



STAYING AT THE
FOREFRONT OF SUBSTANCE
USE DISORDER TREATMENT



2023

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LETTER FROM THE PRESIDENT



BILL BAILEY

President/CEO

At Cenikor, we know recovery is a journey, not a destination. For more than five decades, we've worked to meet our clients where they are, no matter the challenges. We walk with them for the rest of their lives, as a supporter and as a partner, to help them achieve their recovery goals and beyond. We are all still dealing with the aftermath of the COVID-19 pandemic, and while our treatment centers remained open 24 hours a day, 7 days a week, 365 days a year, 2023 marked a turning point in our ability to return to in-person prevention programs. Our team has been excited to be back out in the community, making connections with our partners in person again.

I recently learned that as many as 10 percent of drug treatment programs have gone out of business since the pandemic. Many more have been purchased or consolidated due to financial challenges. Our balanced approach has kept us both financially secure and able to expand and improve our quality of care this fiscal year. We added medication-assisted treatment (MAT) for opioid recovery plus co-occurring disorder services for those with mental health issues. We also added services for veterans with PTSD.

On the client support front, we created new recovery support specialist roles. These are peers in recovery who interact with clients inside or outside our facilities to build and maintain connectivity and community. Experience has shown peer mentoring can help in achieving lasting sobriety if clients have a person to reach out to when they need support.

Fiscal Year 2023 wasn't just about the expansion of services and financial health. I'm proud to say we worked actively with elected officials and government agencies to understand the implementation of new treatment-related regulations and laws, and how they affect people's recovery journey and day-to-day lives.

The partnerships we developed this year helped us have the greatest impact on the greatest number of individuals within economic constraints. Our ability to develop new programs and deliver specialized services was made possible through grants and donated unrestricted funds. This gave us the ability to expand and enhance services in underserved communities, and we are grateful to our donors who help make this possible.

The largest investment we made this year was the acquisition of a new location in Dallas. This new facility will be a state-of-the-art treatment center designed with modern amenities and enhanced resources, and it takes Cenikor from a 32-bed facility to an 80-bed facility. We are excited to continue fulfilling our mission through this expansion and look forward to welcoming clients soon.

Finally, we are thrilled with the way our prevention program has grown this year. Our public schools program served more than 40,800 schoolchildren this year. Our Youth and Recovery programs continued their important work with over 12,000 teenagers and young adults, giving them a healthy environment in recovery and a place to go where they are accepted throughout their journeys.

At a time when the opioid crisis continues to rage and drug overdoses have been at an all-time high since 2021, I'm proud to say Cenikor is on a solid path to continue supporting clients in recovery. I want to thank each of you personally for all you do to support Cenikor and our mission.

SENIOR MANAGEMENT

Cenikor's rich 56-year history is built on a foundation of positive actions and a pursuit of improvement. Throughout our history, we have achieved significant milestones and garnered recognition for our impactful work. Whether it's a commendation from a former United States President or a heartwarming success story from one of our clients, we take pride in these acknowledgments, which fuel our commitment endlessly.

What truly makes Cenikor unique is the wealth of expertise within our senior leadership team, totaling over 55 years of combined professional experience with our organization. Each member brings a diverse background from various sectors of the economy before joining Cenikor, making our leadership team's skillset truly exceptional.

FACILITY LEADERSHIP

Our legacy and experience in the field set us apart as a treatment program dedicated to making a real difference in the lives of those we serve—well beyond recovery. We are driven by a passion for positive change, and we are committed to empowering individuals to reclaim their lives and find hope for a brighter future.

We are committed to delivering evidence-based care, promoting recovery, and supporting individuals in their journey to lasting recovery. With a team of dedicated healthcare professionals, Cenikor offers a range of services including prevention, detoxification, residential treatment, mental health for co-occurring disorders, and aftercare support.

As an organization, we take pride in providing a network of treatment centers that operate with a significant degree of operational autonomy. This independence allows our facilities to reflect the diverse needs of the communities they serve. 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.

EXECUTIVE LEADERSHIP

BILL BAILEY

President and CEO

MATT KUHLMAN, CPA

Vice President and CFO

KELLEE WEBB, SPHR

Vice President and CHRO

DAN REYNOLDS

Assistant Vice President,
Operations

GEORGE ASOUS

Senior Regional Director,
Operations

BOARD OF DIRECTORS

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Chairman of the Board

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Rick Fountain

Rick Grinnan

Larry Hobbs

Scott Jones

Bruce LaBoon, Emeritus

John Marmaduke

Willie Mount

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Abelino "Abel" Reyna

Bentley Sanford

Dr. Joy Schmitz

Michael D. Viator

LETTER FROM THE CHAIR



RALPH HAWKINS

Chairman of the Board

As I look upon my tenure as Cenikor Board Chair, I am grateful to work alongside a diverse board from a myriad of businesses and experiences. This year we continued to build on a foundation of strong governance, strategy, and ethical input in every aspect of Cenikor's leadership.

After the pandemic, Cenikor experienced a greater demand for rehabilitative services related to COVID-19 isolation and stressors. However, some of that demand is a result of the staggering increase in opioid and fentanyl use. The national 23 percent increase in substance use disorder led Cenikor to meeting this increasing need.

I personally received both a master's in public health and a master's in architecture with a letter of specialty in healthcare design. This focused my career examining both function and design within healthcare facilities. I am excited to take the insights gained from more than 40 years in architecture and apply them to the new facility acquisitions and the capital improvements for Cenikor.

Cenikor is expanding its capacity to serve the SUD recovery community, particularly through the new Dallas location and the recent Congressional Project Funding to improve Odyssey House. There is a real opportunity now for Cenikor to successfully merge with or acquire other facilities to grow organically. Cenikor has a strong management structure and strong financials, which provide a unique opportunity to improve smaller facilities and put better systems in place.

In Farmington, New Mexico, we are already improving services to residents in the city and the Navajo Nation. In Dallas, we can easily change a building's current occupancy to a recovery center and create an asset for the community. In each of these projects, and in projects going forward, we will be able to leverage our experience and professional networks to bring together experts to evaluate facilities, identify legitimate issues, and negotiate on behalf of the organization to ensure we are growing in a carefully considered manner.

Now, more than ever, I am honored and excited to be part of the Cenikor organization. It has never been more important to be involved in the community and to help individuals recover and become contributing citizens again. The organization is uniquely situated to expand thoughtfully and deliver SUD recovery services to communities, and the board is not only supportive but passionate to accomplish these goals of sobriety.

H. Ralph Hawkins





TESTIMONIAL

Rebecca

Deer Park

The day I walked into Cenikor, I was extremely emotional and didn't know anything. The first few days all I did was cry because I was missing my baby son and husband. I was filled with so much guilt, hate, and shame in myself that I didn't know what to do.

The second day I was crying in my bed with all that shame and guilt that I had, and one of the ladies came to talk to me. She told me that in group I should process it. I didn't even know, technically, what that meant. We talked for a bit, and I was able to hold my composure and get myself together.

It was time for an 8 a.m. feelings check. It went like this: "Hi, I'm Becca, and I'm an addict."; "What are you feeling?"; "I'm feeling sad with shame and guilt for leaving my baby son and husband."; "What are you grateful for?"; "I'm grateful to be alive."; "What is your goal for today?"; "My goal for today is just to make it through the day."; "What is your long-term goal?"; "My long-term goal is to get back home and stay sober."

Now the counselor asks if I'm open to feedback. I said "yes," and I got amazing feedback. I also realized that I'm far from alone and people are going through the exact same thing I am. It was a great feeling. So much weight was lifted from just the second day of being there.

The urge to use was still there, and it was pretty strong, but then I was informed that Cenikor has a MAT program I could join, which is Suboxone for us opiate users. Yes, I was familiar with the medication, and it didn't help. Before I was only given the medication, but now, combined with the treatment Cenikor provided, it was absolutely what I needed.

So, a few weeks go by, and I'm on the meds and going to classes and talking to everyone and then it clicked: This is what my parole officer meant by getting a second chance. Now I wanted to be there. I wasn't mad at the world anymore. Even though it wasn't my decision to go to rehab, it was my decision to stay and actually work the program.

By the end of my treatment, I was given a full belt filled with the tools I need to stay active and healthy in my recovery, and I have the meds on a schedule where I use them only as a medication, not as a substitute for drugs.

