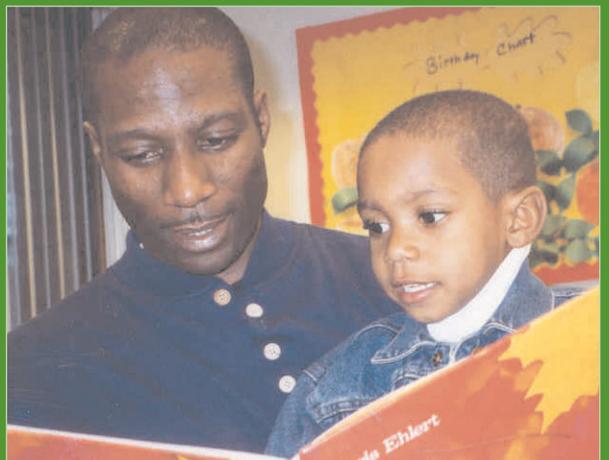
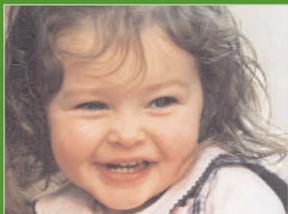
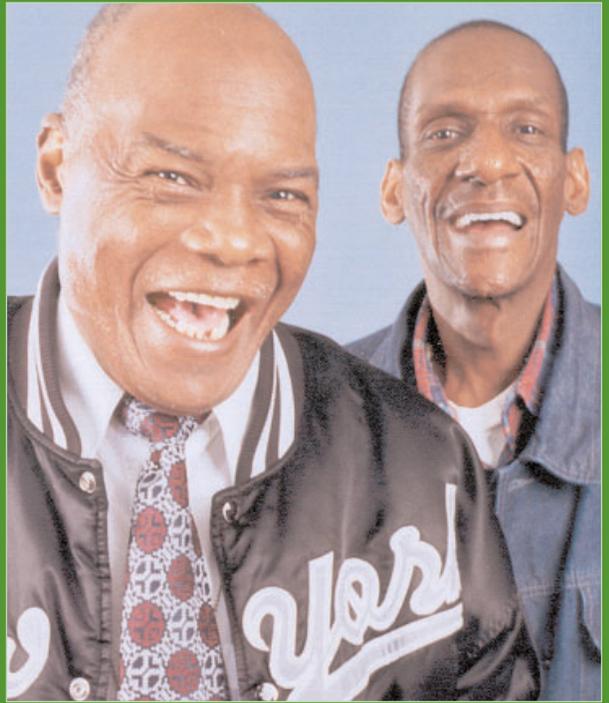




ODYSSEY HOUSE

Annual Report 2003



# Mission Statement

It is the mission of Odyssey House to:

- Provide comprehensive and innovative services to the broadest range of metro New York's population who:
  - Abuse drugs
  - Abuse alcohol
  - Suffer from mental illness
- Provide high-quality, holistic treatment impacting all major life spheres:
  - Psychological, physical, social, family, educational, and spiritual
- Support personal rehabilitation, renewal, and family restoration.

Throughout its activities, Odyssey House undertakes to act as a responsible employer and member of the community, and to manage the assets of the organization in a professional manner.



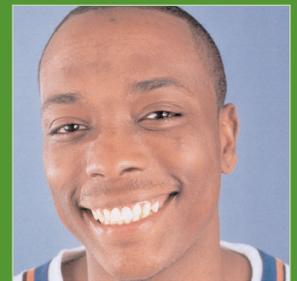
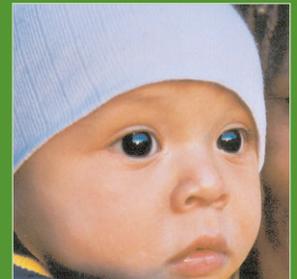
# Leading men, women, and children to a drug-free life

The recovery process begins as soon as men, women, and children walk through the doors of Odyssey House in New York City and begin treatment.

Intensive residential and outpatient treatment programs equip our residents with what they need to move beyond drug addiction and mental illness and become successful members of society able to take care of themselves and their families.

More than 900 people a day benefit from our services.

This report describes the programs we have tailor-made to meet their needs and the New York communities we serve.



# Letter from Chairman of the Board George Rosenfeld



Establishing innovative programs and creating new facilities at Odyssey House is a complex process that demands a coordinated team effort. New projects continually engage the energies of our staff and board, who contend with government regulations, funding problems, real estate issues and policy changes within the criminal justice system. Some initiatives take years to accomplish and some, for a variety of reasons, never come to fruition. In recent months we've successfully launched several new projects.

