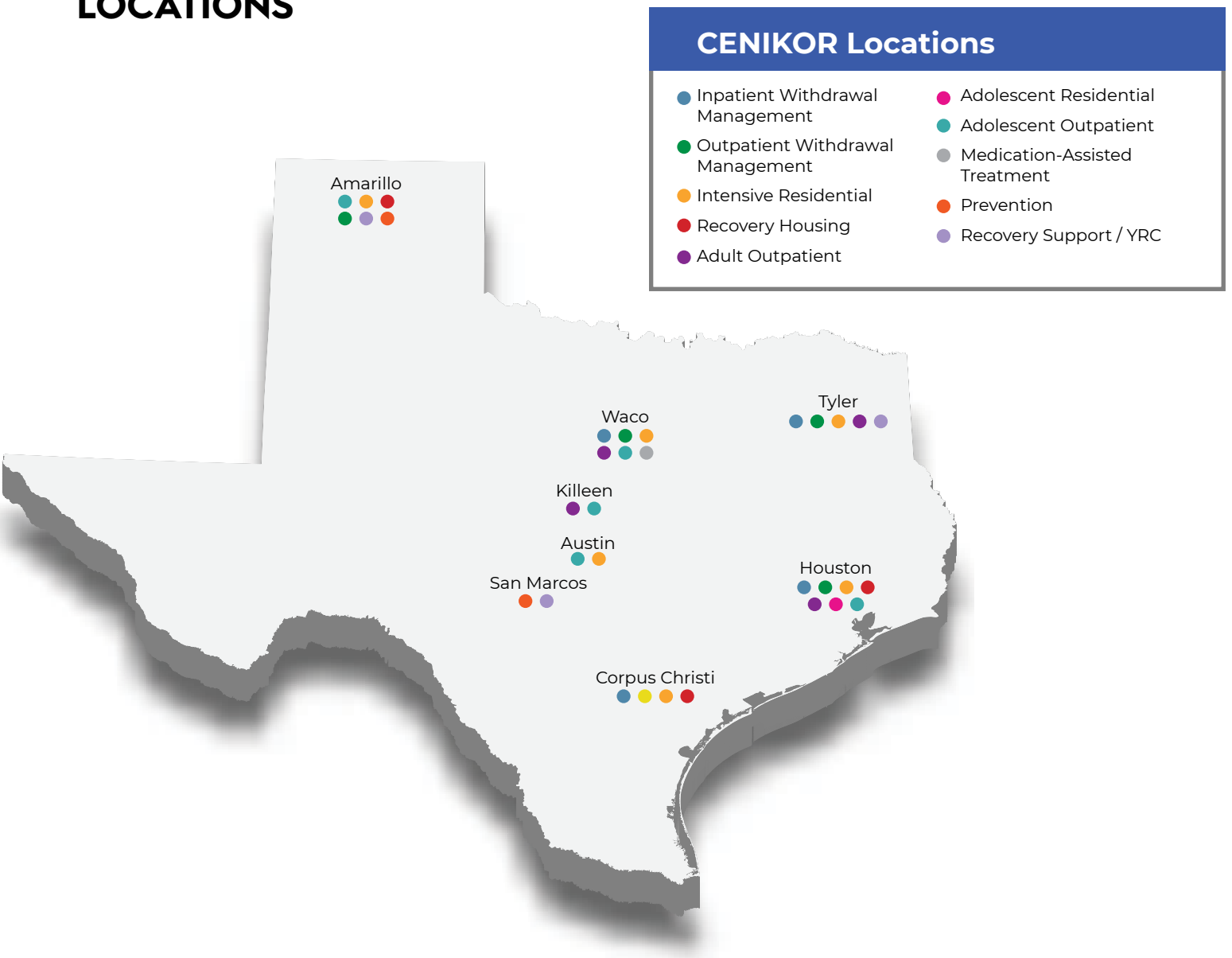
# COMMUNITIES MAKE THE DIFFERENCE



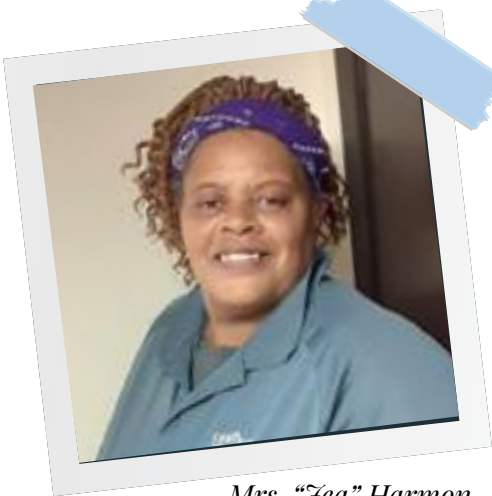
“Cenikor is an industry leader in developing creative community partnerships. This year, in addition to meeting the increased needs in substance use treatment, we took a three-prong approach to expanding community services: 1) working with more referring agencies to expand our outreach efforts, 2) adding school districts where we provide on-site clinical services to middle and high school students during school hours, and 3) partnering with colleges and universities in the communities we serve to present career information to nursing and counseling students as well as offering them practical experience in our facilities.”