I am now almost 45 days out of treatment, and my life couldn't be better. I lost jobs and money before coming, but now I have so many opened doors in my life. I have an amazing job. I can save money. I was able to fix my car and many other things now that I'm actively in my recovery. I can now look in the mirror and recognize the person in it—and I genuinely love myself again. That's all thanks to God, Cenikor, and my desire to want to be clean.



STAYING AT THE FOREFRONT OF Substance Use Disorder Treatment

More than half of Cenikor's staff is actively in recovery themselves, and this brings a unique and deep understanding of how to support people through all stages of their journey. Our evidence-based approach and 56-year roots in treatment mean Cenikor doesn't just talk the talk, we walk alongside our clients from intake through aftercare with a focus on long-term recovery.

Our nine residential locations across Texas and New Mexico are accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF), and this year we expanded with a new location in Dallas. We also have four outpatient locations and five prevention and youth recovery locations that serve 84 school campuses. Fiscal Year 2023 brought many opportunities to leverage our decades of experience as we introduced new evidence-based treatment programs to ensure our clients have the best possible level of care.

Addressing New Challenges The Opioid Crisis

Ten years ago, illicit fentanyl was hardly on anyone's radar. Originally developed for anesthetic use in the 1960s, fentanyl wasn't widely available outside of surgical settings until illegal manufacturing took off roughly a decade ago. Because it is up to 50 times more potent than heroin¹, it is now regularly cut into other illicit drugs to increase their effects.

At Cenikor facilities this year, it was common for clients to test positive for fentanyl without knowing they had ingested it. Up to 80% of clients who believe they're only using methamphetamines end up testing positive for fentanyl because meth is now frequently laced with synthetic opioids. This complicates a client's recovery journey, so we have opened more ave-

nues of treatment in 2023, including the medication-assisted treatment (MAT) program, to address clients' long-term recovery needs more comprehensively.

How serious is the opioid crisis? Drug overdose deaths from synthetic opioids have increased 250% in the United States since 1999, with the highest spike occurring from 2019 to 2021². The COVID-19 pandemic compounded this crisis with overdose deaths increasing 50% over the last three years. More than 75% of all overdose deaths³ involved an opioid and most of those were fentanyl-related.

The people at the highest risk⁴ of death are people without health insurance, those who were incarcerated, and those who are living in poverty. This year, Cenikor worked closely with legislators to support state and federal legislative efforts to remove barriers to treatment. This includes support for the Mainstreaming Addiction Treatment

Act, which was passed at the end of 2022 and improves access to life-saving medical treatments for opioid use disorder.

Now that the need for a federal waiver has been removed, most practitioners can prescribe medications like buprenorphine for the treatment of opioid use disorder. These medications block the euphoria associated with opioid use and help clients return to physiological normalcy without the cravings and negative effects of withdrawal.

The opioid crisis presents new challenges for SUD treatment and for society overall. Cenikor is committed to opening new avenues of care and forming partnerships that help increase access to care across Texas and New Mexico.

BY THE NUMBERS

Less than **1 in 10** Americans who need treatment can access it.

52% of accidental overdoses in Texas involved opioids.

66% of opioid-related deaths in Texas involve fentanyl or fentanyl analogs.⁵

¹"Texas Targeted Opioid Response," Texas Health and Human Services, <https://txopioidresponse.org>.

²"Overdose Prevention Strategy," U.S. Department of Health and Human Services, www.hhs.gov/overdose-prevention.

³"Canada – U.S. Joint White Paper: Substance Use Harms During COVID-19," U.S. Department of Health and Human Services, www.hhs.gov/overdose-prevention/sites/default/files/documents/canada-us-joint-white-paper-substance-use-harms-during-covid-19.pdf.

⁴"Socioeconomic risk factors for fatal opioid overdoses in the United States: Findings from the Mortality Disparities in American Communities Study (MDAC)." Altekruze, Sean F et al., www.ncbi.nlm.nih.gov/pmc/articles/PMC6968850.

⁵"One Pill Kills," Texas Workforce Commission, www.twc.texas.gov/one-pill-kills.



EXPANDING TREATMENT OPTIONS

The MAT Program

The American Rescue Plan Act (ARPA) provided funding to public health programs that address challenges caused by the COVID-19 pandemic. Cenikor was able to leverage this funding to create a medication-assisted treatment (MAT) program this year which offers individual counseling sessions and patient-specific treatment plans that incorporate Suboxone or Naltrexone to decrease illicit drug use and improve survival rates.

More than 140 clients participated in MAT this year, and several are now celebrating one year of sobriety from illicit opiates. Many of these clients have gained and maintain employment, and MAT allows them to schedule their 30- and 60-day appointments virtually so they can easily receive care and continue benefitting from the program. This flexibility, along with other unique features of the Cenikor program, have grown the program's revenue to more than \$100,000 in this first year. More than 45% of clients completed the program or transitioned to the next level of care during the first six-month period, and nearly 23% were still in treatment at the end of that six months.

The Cenikor MAT program is built on an evidence-based harm reduction model, which not only focuses on education to prevent overdoses but also aims to reduce use. MAT is growing in popularity nationwide, but many programs do not provide the counseling or follow-up needed to support a person's recovery. Free MAT programs are notorious for being difficult to navigate and are not flexible enough to accommodate people who work or may not have transportation.

The Cenikor program was developed to be client-centric and meet people where they are. We anticipate better client outcomes with this more comprehensive, person-first approach.

WHAT SETS CENIKOR'S MAT PROGRAM APART IS:

- Same-day intake in most cases.
- An evidence-based model that provides life-saving tools and education.
- Evening and Saturday appointments.
- Virtual 30- and 60-day follow-ups for those who work or don't have transportation.
- Monthly counseling sessions.
- Rescheduling is usually next day, as opposed to days or even weeks at other clinics.

Internally, more than 15 tutorial videos were created to help Cenikor staff easily understand the MAT program and how to navigate the system. Everything from intake to charting to telehealth procedures have been translated into short explainer videos that staff can access at any time. They are now incorporated into new employee onboarding to help everyone understand the program.

Going forward, Cenikor will leverage its unique MAT treatment program and comprehensive level of MAT care to expand the program through private insurance and other state and federal programs.



AMY KEEN,
MAT PROGRAM MANAGER

"We meet clients where they are. A lot of people go through treatment multiple times before they're ready for MAT. But it has been gratifying to see all kinds of testimonials already coming in. People return to their hobbies. They return to work. They get their lives back. And if we had more funding, we could help more people."



Past, Present, and Future

The Continuum of Care

Cenikor has positively impacted the lives of more than 300,000 individuals over its history, and this year we expanded our avenues of treatment and number of beds to substantially grow that number. The new location in the Dallas suburb of Irving will nearly triple our capacity to serve the community and accommodate more private insurance and self-pay individuals seeking treatment.

Last year, Cenikor saw a 26% increase in clients served with a 60% completion rate in short-term residential and detox programs. Over 12,400 clients started or continued their road to recovery with Cenikor this year, and Evernorth Behavioral Health, a Cigna corporation, named Cenikor a **2023 Center of Excellence for SUD**. This designation was awarded after stringent analysis of patient outcomes and cost-efficiency. It demonstrates third-party validation of Cenikor's commitment to excellent patient care while keeping costs lower than average for the industry.

The Cenikor Continuum of Care includes everything from education and prevention through after care and alumni events. This year, Cenikor clients celebrated many wins on their journeys to recovery, from graduating high school to celebrating a first month or year of sobriety.



SANDY LORDEN,
BS, LCDC, RSPS
CLINICAL MANAGER, DALLAS

"Recovery isn't cookie cutter. Not everything applies to each person, but we find out what a person's goals are, then we support them. We show them recovery can be fun and you can thrive. Other places don't have an understanding, in-depth knowledge, of how addiction can mold all the aspects of your life. And the stigma involved. Other places don't have first-hand knowledge, which makes it difficult for people to open up. But we do."



Celebrating Wins: Odyssey House

Students at Cenikor Odyssey House excelled in their studies this year. The youth inpatient and outpatient programs at Odyssey House help adolescents find their path to recovery, and the programs offer integrated dual-diagnosis treatments. The residential program includes academic support to help young clients make up missed classes and get back on track to graduate middle school or high school.

At Odyssey House, we served 173 youth in residential treatment, and supported two Odyssey House students graduating with their high school diplomas this year. There were also two middle school students who successfully completed all their coursework and will be moving on to high school next year. Cenikor's team of behavior health technicians and teachers kept students engaged and focused to help them reach their academic goals as well as their sobriety.