**Kellee Webb, SPHR**  
Vice President/Chief Human Resources Officer

## LOCATIONS



## EMPLOYEE SPOTLIGHT



*Mrs. "Jea" Harmon*

### Employee of the Year

Mrs. "Jea" Jeanette Harmon has been with Cenikor for five years as a Behavioral Health Technician. She supports the kitchen staff and is integral in the smooth operation of first shift for Cenikor Tyler. She decorates for EVERY holiday and bakes sweets for clients' birthdays. She has donated food for a more "down-home cooked meal" if a client has a special request.



*Dr. Angel Hull*

### Our Newest Vice President

"When I started with Cenikor, quickly it became clear to me that working here was more than just a job, It was much bigger than that. There is a passion for the mission here that I have never experienced anywhere else. In my past 3 1/2 years with Cenikor, I have learned we are not just peers and colleagues, but we are truly family. Time and time again, I have seen us bond together and take on any challenge presented with pride and dedication. I feel honored every day to be able to work with such an amazing group of people and to be a part of the mission and organization. I look forward to all of the amazing things that we are going to continue to accomplish together for the next 3 1/2 years!"



*Patrick Dowling*

### Building Out Recovery Support and Alumni Services

"With 55 years in business, Cenikor continues to grow and adapt to the evolving market conditions for substance use treatment. Cenikor has seen notable success with a Recovery Support Specialist (RSS) team of caring 'community liaison' licensed professionals in our Austin location. We are excited to launch a similar recovery team at each Cenikor location during the coming year. We have seen how this level of support enhances the lives of our clients while in treatment and the positive impact of continued RSS support, at no cost to them, when clients leave our recovery treatment program to resume their daily life. I could not be more excited to lead this charge for Cenikor."

## CENIKOR SERVES



"It is an honor to serve the men and women who have served our country. In the last year, our veteran programs that were thriving in Corpus Christi and Houston have expanded to nine programs across the state, that for the most part, provide same-day access. Substance use disorders for these men and women are often complicated by PTSD, which can be a challenge to recovery. Cenikor does challenges well. I believe the success of the program is stated best when we hear our veterans say, 'This is what I needed.'"

**Eric Jeter**  
Senior Regional Director

## SERVING THOSE WHO SERVE FOR US

In 2019, of the six million veterans treated by the Veterans Health Administration, more than 550,000 were treated for substance use disorder. COVID-19 exacerbated the problem: Social isolation added to existing issues or brought them to the forefront. Safety protocols decreased available treatment.

When Veterans Affairs (VA) domiciliary care facilities had to shut down due to COVID-19 protocols, veterans needed community care providers. Cenikor reached out to help.

"I have a very strong personal commitment to our nation's veterans", President and CEO Bill Bailey says. My oldest son served three tours in the Middle East during the last dozen years. He has received a lot of support from Americans, which makes me very proud. Many of our veterans need a strong foundation of support beyond the appreciation of our citizens, and I'm proud that Cenikor can provide that support to them and address their specific recovery needs.

"We stand upon our 55 years of experience and compassion as building blocks with each veteran we meet on their road to recovery. Working with them to build a strong foundation for a brighter future is an honor."

Two years ago, Cenikor worked with VA facilities in Corpus Christi and Houston. That number has grown to nine programs across Texas. Last year, Cenikor served 600 veterans, according to Patrick Dowling, Cenikor's Director of Business Development.

"Cenikor is a good match for veterans," says Senior Regional Director Eric Jeter. "The VA is huge, and Cenikor is big. Our unique structure and geographic footprint allow us to help veterans access treatment on the same day they need us."

"We size up well with the VA," Patrick says. "We have 1,000 beds in multiple locations with consistent programming and availability. If veterans need to be close to home, Cenikor can help. If they need to start over in the new environment, Cenikor can help there too."

Understanding the importance of timing, Cenikor handles all transportation.

Most veterans begin in withdrawal management for five to seven days, then move into residential treatment for 30-90 days. Veterans usually find the longer residential treatment stays to be more advantageous. When possible, they return to the VA outpatient program, which is one of the values of the relationship.



In addition to substance use disorder, many veterans also deal with post-traumatic stress disorder related to events during their military service. Cenikor clinical staff worked with VA social workers to add PTSD to its 30-hour Living and Balance curriculum, tailored specifically to veterans. It's especially helpful that many Cenikor employees who work with veterans are also veterans.

Eric says a specific memory from the Waco community underscores the importance of this program. "One of our first veterans looked for help, but was denied a referral. A week later, he was found unresponsive. A police officer, another veteran, drove him to Cenikor. That opened the door, and we've served hundreds of veterans since then. As the relationship grew, the VA got to know who Cenikor is."

Cenikor was intentional in creating wrap-around services custom-made for the needs of this partnership. In addition to the Living and Balance curriculum, veterans participate in PTSD support groups. Case management is specific to their needs. They have access to medical and psychiatric care and are provided transportation to VA appointments.

The environment is also important, and veterans, especially, love to exercise. In Amarillo, for instance, veterans make full use of the gym, art therapy and theater areas. Waco has an outdoor gym. And other locations have sand volleyball and horseshoe pitching courts.

Patrick says, "We hear from vets, 'When we come into Cenikor, we are working with people who know who we are. The people educating us understand addiction.' Barriers drop when the Cenikor employee says, 'I'm in recovery too. I've been where you are.'"

Richard, a U.S. Marine, struggled with alcohol. Cenikor was his fifth treatment center, and, he says, he was finally ready, "I knew my next step would be death. I got more care, more experience, from the staff here because they've all experienced everything I've experienced. That's the main thing that separated them [Cenikor] from my other treatment."

# OUR CLINICAL FOCUS SUPPORTS OUR SUCCESS



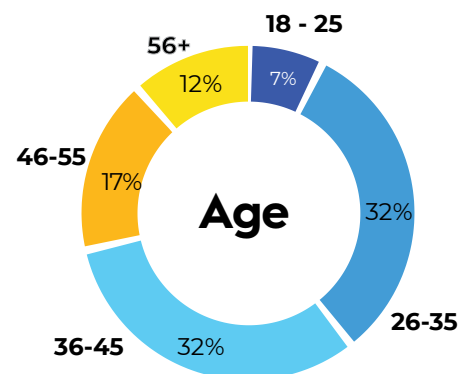
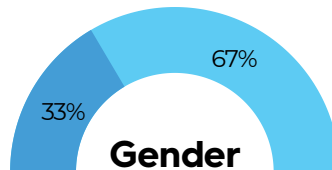
“The need for substance use disorder treatment doesn’t end. As a matter of fact, during the pandemic, it increased. Throughout this difficult period, we continued to offer a safe place for people to receive treatment and regain sobriety. Our clients were grateful. We look at the whole person and individualize treatment – providing a skill set to help clients gain control, build confidence, and rebuild relationships and support networks. Treatment is not one and done. We stay connected and support our clients’ continued success.”

**Angel Hull, PhD, MBA, MSSW, PMP**  
Vice President, Clinical Services

## PROGRAM DEMOGRAPHICS

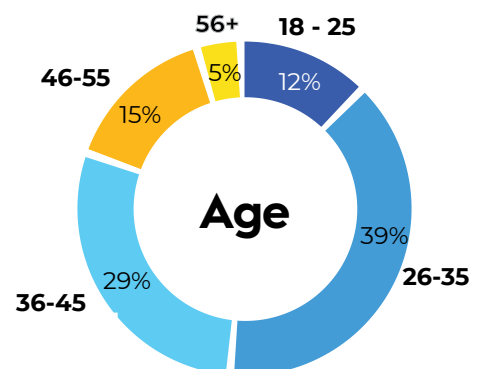
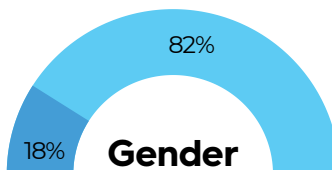
### Withdrawal Management/ Short-Term Residential

# Clients Served: 6,467



### Long-Term Residential

# Clients Served: 528



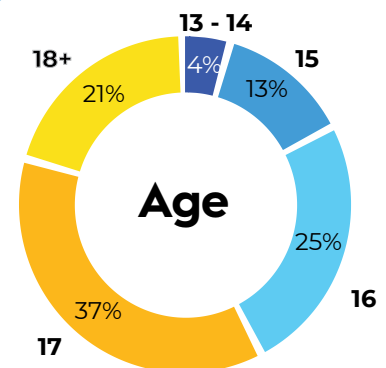
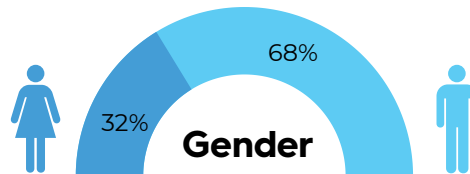
Cenikor is extremely proud of its treatment team of medical and clinical professionals as well as all other front line staff who work so hard every day to provide excellent customer service for our clients. Our team approach to treatment is necessary for meeting our clients' physical, emotional, social, and treatment needs. Cenikor's staff has expertise in evidence-based interventions and modalities, treatment of particular populations, as well as expertise that has been effective in addressing co-occurring disorders. Since each client has his or her own unique story, our treatment team works to create an individualized treatment plan that helps to ensure the greatest potential for recovery and growth.