WORKING TOGETHER

Government Affairs & Community Partnerships

Federal funding has been crucial to continuing Cenikor's mission, especially in the aftermath of the COVID-19 pandemic. The American Rescue Plan Act (ARPA) in 2021 provided much-needed assistance last fiscal year and continued to fund vital recovery resources this year. In addition, Cenikor was able to secure \$292,000 in Congressional Project Funding this year on behalf of Congressman Al Green. This generous funding will be used to significantly enhance Cenikor's capacity to serve the adolescent community at Odyssey House in Houston.

Congressman Green has played a pivotal role in driving policy changes that address SUDs among adolescents, and his dedication has helped increase access to quality treatment in the Houston area. The funding awarded this year will enable Cenikor's Odyssey House to undertake essential capital improvement projects, including a new roof and ceiling repairs and health

and safety updates in the kitchen. The investment in these improvements will have a lasting impact on the facility and the people who rely on Odyssey House.

Going beyond funding, Cenikor Regional Medical Director Dr. Eric Ketcham, MD, MBA, FACEP, FASAM, FASCHE, FAAEM, provided expert testimony before the U.S. Congress, House Judiciary Committee and spoke as an invited expert at two Congressional briefings on medication-assisted treatment. In January, he was invited to participate in an event hosted by the White House Office of National Drug Control Policy to celebrate the signing of a bipartisan omnibus appropriations bill that included key provisions to expand access to SUD treatment.

Cenikor continues to foster relationships with national, state, and local representatives to continually increase funding opportunities and improve quality of care.



Partnerships Highlight Amarillo

Community partnerships are vital for campuses like Amarillo, where there are more than 26 counties in the Texas Panhandle and most of the population is in rural areas with little to no transportation. Cenikor has developed a working relationship with the City of Lubbock and regional organizations like the Panhandle Mental Health Authority and other nonprofits serving Amarillo and Lubbock.

Debra King, facility director in Amarillo, joined a national program this year that brought together 70 SUD recovery nonprofit leaders to find ways to improve access to care. This year-long program began in February 2023 and aims to create evidence-based solutions that can help treat SUD nationwide in years to come.

In a rural area like the Panhandle, getting people into Amarillo from Lubbock, Borger, Pampa or other rural areas is a challenge. Cenikor forms partnerships with three goals in mind:

EDUCATION

How can we let people know resources are available? The team partners with other nonprofits and attends events to maximize community exposure.

TRANSPORTATION

How do we help people who can't afford to travel? Cenikor partners with Family Support Services and Panhandle Community Services to help people get the funding or transportation assistance they need.

TELEHEALTH

Are there any programs that can be offered remotely? Telehealth partners and programs are available to assist with outpatient needs.

Thanks in part to these partnerships, we provided life-saving treatment to 348 individuals from rural parts of the Panhandle this year. When Amarillo began offering detox and short-term residential programs, we had capacity for 12. Today we can serve 54 people regardless of their ability to pay, and a second nurse was hired to accommodate more clients. The sober living program began with eight clients in 2021 and now serves 40 with room to expand. This is possible through the generosity of donors and private grant funds; city, state, and federal grant programs; and employee assistance programs at local companies.



TOM MARKLEY,
MLHR, SHRM SCP,
HR / COMMUNITY
PARTNERSHIP LIASION

"The people at each facility are doing a lot. We benefit from working together with partners—it's a win-win for everyone. What we do and how we're working to save lives, it's impressive. And our relationships are a huge part of that."



Expanding Client Care

Dallas Fort Worth

Serving the DFW metroplex, our newest location is 44,000 square feet in the heart of Irving, Texas. The facility is about three times larger than the Turtle Creek building and brings Cenikor's total number of beds from 32 to 80 beds. This expansion aligns with our mission of providing a foundation for better health and better lives, while also helping us meet our financial goals and providing a competitive facility that attracts more private insurer and self-pay clients.

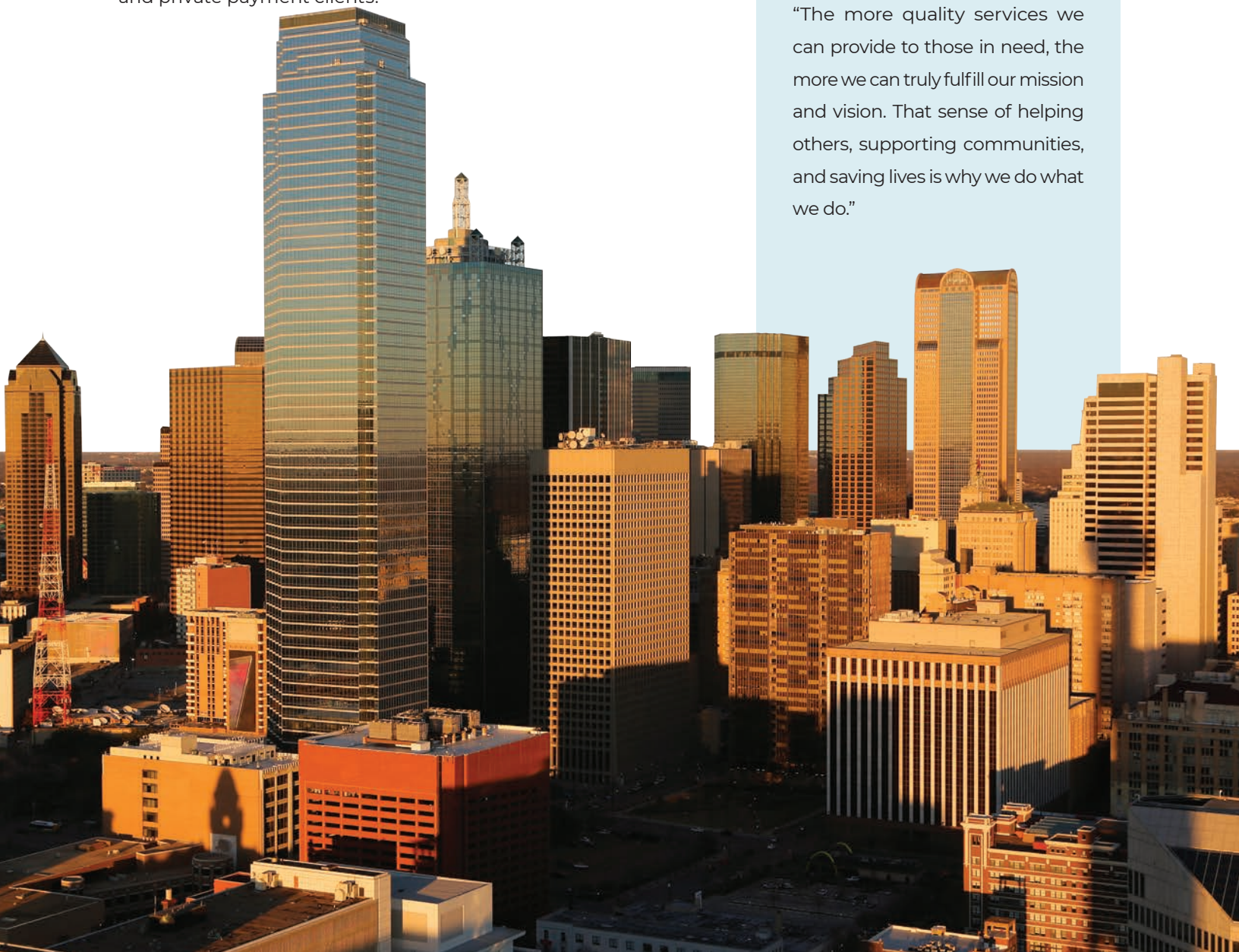
The facility was designed with modern aesthetics and amenities, including exercise areas, designated group rooms, a secure courtyard, commercial kitchen, and large staff parking lot. The layout allows for flexibility to meet changing resident bedroom capacities and designated program wings that can be adjusted as programs are added or expand in the future.

This is the first step in significantly growing our inpatient capacity and opening opportunities for more commercial and private payment clients.



DAN REYNOLDS,
ASSISTANT VICE PRESIDENT,
OPERATIONS

"The more quality services we can provide to those in need, the more we can truly fulfill our mission and vision. That sense of helping others, supporting communities, and saving lives is why we do what we do."