Among the resources our clinical team depends on is the data reflecting the client base of Cenikor itself. The value of recovery program analytics is undeniable, and when we understand the data and take the time to properly assess it, our ability to create a treatment plan with higher efficacy for long-term success is greatly enhanced. Data analytics allow us to analyze demographics, trends, and service delivery to understand the impact of substance use disorder that are not overtly obvious, leading to better service delivery for our clients.

## PROGRAM DEMOGRAPHICS

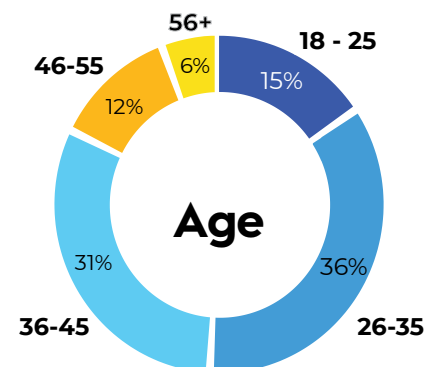
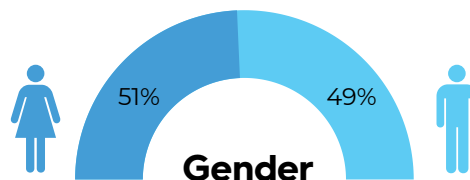
### Adolescent Residential

# Clients Served: 200



### Outpatient/ Intensive Outpatient

# Clients Served: 704



# OUR TRANSFORMATION



“The therapeutic community model provided a foundation for individual transformation. Cenikor was founded by like-minded people who came together to help people like us. It helped us take personal responsibility, to stand up, be accountable, make a difference, and achieve long-term sobriety. From the beginning, men and women have come to Cenikor broken, and Cenikor has said, ‘We see you. Now let’s get to work on fixing what’s broken.’ Personal responsibility will always be part of this transformation.”

**Eugene Hall Jr., LCDC**  
Senior Regional Director

## CONTINUUM OF CARE

### **Withdrawal Management**

Withdrawal symptoms are a major hurdle on the road to recovery. This is a critical period in an individual’s recovery journey. At Cenikor, we understand the importance of individualized medical support. We provide around the clock withdrawal management in an inpatient, residential care environment.

This program is available at our facilities.

Amarillo | Austin | Corpus Christi | Houston | Tyler | Waco

### **Adult Residential**

Sometimes a person needs continuous support to start recovery. At Cenikor, our short-term inpatient programs provide non-emergency care and treatment in a structured, safe environment.

The following locations offer this program:

Amarillo | Austin | Corpus Christi | Houston | Tyler | Waco

### **Recovery Housing**

At Cenikor, we know a stable living environment can mean the difference between recovery and relapse. Our Recovery Housing program, currently for male residents only, provides a safe, structured, and supportive environment where residents can focus on recovery while reintegrating into the community.

Recovery Housing facilities are available at our facilities in:

Amarillo | Corpus Christi | Houston | Waco

### **Adolescent Outpatient**

Some adolescents are best served with high-quality, intensive outpatient recovery treatment options. At Cenikor, we developed our Adolescent Outpatient Services program to meet those needs. Our outpatient programs are staffed by licensed clinical counselors who provide evidence-based group counseling programs. Our outpatient satellite model makes it easier for families in under-served communities to participate in and benefit from recovery and behavioral health services.

Katy | Waco

## FOCUS ON RECOVERY HOUSING



“The natural transition into the next generation of Cenikor care is recovery housing. It offers clients the structure and support that is necessary to get back on their feet faster, such as employment assistance, support groups, peer camaraderie, and case management. Many of our clients have not managed a personal budget over an extended period of time, and need some guidance in the skills that reflect responsibility. This program helps them begin their journey toward financial stability sooner. Recovery housing is not just a place to live, it is a place to succeed.”

**Don Goad, LCDC**  
*Senior Regional Director*

## CONTINUUM OF CARE

### **Outpatient Services**

The right outpatient recovery program helps individuals get back on track and create healthier, happier lifestyles. At Cenikor, we've developed comprehensive outpatient recovery programs for individuals, groups, and families.

Amarillo | Corpus Christi | Houston | Killeen | Tyler | Waco

### **Adolescent Residential**

At Cenikor, we developed a comprehensive inpatient residential substance treatment program in Houston for young people aged 13-17. Our licensed clinical staff have been trained to help adolescents create healthy lifestyles they can continue into adulthood.

Clients learn how to live in a structured residential environment where peers and counselors assist with behavioral and emotional support. Cenikor locations are staffed with qualified teachers to ensure students continue their education while receiving care.