MAINTAINING CONNECTIONS

ROSC and the Impact of RSS and Alumni





Cenikor facilities are centers of healing. When a facility hosts an alumni event, whether it's a cookout or a relaxed afternoon of hanging out together, crowds turn out to catch up. These events are an opportunity for current clients to see that recovery is possible while giving staff a chance to reunite with Cenikor alumni. Alumni will often bring their kids – kids they thought they might lose in the past – and they inspire current residents with stories about getting their driver's license back or returning to a career they thought they'd lost.

Recovery support services (RSS) and the Cenikor alumni community play a vital role in helping clients maintain their sobriety. This year the RSS program expanded to include one RSS staff member per Texas location. Each of these recovery support peer specialists has lived experience with recovery and earned state certification to assist clients as they rebuild their lives. Recovery support peers are trained to address questions that come up in sobriety and to help clients navigate tasks like applying for a driver's license or replacing a lost birth certificate or social security card.

CENIKOR HAS RSS IN EIGHT LOCATIONS, FUNDED IN PART BY SPONSORSHIPS AND GRANTS FROM:

- Health and Human Services
- American Rescue Plan Act
- Be Well Texas

Recovery coaching programs like RSS are relatively new in the recovery treatment world, and Cenikor is building a program that adds value to clients' lives while helping to improve outcomes.

This fiscal year, the RSS program became closely involved with the Recovery-Oriented Systems of Care (ROSC) program. This network of community-based services throughout Texas hosts regional meetings to build connections and improve access to recovery services. As a collective, the group creates a regional "system of care" where organizations come together to share insights and better serve community members with SUD.

Cenikor staff members actively participate in ROSC regional meetings to help improve client access to other support programs. They also serve as subject matter experts in the recovery field and help other organizations better understand recovery treatment options.



SAMARA PENMAN,
BUSINESS DEVELOPMENT

"Early recovery brings a lot of issues, and we provide support for that period. When a client leaves, if there's a relapse, we can get them back in before any more damage is done. And lived experience is so vital in this role. We understand what they're going through. These programs are about building community, camaraderie, because isolation is the enemy of sobriety."



FISCAL HEALTH

In the nonprofit drug and alcohol treatment arena, financial stability is often not the norm. Cenikor's fiscal health is built on 56 years of providing excellent services to clients from a diverse mix of payors. This remarkable feat is achieved through ownership of more than 400,000 square feet of buildings, positive cash flow, manageable debt, and not carrying a lot of receivables.

Roughly 68% of Cenikor clients are indigent, so their main funding sources are state or federal programs. This is why we have renewed our relationship with Medicaid, improving access to treatment. The other 32% of clients are commercial insurance provider-paid or self-pay. Funding challenges should never create a barrier to treatment, so Cenikor has developed individualized financial education and payment plans that are tailored to each client's circumstances.

SOME OF THE MAJOR CHALLENGES THIS FISCAL YEAR INCLUDED:

- Staffing shortages across all locations. The use of remote telehealth clinicians has helped to fill in gaps, as well as improving talent pipelines and actively seeking academic partnerships to attract interns and clinicians.
- Wage increases.
- Inflation continues to place financial pressure on operating costs.

To offset those challenges, there has been an increase in Texas contracted care funding and Medicaid managed care funding, particularly for opioid programs. This includes several new grant programs related to medication-assisted treatment programs. Cenikor launched a MAT program this fiscal year that is expected to expand as these programs become more widely funded.

In addition to increased state and federal funding and individualized client payment programs, the Cenikor decision support team is redefining the organization's key performance indicators (KPIs) and ensuring we're driven by solid data and accurate numbers. This will help improve reporting and compliance for state and federal funding. This fiscal year marked the first stage of implementing improved KPIs to achieve better outcomes for clients, more stability for staff, and advanced reporting for funding purposes.



MATT KUHLMAN,
CPA, VICE PRESIDENT/CFO

"State and federal programs only pay so much, and there are currently more people needing services than available funding. We don't allow that to prevent access to treatment. We develop individualized payment plans because we never want cost to be a barrier."

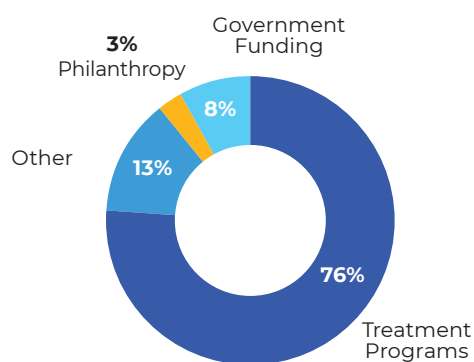


TOTAL REVENUE IN THE PAST FISCAL YEAR*

\$39.9M

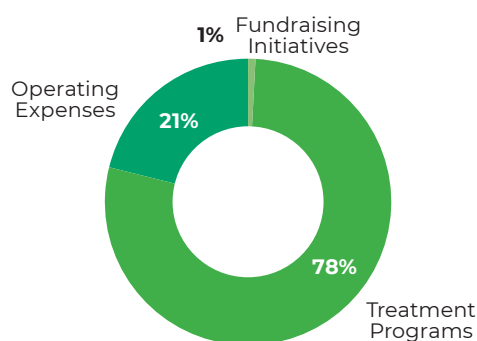
IN 2023, WE RAISED

- \$30.4M** from our Treatment Programs
- \$5.2M** from Other Sources
- \$3.2M** from Government Funding
- \$1.1M** from Philanthropy



IN 2023, WE INVESTED

- \$29.9M** to fund Treatment Programs
- \$7.9M** to fund Operating Expenses
- \$470,828** to Fundraising Initiatives



NET ASSETS

2022	2023
\$35.6M	^ \$37.2M

* Unaudited



IMPROVING QUALITY AND COMPLIANCE

Data-Driven Care

Because most Cenikor clients receive funding assistance for care, telling the client's story effectively, and with appropriate support data, can mean the difference between treatment payment approval or denial. Better data can also provide a deeper understanding of a client's SUD and helps refine their path to recovery.

The typical recovery stay ranges seven to 30 days at an average rate of \$460 per day, and that quickly adds up. Cenikor has invested in new data management programs and pioneered a unique training series that helps our clinicians better tell the client's story and quantify their recovery journey. This helps improve the quality of their treatment plan, enhances regulatory compliance, and assists with the payment approval process.



BETTER QUALITY **‘From Door to Floor’**

The Cenikor quality team includes regulatory auditors, remote clinical support counselors, and clinical education team members. These team members audit case records and help improve the reporting process, ensuring proper documentation while providing efficiencies.

Over the last fiscal year, the team has reviewed and refined intake processes to build on the “door to floor” experience. This means helping clients get into treatment quicker, providing greater ease of access, reducing client anxiety while waiting on decisions, and making staff processes easier. They improved the pre-admission assessment process to such a degree that foundation-level denials dropped to less than 1%.

The auditing team also saw a major win by checking more than one-third of intake assessments, which is a marked improvement over the previous year. The team now produces monthly reports for each facility that looks at each counselor’s strengths and opportunities for growth. This helps inform data-driven quality improvements across each location.



INTRODUCING 'Writer's Room Training'

One of the biggest questions that was consistently asked of the education team is: How can I write about clients more effectively? How can we tell their stories in a better way? It was an ongoing problem that created roadblocks for clinicians and could create funding denials for the client. The "Writer's Room Training" series was developed and launched to tell client stories more beneficially and give clients another avenue to explore their recovery.

THE FOUNDATION OF THE TRAINING IS STRAIGHTFORWARD:

- Use traditional storytelling methods to communicate a client's story.
- Staff workshops provide real-world examples of two clients who are followed through a yearlong series of trainings.
- Storytelling prompts are utilized to help clinicians contextualize a client's story. For example: "A television show wants to create an episode about this client's story—how would you instruct them?"
- Clinicians are taught how to pull out the characters and details that create compelling stories. Clients can also get involved in this process, which often brings out contributing factors to the SUD that the client may not have considered before.

Positive results from improved client storytelling typically show up in reporting after 60-90 days. The process often leads to a better understanding of a client's motivating factors and more awareness into their overall journey.



HEATHER STEPHENS,
DIRECTOR, CLINICAL SERVICES
AND EDUCATION

"The writer's room process brings out hidden factors and barriers to the client's sobriety that they may not have discovered or considered until they started looking at different angles of their story. It helps refine their treatment plan and gets the client invested in their own recovery story."





REAL-TIME DATA FOR Improved Care



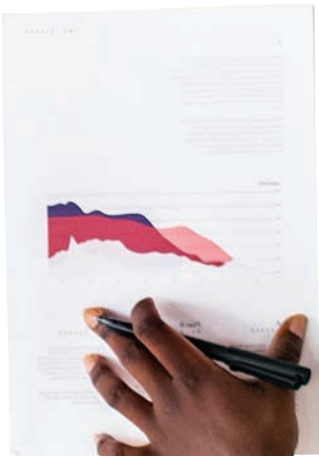
DEVIN DANIELS,
DIRECTOR, ANCILLARY SERVICES

“With new dashboards and real-time data, we can see the reality at any given moment. We can see where we’re successful versus areas of opportunity and how we can offer next-level care.”

The decision support team (DST) has always been a vital part of quality care at Cenikor, and new dashboards and real-time data capabilities are driving better compliance and process improvements. A recent investment in reporting software and new dashboards for client progress and demographics means it’s now easier to identify where clients go after care as well as identifying areas of opportunity for better care. The system implementation took place through most of the fiscal year, and reporting modules are in the process of being built out.

Once complete, the new live data reporting will allow facilities to access key insights when they need them rather than waiting for weekly reports or snapshots. The granular detail is also improved, so facilities can dig deeper into the data to improve compliance reporting.

Rather than estimating outcomes based on periodic snapshots, it will be easier to accurately quantify client and facility data. For example, the industry average client survey rate is typically 80-85% while most Cenikor facilities rank higher than 90%. With new dashboard and reporting capabilities, it will be easier to find opportunities for improvement and leverage what already works.





COMMUNITY LEADERSHIP

Education & Academic Partnerships

From grade school presentations through college internship programs, Cenikor has become a trusted community leader in the academic world. This was the first year that every school program was fully back in person since the pandemic, and it was rewarding for staff to be back in front of young audiences and engaging with the community.

WORKING *with* YOUTH

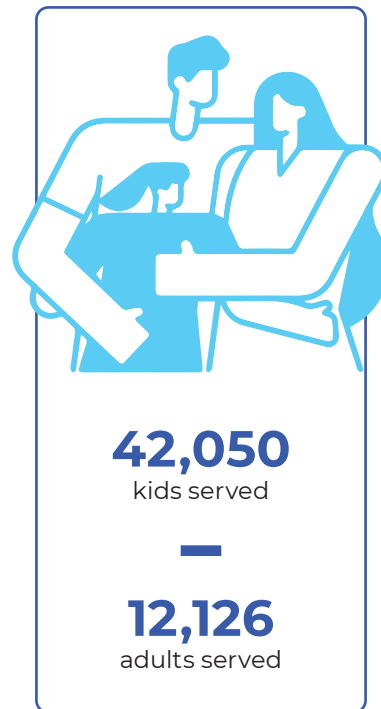
Prevention Success

Substance use is typically rooted in not having effective skills to manage life's challenges. What if you could provide people with the tools they need to thrive before they turn to substances? That's where Cenikor's prevention programs come in. This year Cenikor expanded its prevention partnerships with Boys and Girls Clubs and local schools near the San Marcos, Tyler, and Amarillo campuses to teach kids effective life skills before they develop SUDs.

THE PREVENTION TEAM RETURNED TO A FULL SLATE OF IN-PERSON EDUCATION PROGRAMMING THIS YEAR, INCLUDING:

- Positive Action K-12 curriculum that provides fun activities in a learning environment.
- Life skills workshops for grades six through eight.
- School presentations on a wide range of topics within Cenikor's scope of practice.
- New summer camp activities to provide year-round prevention programming.
- Expanded community event participation to share information on Cenikor's continuum of care.

Cenikor also continued its participation in Project AIM this year. This federally funded education program for young adults helps interrupt their substance use pattern before it derails their life. The Hayes County Probation Department, Texas State University, Amarillo College, and Hayes County Mental Health Court were all partners in this effort this year. Cenikor is midway through a five-year grant to provide education and interventions to young people involved in these organizations, giving them the tools they need to make healthier choices.



"Prevention is at the forefront of the Continuum of Care. We're the first pillar because talking about mental health and substance use helps normalize treatment, and it lets people know it's okay to ask for help. It also gives people tools to make them less likely to pick up a SUD."



CARLA MERRITT,
PREVENTION DIRECTOR

EDUCATING THE NEXT GENERATION OF CLINICIANS

University Partnerships

Cenikor provides a unique opportunity for nursing, behavioral health, and social work students to gain useful practicum and internship experience in a substance use treatment setting. Very few facilities offer hands-on clinical experience with substance use recovery treatment centers, and the students who participate in Cenikor internship programs have given it high praise. In fact, many interns go on to work for Cenikor when they start their careers, and a Cenikor practicum provides the foundation for their future successes.

One of Cenikor's first educational partners was San Jacinto College in Houston, and that partnership remains strong. San Jac graduates have become one of the primary sources of entry-level clinicians at Deer Park and Houston-area locations, and the connection with San Jac continues to grow.

Formal internship and rotation programs exist in partnership with Texas Tech University

Health Sciences Center School of Nursing at Amarillo, the Amarillo College School of Nursing, Texas A&M Corpus Christi, The University of Texas at Tyler, and this year new partnerships have started with the Amarillo College Behavioral Science Program and Texas A&M University Kingsville.

In Amarillo, second- and third-year nursing students participate in a rotation where they shadow clinicians for two to three days per week. These cohorts of three to four students can connect with staff, learn valuable clinical skills, and see firsthand how to help individuals in recovery. Many students in the Amarillo College program seamlessly transfer to Texas Tech or University of New Mexico nursing programs once they've completed their rotations. The Amarillo facility is developing a social work program to add a rotation for master's degree students.

Another major teaching hub is the Corpus



Christi campus. This year, Cenikor staff members at Corpus Christi participated in panel discussions and taught college-level courses on SUD treatment case studies. We also expanded the longstanding Texas A&M University Corpus Christi practicum program to include Texas A&M University Kingsville. Students from both schools are now able to access clinical opportunities with Cenikor. The facility can accommodate five to seven students at a time during an internship or practicum session. There is also a newer option for students to observe for a day and ask questions without participating in any clinical work.

Facility directors and clinicians across Cenikor are actively looking for ways to give more students an opportunity to gain valuable clinical experience. Through this experience, students meet clients and better understand current treatment options, improving SUD care across the industry in the future.



CRYSTAL AGUILAR,
SENIOR DIRECTOR,
CORPUS CHRISTI

“We are a teaching facility, and students want to do a rotation here because what they read in books is so different from real life. A lot of students say it opened their eyes to see people who want help. It removes the stigma associated with SUDs, and that’s the goal.”