### **Medication-Assisted Treatment (MAT)**

Cenikor's Medication-Assisted Treatment program in Waco provides medically supported detoxification and stabilization for adult clients going through active withdrawal symptoms associated with a recent substance use disorder. Behavioral health treatment is used in conjunction with all drug therapies for opioid use disorder.

### **Prevention/Youth Recovery Community**

Many substance abuse issues begin in adolescence. We developed the Prevention Services program to educate and assist young people in understanding how to make healthy life choices. Using age appropriate, evidence-based curriculum, students of all ages are taught the skills to build good self-esteem, resist peer and media pressure, and explore activities that support their health and wellness.

These services are available in:

Amarillo | San Marcos | Tyler

### **Recovery Support Services (RSS)**

Relapse is a common occurrence in the recovery journey. It's critical to get professional support when relapse occurs. Our Recovery Support Services (RSS) work one-on-one with residents to empower them as they work toward a life of sobriety.

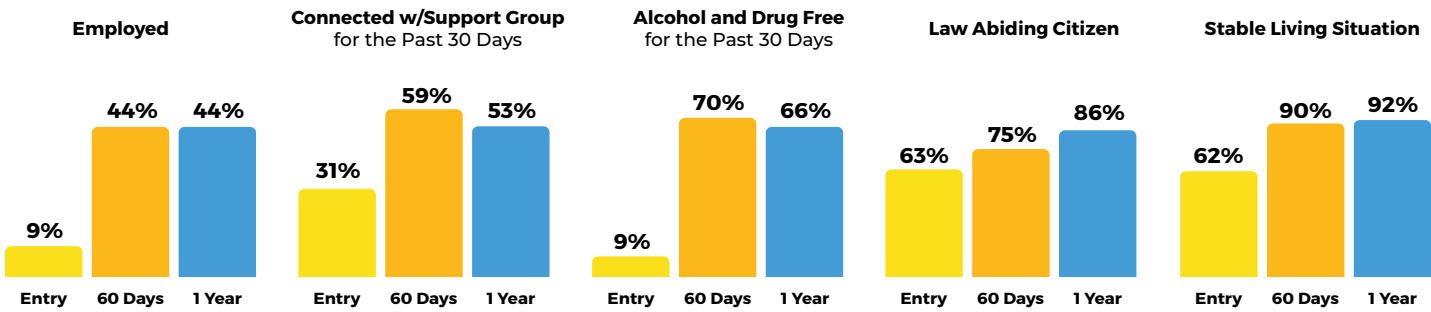
The RSS are expanding to all facilities, and currently available in:

Amarillo | Austin | Corpus Christi | Houston

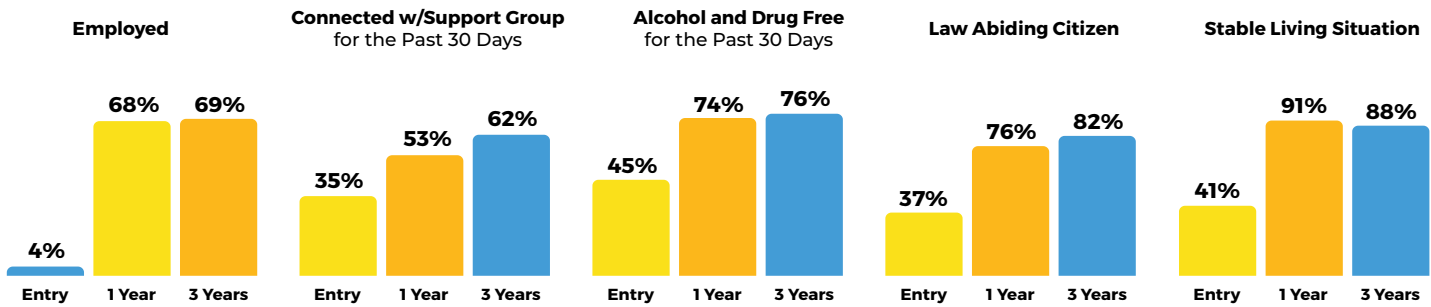
# PROGRAM OUTCOMES

Data from graduates of the program between July 1, 2020 to June 30, 2021

## Short-Term Residential

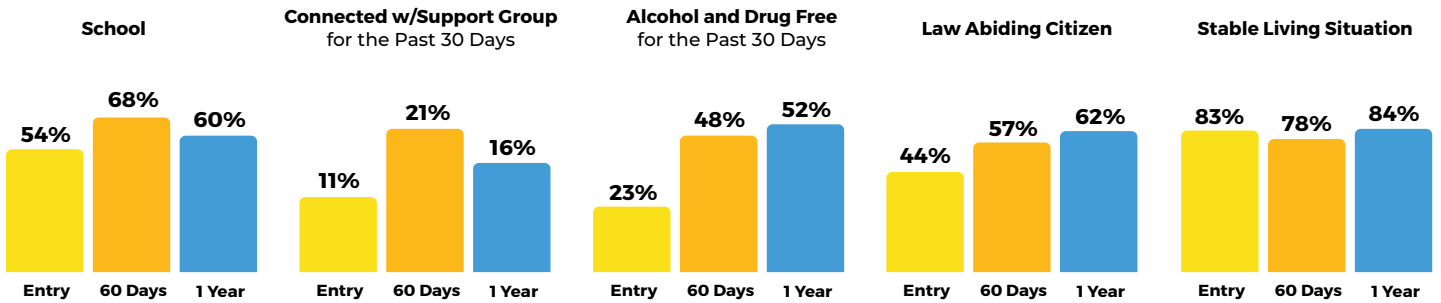


## Long-Term Residential

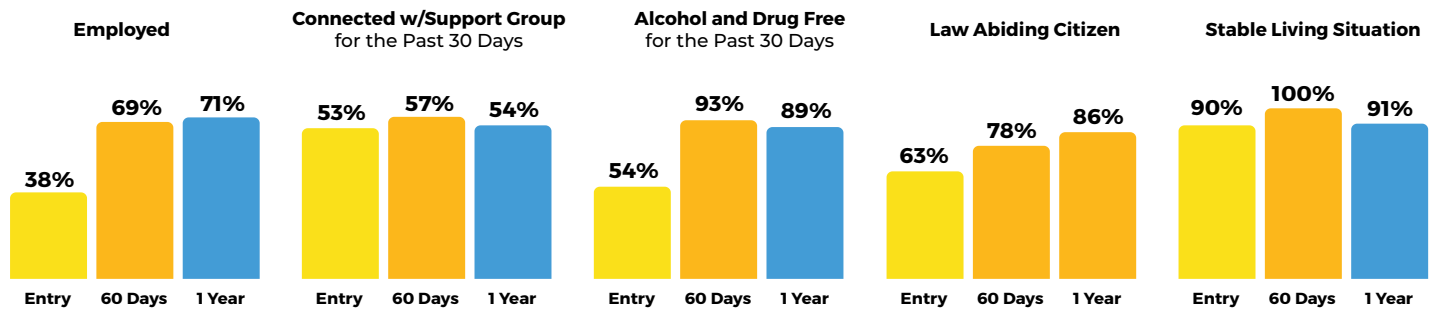




## Adolescent Residential



## Outpatient Services



# THANK YOU TO OUR GENEROUS SUPPORTERS

Air By Phariss Inc.	Christmas Air Conditioning & Heating, LLC	Debbie Sanders Fiehtner
Albemarle Foundation	CITGO Petroleum	Susan Fischer
Christina J Allen	Clinton Edwards	Richard M Fountain
Josephine Anderson Charitable Trust	Coastal Bend Community Foundation	Robert Francis
Ramona Arledge	Colliers International	Dar Gardner
Aurora Plastics	Communities Foundation of Texas	Jack Gasaway
Avantsco	Community Bank & Trust	Perry Gilmore
Bill and Michelle Bailey	Cooper Foundation	Don Goad
Dr. Kent Roberts and Ilene Roberts Balliett Foundation	Geoff Crabtree Growth Strategies, LLC	Charles & Beverly Goins
Mark Barnes	E.B. Crook	Diane Goyette
Trisha Barnes	Siobhan Dagleish	Amy Granberry
Don Barnhill	Lee Ann Davis	David Gregory
Baton Rouge Area Foundation	Edward Day	William Grinnan
Lilian Bloom	Marisa Day	Jack & Linda Gunderson
Bramer Group	Amanda DeAlejandro	Russell Hall
BrandWood Wireless	Charles DeCou	Rodrigo Hasbun
Bright Funds	Tom Docman	Ralph Hawkins
Megan Brown	Patrick Dowling	Healing Place Church
Amber Browne	Dugan Foundation	Albert & Ethel Herzstein Foundation
Nicole Cain	Earthshare Of Texas	High Plains Christian Ministries Foundation
William Caldwell	East Texas Food Bank	Larry & Stacy Hobbs
Chad Cantella	The Ellwood Foundation	Greg Holden
Joshua Carney	Encore Bank	Davina Hosick
Amon G. Carter Foundation	Enterprise Holdings Foundation	Alex Howard
Centene Management Company LLC	Faith City Mission	Angel Hull
Cherokee County Child & Family Service Board		Ryan Istre
		Jefferson Methodist Church