PROGRAM OUTCOMES



QUALITY
CARE

MEDICAL TREATMENT
HELPFUL

LIKELIHOOD TO
RECOMMEND

DETOX

4.64 AVG

4.67 AVG

4.70 AVG

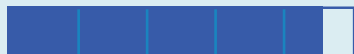


SHORT-TERM
RESIDENTIAL

4.5 AVG

4.6 AVG

4.63 AVG

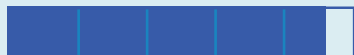


OUTPATIENT

4.59 AVG

4.51 AVG

4.69 AVG



ADOLESCENT
RESIDENTIAL

4.29 AVG

4.36 AVG

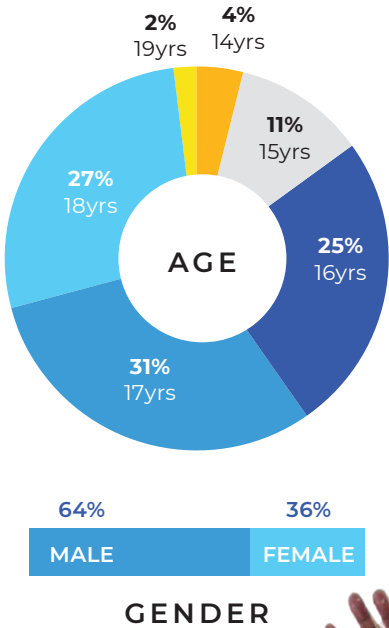
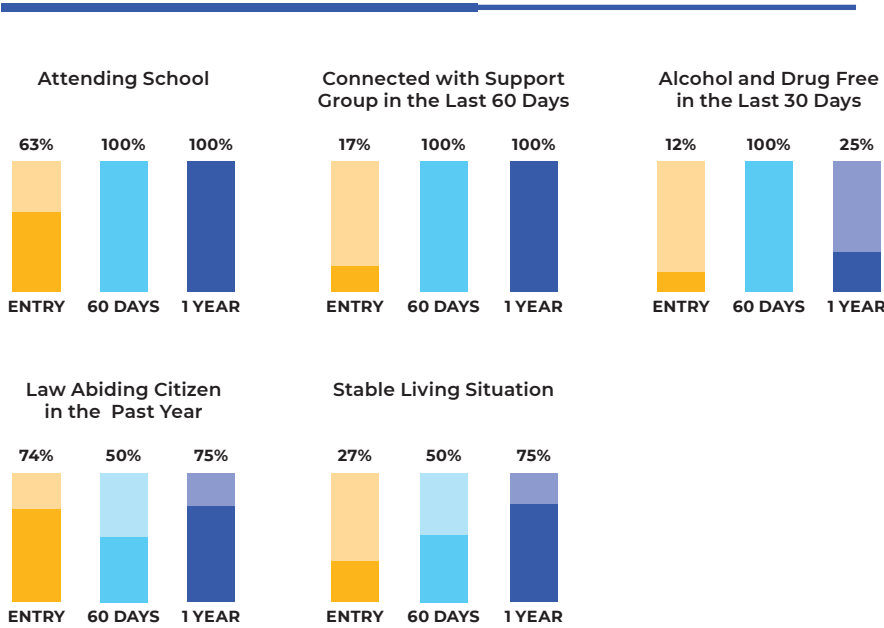
4.38 AVG



ADOLESCENT

Program Outcomes

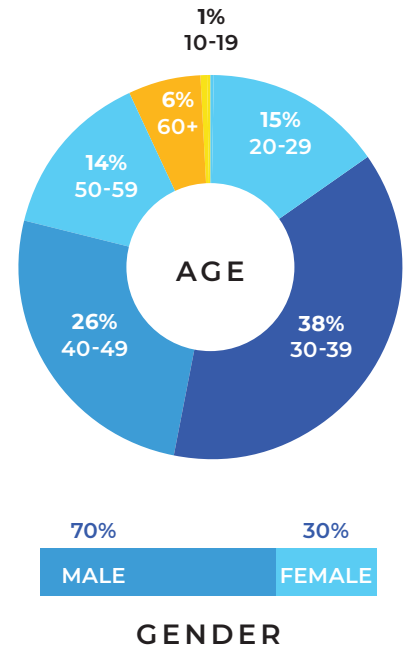
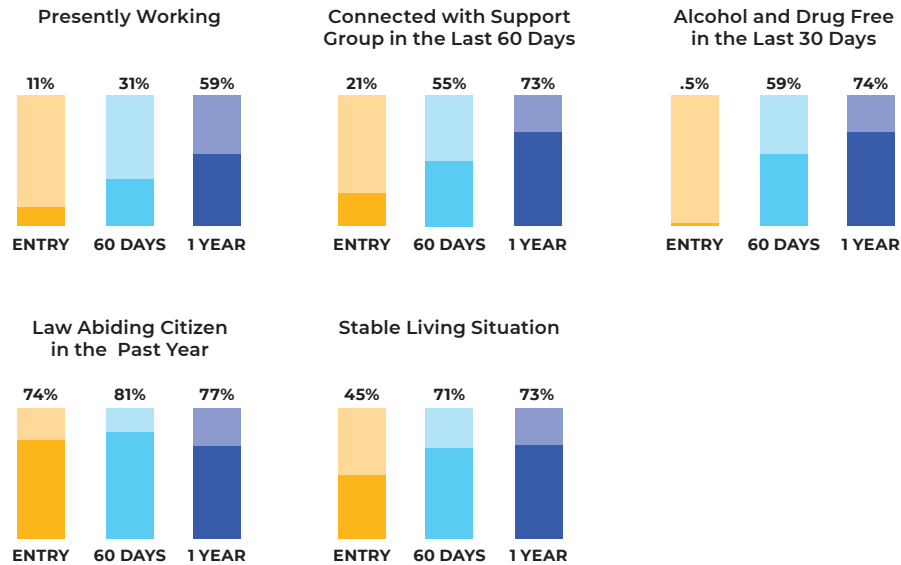
Short-Term Residential



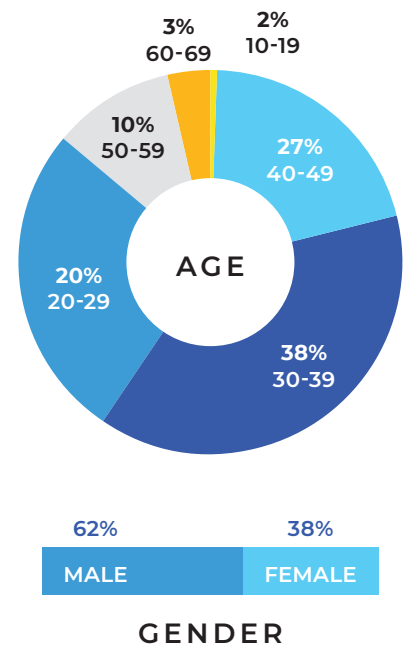
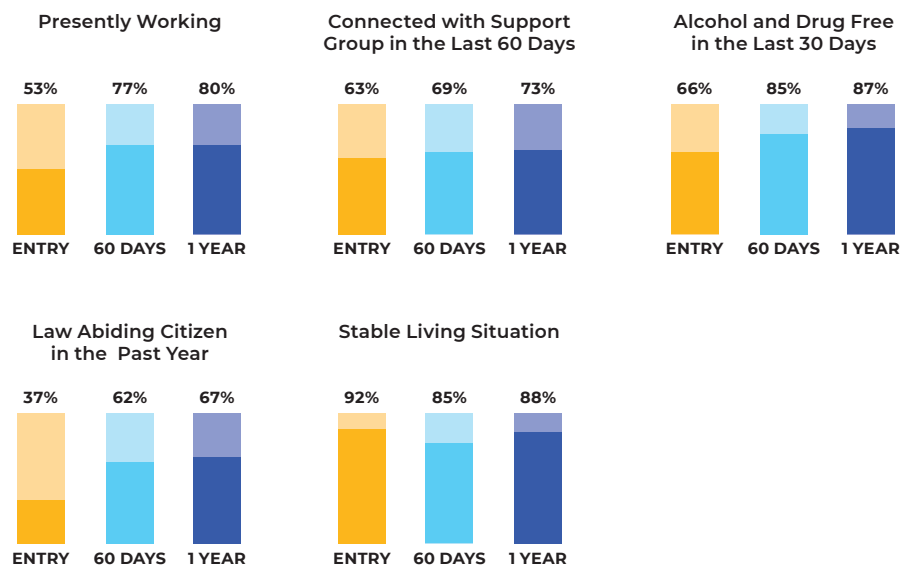
ADULT

Program Outcomes

Detox

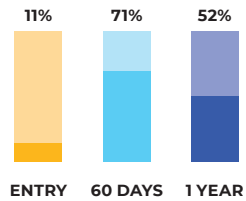


Outpatient

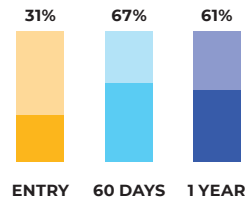


Short-Term Residential

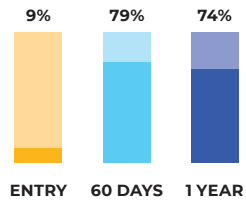
Presently Working



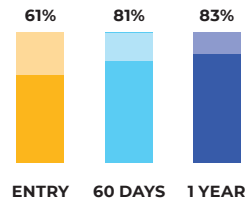
Connected with Support Group in the Last 60 Days



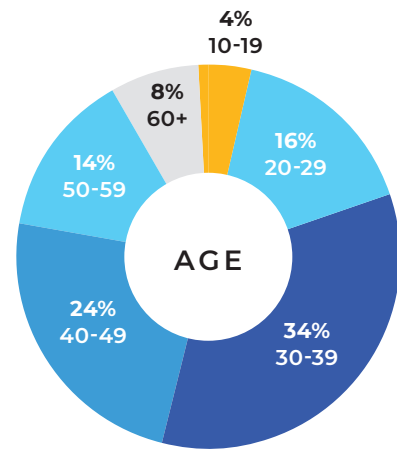
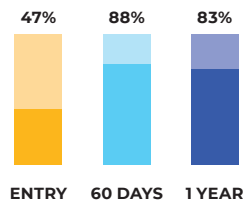
Alcohol and Drug Free in the Last 30 Days



Law Abiding Citizen in the Past Year



Stable Living Situation



GENDER



THE PEOPLE BEHIND THE MISSION

Admire Gwendolyn	Carter John	Duran Isaiah	Harnicher Morgan
Aldape Albany	Carter Karen	Dyer Amanda	Harvell Julie
Alexander Titisha	Castillo Kristal	Edwards Kimberly	Hawkins Breeonica
Alfred Reginauld	Cerda Candillaria	Ellenburg Micheal	Hawkins Laura
Allen Rhonda	Cervantes Agustin	Ellis Carla	Hazen Demetrious
Almaguer Debra	Chacon Jennifer	Felders Johnella	Hemphill Lakesha
Alvear Jacqueline	Chapman Keith	Flint Sara	Hernandez Connie
Alzate Stephanie	Charles Monica	Flores Angelica	Hernandez Melissa
Ames Mayra	Charley Quoila	Flores Teresa	Hernandez Stacie
Anderson Angela	Chatman Trashena	Foster Veronica	Hess Dawn
Anderson Marinela	Chenault Sherrie	Fox Jarrett	Hinton Lilan
Anderson Tamika	Cherian Jeff	Frank Marcus	Hoff Jennifer
Antoine Edia	Chukwu Jonisha	Fredman Chelsi	Holder David
Armenta Kimberly	Clark Cassidy	French Sarah	Hollingsworth Dakota
Asous George	Clement Connie	Fuller Dana	Middleton-Holmes LaQuita
Austin Courtney	Clifton Angela	Fuller Shannon	Howard Joshua
Ayrom Siavash	Cockrell Leslie	Galindo Josefina	Hutchinson TreAsia
Bailey Steven	Coffman Christy	Gallagher Teresa	Ingram Stephanie
Bailey Bill	Colley Hannah	Gamboa Maria	Jackson Breana
Baker Shelia	Conner Shawn	Gaona Esmeralda	James Denia
Ball Jeffrey	Cordova Diana	Garcia Crystal	Jarvis Rhonda
Baloney Sharell	Cortez Florence	Garcia Eden	Jasper Julie
Barclay Kelsey	Crabtree Jerry	Garnett Kelley	Jaunal Aimee
Bartek Dora	Cross Laura	Garza Ruth	Jenkins Stephanie
Bates Janice	Cruz Rebecca	Garza Brenda	Jimenez Alessandra
Bell Dana	Culpepper Valrie	Gawenis Ashley	Jimenez Teresa
Bell Shemika	Cuming Madisson	Gellerup Mary	Johnson Sheila
Bennett Ka'Niya	Cummings Brian	Gill Benita	Johnstone Wendy
Blackie Tia	Cummins Daphnie	Gillie Charyle	Jones Leonard
Blackie Samuel	Cyr Brooklyn	Gilmore Donovan	Jones Bailey
Blanchard Jeremy	Dan Vanessa	Goddard Sharla	Jones Bertha
Blodgett Michael	Daniels Devin	Godinez Kayla	Jones David
BlueJacket Eskippa	Darby Haley	Gomez Leticia	Jones Jeanine
Body Daniel	Darby Roshonica	Gomez Luanna	Jones Ranisha
Bohannon Eileen	Darnell Baby	Gomez Mario	Jones Stephanie
Bordelon Taylor	Dean Steven	Gonzales Lekeitha	Jones Yolanda
Brandl Joshua	Deborde Cody	Goodman Daniel	Jordan Kevin
Braunsdorf Kathryn	Decker Felic	Goodwin Gather	Keen Amalia
Bray Molly	DeHaro Melissa	Grant Chess	Kell Caitlin
Briese Samantha	DeNeira Jorge	Grant Devante	Kelly Esmeralda
Broussard Debra	Denton Gracie	Grantom-Seemann Faith	Kellywood Thomas
Brown Barbara	DesOrmeaux Christina	Greathouse Anica	Kendrick Kimberly
Brown Chakiska	Deville Sheila	Green Ashley	Kennemer Suanna
Brown Freda	Diaz Carrie	Green Daniel	Keys Kimberly
Brown Nyla	Dickerson Stephen	Green Roger	Khakimova Sitora
Brown Tikka	Dougherty Michael	Guajardo-White Linda	Khan Jennifer
Brown Troy	Dowell Derrick	Guevara Jessica	King Alton
Bryant Katherine	Duarte Arnold	Guilbeau Connie	King Debra
Burdette Bianca	Duarte Pedro	Halbison Glen	Kinnebrew Karlen
Byrd Cindy	Duffield David	Hamilton Cordelia	Klacik Kristin
Cabralas Jennifer	Dugan Jessica	Hamilton Kelly	Knox Bennetta
Caldera Veronica	Duhart Asha	Hamlin Kourtney	Kuhlman Matthew
Camino Lisa	Duhart Pamela	Hardin Monique	Lairmore Daniel
Campa Lusena	Dunbar Christina	Harding Ragail	Lara Jacqueline
Canning Jeffrey	Dunn Bridgette	Harmon Gary	Lascano Robert
Caro Emma	Duplantis Tommy	Harmon Jeanette	Lauer Jade