# THANK YOU TO OUR GENEROUS SUPPORTERS

Eric Jeter	Patricia Nuss	William H Smith
Sherrie D. Johnson	Cynthia Pavlicek	Michael Sorge
Scott Jones	Paz De Corazon Foundation	Alison Sorley
Jessica Jordan	Robin Perrone	Don & Vicki Stahla
The Kimble Foundation	Jacqueline Phillips	Staritch Foundation Inc.
Tanya Kirby	Jenny Pickett	Strike Marketing
Matt Kuhlman	Manuel Quiteque	Robert Sutter
Robert & Anita Kuhlman	Brian Reeves	Abigail Thomas
Labatt Food Service	Sid Richardson Foundation	Seth L Thomas
Charles Lamar	Nicole Riley	United Way of Amarillo & Canyon
Lions Club	Ann J Roark	United Way Corpus Christi
Lockheed Martin	Elizabeth Rojas	United Way for Greater Austin
Jeffery Lowe	Joann J. Rosse	United Way of the Greater Fort Hood Area
Lubrizol Foundation	John Rote	United Way of Greater Philadelphia and Southern New Jersey
Marianne T. Marcus	The Ryan Foundation	United Way of Hay County
John Marmaduke	All Saints' Episcopal Church	Desiree Urrutia
Melissa Martinez	San Marcos Lions Club	Sierra Vargas
Monica Martinez	Lawrence Sanford	Rosemary Vaseliedes
David McDonald	Bentley Sanford	Ware Foundation
Joma M. Med	Henry Saurage	Kellee Webb
Houston Methodist	ER Schendel	Nicole Wick
Wayne & Dollie Mooneyhan	Mr & Mrs John E Schledewitz Jr.	Floyd Wilson
Tina Muckey	Schwab Charitable	Judy Wilson
Carol Munroe	Steve Shelton	Becky Winne
Dee Murray	Wilma & Bruce Sigette	
Abigail Nesbit	Amy Zaike	
Chris Nicosia	Clay Smith	
North Dallas Air & Heating		

# STAFF MAKES THE DIFFERENCE

Tara Adesanya	William Burns	Jude Fernandes	Glen Halbison	Jessica Jordan
Benjamin Agbonze	Kaylee Butts	Johnny Fernandez	Miranda Hale	Pamela Karnes
Crystal Aguilar	Veronica Caldera	Teresa Flores	Margaret Hall	Caitlin Kell
Victoria Allen	Jennifer Campos	Stephanie Flores	Eugene Hall Jr.	Esmeralda Kelly
Lisa Allen	Kyla Carbert	William Fox	Ashley Hampton	Suanna Kennemer
Debra Almaguer	Emma Caro	Mishown Franklin	Cydney Hardeman	Debra King
Jacqueline Alvear	Candillaria Cerda	Leela Franklin	Monique Hardin	Aisha King
Stephanie Alzate	Cassidy Clark	Dana Fuller	Jeanette Harmon	Kristin Klacik
Lynn Anderson	DiShanna Clark	James Fulton Jr	Jennifer Harrington	Bennetta Knox
Tamika Anderson	Martha Clark	Carter Gabriel-Britton	Taylor Harris	Amish Kordia
Edia Antoine	Barbara Clark	Tiffany Gaines	Tammie Hartfield	Melissa Krueger
Sue Argabright	Natasha Clayton	Jessica Gainey	Julie Harvell	Matthew Kuhlman
Jeanette Arizmendez	Erica Clayton-Bochnicka	Josefina Galindo	Laura Hawkins	Alissa Lamb
Adonia Arriola	Christy Coffman	Esmeralda Gaona	Lakesha Hemphill	Andrea Lash
Coye Austin	Shawn Conner	Kayli Garza	Claudio Hernandez	Erica Lawrence
Danielle Avalos	Erica Copeland	Brenda Garza	Stacie Hernandez	Sandra Laws
Chelsea Baig	Janet Cordero	Julian Gautreaux	Melissa Hernandez	Amy Lento
William Bailey II	Brittini Cox	Patricia Gilbert	Marilee Hickman	Michelle Leonard
Shelia Baker	Nancy Crumbaugh	Benita Gill	Kenneth Hicks	Candace Lester
Archie Balay	Rebecca Cruz	Donovan Gilmore	Madison Hilgers	Dionne Lewis
Jeffrey Ball	Madisson Cuming	Susan Glenn	Tiffany Hobbs	Marion Leykamm-Jones
Kelsey Barclay	Edith Curry-Moore	Jermaine Glover	Joshua Hodge	Braden Little
Jessica Barron	Ashley Daniel	Donald Goad	Jennifer Hoff	Lauren Lopez
Gregory Beatty	Devin Daniels	Emily Godsey	Latoya Holder	Sandra Lorden
Shemika Bell	Monique Davis	Deborah Golriz	Clarence (Trey) Hotalen	Carly Lormand
Jasmine Belyeu	Steven Dean	David Gomez	Joshua Howard	Nancy Lozano
Brett Bergvall	Cody Deborde	Leticia Gomez	Angeline Rose Hull	James Lubber
Katherine Bishop	Brandy DeBusman	Mario Gomez	Richard Hyman	Kelsey Lueck
Amanda Blackmon	Stephen Dickerson	Sheree Gomez	Joyce Jackson	Kayla Lydon
LeeAnnah Bobbitt	Michael Dougherty	Luanna Gomez	Deborah Jackson	M'Lisa Margason
Stacie Boccia	Patrick Dowling	Anica Greathouse	Julie Jasper	Thomas Markley
Hannah Bockhold	Pamela Duhart	Daniel Green	Michael Jenkins	Margaret Martin
Sarabeth Bright	Manuel Dulanto	Roger Green	Eric Jeter	Joshua Martin
Tynisha Brooks	Tommy Duplantis	Gayla Grigson	Jocasta Jimenez	Pamela Martin
Debra Broussard	Eric Eakin	Ruth Gross	Sheila Johnson	Carol Martinez
Petrina Brown	Bernie Espiritu	Linda Guajardo-White	Jonathan Johnson	Maritza Martinez
Darril Brown	Carrie Etheridge	Connie Guilbeau	Ja'Vauna Johnson	Gay Massarotti
Michael Bryant	Dona Fazarro	Ann Gutierrez	Lilan Jones	Hannah Mbua
Catherine Bryant	Johnella Felders		Bertha Jones	James McCarty