The Heart of Cenikor: Our Staff

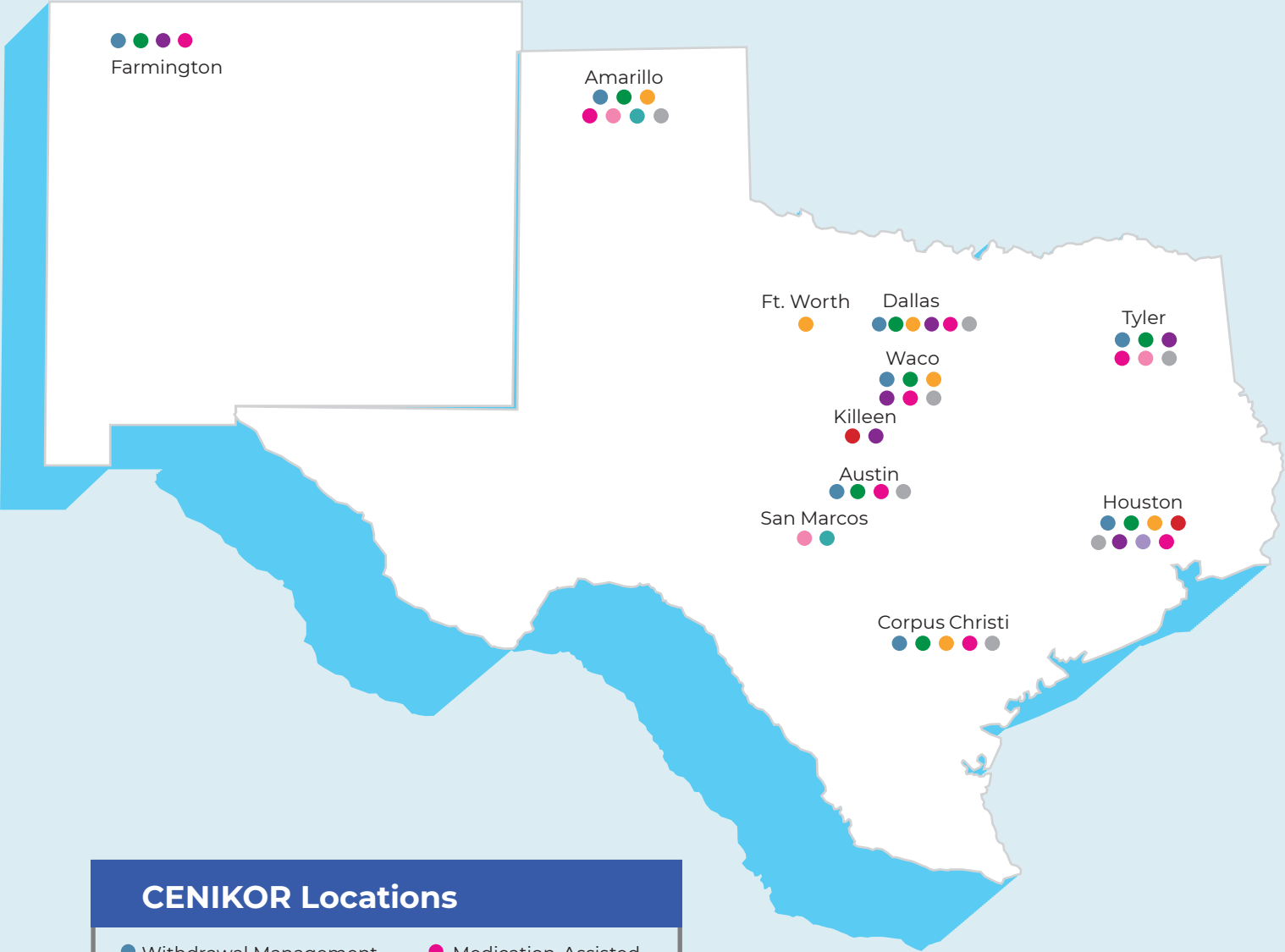
Laurence Curtis	Moore Shannon	Ramos Ashley	Swinney Kimberly
Lawrence Erica	Moore Stanley	Reaves Kimberly	Taiwo Folashade
Laws Sandra	Morales Jesus	Reed Nakisha	Taylor Andrea
Lease Tiffany	Morales Kimberly	Reed Jasonda	Taylor James
Lento Amy	Morales Michelle	Reed Nicholas	Teat Tysh
Lester Candace	Morgan Cyrus	Reidy Judy	Tepecik Hayley
Lewis Zelda	Morgan Emily	Rentas Lorna	Thomas Sandra
Limones Lillian	Mrowczynski Peter	Reyes Amanda	Thompson Esther
Linn Loretta	Muraira Joseph	Reynolds Dylan	Thompson Louis
Litz Gwen	Murphy Amanda	Reynolds Daniel	Tindol Brenda
Lorden Sandra	Murphy Elizabeth	Richardson Dell	Torres Maricela
Lormand Carly	Nakimuli Dellah	Rivera Kathryn	Torres Kayla
Lozano Nancy	Ndukamma Stanley	Roane April	Townzen Debra
Luber Kevin	Neel Vanessa	Robinett Kelsey	Trevino Genesis
Lydon Kayla	Neelley Shannon	Rocha Celena	Trujillo Seth
Lyseight Deon	Neighly Ian	Rocha Cristal	Tsosie Danielle
Maas Krista	Nelson Stan	Rodriguez Linda	Tucker Mary
Magruder Debbie	Nicely Teresa	Rodriguez Liza	Tyre Lorelei
Manuelito Aaron	Nickerson Roger	Rodriguez Paul	Ulibarri Shaylyn
Markley Thomas	Noriega Lynford	Rojas Michelle	Unegbu Robert
Marquez Lorraine	Norwood Jennifer	Romeu Ricardo	Utterback Lisa
Martin Dora	Nowlin Karen	Roquemoore Lakeisha	Vasquez Donancy
Martin Pamela	Nunez Jessica	Ross Tamisa	Vela Amber
Martin Sandra	Nunez Tiffany	Rossi Aimee	Villa Monica
Martinez Amber	Oliver Rene	Rossiter Constance	Villareal Georgia
Martinez Rose	Oliver Lori	Rozario Ignatius	Villarreal Brandi
Martinez Carol	Oneil Jade	Salinas Makayla	Vrana-Zahirniak Caitlin
Martinez Jill	Orta Nicole	Salinas Mary	Wallace Ashley
Martinez Katherine	Ortega Ksenia	Salinas Crissy	Ward Tonie
Martinez Norma	Owens Deedra	Sanchez Maria	Watson Misty
Massey Natalie	Pallitto James	Scales Annie	Webb Kellee
Mathis Roy	Parr Dwayne	Schneider Jolene	Weber Christopher
Mathis Denise	Parrish Katelyn	Shuler Kiel	McGowen- Welmerts Tanja
Mauer Kailey	Patrick Angelia	Siler Peyton	Welply Grace
Maxwell Dariell	Patrick Enedina	Sillas Debra	White Florisha
Mayo Julie	Pena Monique	Simonitch Kari	Whitehead Shelly
Mbua Hannah	Penman Samara	Simpson Felicity	Whitten Devin
McBride Letha	Pennant Pauline	Sinclair Alvin	Williams Casey
McCollum Vickie	Penunuri Valeria	Smith Carlene	Williams Donna
McCoy Chelsee	Perez Carey	Smith Pamela	Williams Logan
McGowan Nathan	Perez Francesca	Smith Erica	Wilson Christopher
McLemore Allison	Perez Jacob	Smith LaToya	Wilson Scott
McLemore Jason	Perkins Melvin	Smith Lindsay	Wiltz Shirley
Mcwhorter Carolyn	Perry Beverly	Smith Shay	Windham Andrew
Menchaca Ashely	Pesek III George	Soehnge Joshua	Woodall Stacie
Merritt Carla	Pluth Steven	Solis Martha	Wright Christen
Miller Pfallon	Pokhoshay Natalia	Sorrelhorse Edwina	Wright Kianeisha
Mitchell Kentaria	Polkey Sabrina	Speck Kristen	Yazzie Michael
Mitchell Conner	Porter Kyle	Spencer Timothy	Yazzie Cody
Mitchell Lenora	Price Kerry	Sperry Lisa	Yazzie Geraldine
Molina Edna	Procell Charles	Spiller Taylor	Zea Genessis
Monroe Megan	Profilet Madeline	Stafford Jamiah	Zink Brandi
Moore Ashley	Pullin Tara	Stephens Heather	Zoellner Michael
Moore JaKayla	Quintana Iris	Steward Cedric	Zuniga Christopher
Moore Jasmine	Ramirez Fernando	Stimpson Carolyn	
Moore Kerrick	Ramone Katie	Stoddard Raymond	

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Port of Corpus Christi	TAM International	
	Texas Capital Bank	

LOCATIONS



CENIKOR Locations

- | | |
|--------------------------|---------------------------------------|
| ● Withdrawal Management | ● Medication-Assisted Treatment (MAT) |
| ● Adult Residential | ● Prevention |
| ● Recovery Housing | ● Youth Recovery Community |
| ● Adolescent Outpatient | ● Recovery Support Services (RSS) |
| ● Outpatient Services | |
| ● Adolescent Residential | |

CONTINUUM OF CARE



Prevention Services

For youth and young adults, these services help educate and assist individuals in understanding how to make healthy life choices. Our prevention programs are comprised of:

- Evidence-based curriculum aimed at students of all ages
- Project AIM for young adults to make positive choices
- Youth Recovery Community



Medical Withdrawal Management

Withdrawal symptoms are a major hurdle to recovery, so we provide medically supported withdrawal management and stabilization.

- Medication to minimize withdrawal symptoms
- Supervised care by a licensed medical director
- Ambulatory withdrawal management is available, allowing individuals to detox at home under medical supervision



Residential Treatment

Inpatient programs provide non-emergency care and treatment for adolescents and adults with SUD and related behavioral health disorders in a structured, safe environment.

- Clinical individual and group counseling
- Community and social support
- Introduction and advancement in 12-step ideology
- Life-skills training
- Discharge planning and referrals



Outpatient Programs

Recovery services for adults or adolescents on an individual, group, and family basis. Licensed clinical counselors provide ongoing services, including:



Medication-Assisted Treatment

Medication-assisted treatment (MAT) is the most effective intervention to treat opioid use disorder. Some MAT services include:

- Patient-specific treatment plan
- Individual counseling sessions
- Access to telehealth services



Active Duty & Veteran Specialized Services

SUD among veterans and active military personnel is a significant concern, and Cenikor is committed to ensuring veterans and their families receive the specialized care they deserve through:

- A Cenikor Veteran Affairs Client Liaison who works directly with the VA and Community Care Network
- Evidence-based curriculum
- Full continuum of care from inpatient to aftercare services



Recovery Housing

Recovery Housing provides a safe, structured, and supportive environment where clients can focus on their sobriety while reintegrating into the community. Clients benefit from:

- Tools for long-term success
- Living environment and meal plans
- Support network in recovery groups
- Employment readiness
- Financial coaching



Alumni Program & Recovery Support Services

Alumni and recovery support services help individuals rebuild their lives and overcome obstacles in recovery.



1.888.CENIKOR | www.cenikor.org

CENIKOR

WELL BEYOND RECOVERY