# STAFF MAKES THE DIFFERENCE



Toya McClennan  
Debra McElhaney  
Gale Mcmillion  
Roque Medina  
Gerardo Mena  
Shabrittney  
Menefee  
Lizen Merino  
Carla Merritt  
Lenora Mitchell  
Pamela Mitchell  
Jakayla Moore  
Ashley Moore  
Jesus Morales  
Michelle Morales  
Victoria Moreau  
Perla Moreno  
Emily Morgan  
Keisha Morris  
Shannon Mullery  
Thi Myint  
Martin Navarro  
Lien Nguyen  
Teresa Nicely  
Rose Nittler  
Adolfo Nunez  
Kristen O'Brien  
Lori Oliver  
Rene Oliver

Consuelo Ollar  
Ama Onoja  
Ksenia Ortega  
William Paige  
Schanell Palmer  
Dwayne Parr  
Emily Parsons  
Breanna Peavy  
Pamela Pena  
Beverly Perry  
Chelsee Peterson  
Felicia Petry  
Wendy Pierce  
Natalia Pokhoshay  
Charles Procell  
Dena Quintero  
Manuel Quiteque  
Ruben Ramirez  
Katarina Reach  
Kimberly Reaves  
Susan Redden  
Nakisha Reed  
Cynthia Reeves  
Brian Reeves  
Zachary Regan  
Judy Reidy  
Amanda Reyes  
Blanche Reyes  
Jordan Richards

Justin Rinehart  
Azelin Roberts  
Heather Robertson  
Christine Robinson  
Paul Rodriguez  
Roberto Rodriguez  
Michelle Rojas  
Lakeisha  
Roquemore  
Felix Rubert III  
Christina Russell  
Paige Saenz  
Walter Savoie  
Annie Scales  
Stephanie Serrata  
Kimbra Sharp  
Cher Sintos  
Malgorzata  
Siwczak  
Jada Slaton  
LaToya Smith  
Lakesha Smith  
Pamela Smith  
Regina Smith  
Lindsay Smith  
Tabatha Snow  
Martha Solis  
Michael Sorge  
Jeffrey Sounalath  
Janet Spaulding

Thomas Spiriti  
Jori Sprouse  
Michael Stanfill  
Meridith  
Stephenson  
Carolyn Stimpson  
Shannan Stockton  
Raymond Stoddard  
Stacy Sustaire  
James Sutterfield  
Mary Sweeney  
Krystal Tamez  
Victoria Tamez  
Aleque Taylor  
Lindsay Thomas  
Milton T Thomas  
Kobie Thomson  
Debra Townzen  
Robert Unegbu  
Sara Uribe  
Yvonne Valle  
Eric Van Tassel  
Jacqueline Vittitoe  
Caitlin Vrana-  
Zahiriak  
Mark Walker  
Caroline Warren  
Kellee Webb  
Natalie Weimer  
Grace Welply

Alexis West  
Maxine  
Westmoreland  
Amy Wildt  
Logan Williams  
Ginger Williams  
Yolanda Williams  
Ashley Williams  
Casey Williams  
Sheila Wilmer  
Debra Wilson  
Glenna Wilson  
Christopher Wilson  
Shirley Wiltz  
Andrea Wisner  
Stacie M. Woodall  
Kianeisha Wright  
Christen Wright  
Stephanie Ybarra  
Jennifer Yepma  
Terri Younger  
Michael Zamora  
Graciela Zarate  
Rafael Zenteno  
Brandi Zink  
Michael Zoellner  
Christopher Zuniga



1.888.CENIKOR | [www.cenikor.org](http://www.cenikor.org)