After months of negotiations, for example, we won approval from a local community board to erect a 50-apartment structure on East 123rd Street, designated to permanently house community members with mental illness. Our traditional base of operations, East Harlem, has been the site of considerable housing gentrification and land speculation and we have been forced to seek locations farther afield, thereby altering the geographic profile of our enterprise. Two of our new programs will be located in the South Bronx. One of them, an outpatient facility, marks a new outreach for Odyssey House, as we will be serving our clients as well as citizens of the community. Our license allows us to open additional outpatient programs, and we also expect to expand our facilities to meet a growing demand for community-based services.

Expanding our services places added strains on management to maintain high levels of quality care. Our president, Dr. Peter Provet, has responded to this challenge by bringing aboard talented administrators and practitioners to help operate the new facilities we are inaugurating in the New York metropolitan area.

The board has also been refining efforts to expand our fundraising initiatives and evaluating various approaches to raise funds to enhance our programs. A recent foundation gift of \$200,000 has provided fresh inspiration for us to pursue new sources of funding. In calendar year 2003 we welcomed to our board Eve Stuart, Craig Montalbano and Dr. Marianne Guschwan and, in 2004, Ronald Mitchell. As the scope and complexity of Odyssey House expands we will be seeking new board members to help us with our increased responsibilities.

George Rosenfeld  
*Chairman of the Board*

# Message from Odyssey House's President Peter Provet, Ph.D.

At Odyssey House, we help as many as 900 people a day overcome drug abuse and associated life challenges. Engaging residents in recovery and preparing them to be productive members of society are major components of a wide range of clinical programs designed to meet the special needs of diverse populations, from newborn babies to preschoolers, from adolescents and young adults to seniors. In fact, few other substance abuse or mental health treatment agencies in New York City serve a population as diverse as ours.

This year, we took our expertise in treating special populations to an even higher level through the creation of the Odyssey House Family Center of Excellence, a parent-child program. Now, parents who bring children under five years of age into residential treatment with them, benefit from clinical services that include counseling, medical care, childcare and educational development, parenting skills and domestic abuse prevention workshops, housing assistance, job training and placement. We have also expanded our services to include an outpatient clinic that allows us to serve the community at large as well as our residents.

We are fortunate to have the support of many influential partners who help us address the complex needs of our diverse population base. Key among them are our friends in government. Without their investment in treatment and compassion for vulnerable people, thousands of New Yorkers would each year be lost in the downward spiral of addiction.

All of us at Odyssey House owe enormous gratitude to the men and women who work in the following agencies: New York State Office of Alcoholism and Substance Abuse Services; New York State Office of Mental Health; New York State Department of Health; New York City Department of Health and Mental Hygiene; NYC Department of Housing Preservation and Development; NYC Department of Homeless Services; NYC Human Resources Administration; and NYC HIV/AIDS Services Administration. Their readiness to work with us on providing innovative and cost-effective services is vital to the successful recovery of hundreds of individuals and families we treat each year.

Also essential in helping us extend the reach of our programs are the many private foundations and individuals who generously give us their time and resources. This year we were pleased to add Verizon Foundation and the Samuels Foundation to our list of donors. Their contributions, along with the ongoing support of the Rosenback Foundation, the United Way, and the Tiger Foundation, to name a few, help us develop new work and life skills programs that prepare residents for independent living.



Peter Provet, Ph.D.  
*President and Chief Executive Officer*

# Enhanced services for special populations

A “one size fits all” approach does not apply to substance abuse treatment. Individuals as different from each other as an infant just starting out in life to a grandfather who desperately wants to regain his dignity following years of drug addiction acutely feel the destabilizing impact of drug abuse. In response to this diversity, Odyssey House provides enriched, flexible services to meet the challenges of hundreds of people from all walks of life—and in all stages of life.



“My mom left me because of drugs. I always loved my mother, but I didn’t understand her. In treatment I’ve gotten close to some of the older residents whose lives were like my mom’s. They’ve shared their feelings with me, and they’ve told me how they wish they could turn back the clock and raise their children without drugs. I think how lucky I am to have the chance to raise my child differently. I wish my mom had been as lucky.” —**Sherry T.**

## Intergenerational Family Treatment

We think of the enhanced Therapeutic Community treatment model we developed some 40 years ago as a unique microcosm of society. Our programs encourage men and women in treatment to develop healthy relationships with others as together they learn to live without drugs.

At the Odyssey House Family Center in East Harlem, our largest residential treatment center, adults, senior citizens, and mothers with young children work together to maintain a drug-free, supportive, and nurturing environment. Achieving balance among several different populations in one facility requires the expertise of skilled treatment professionals. Counselors who are trained in group work, mentoring, family therapy, relapse prevention, health education, and job training guide residents through the recovery process and towards the goal of independent living.

Joining these counselors are educators and medical personnel, and they work as a team to help residents take control of their future and create new ways of achieving drug-free, healthy, and productive lives. In turn, residents work as a group to develop successful strategies that help them cope with such life challenges as raising a family, managing medical problems, and growing older.

# Helping Older Addicts

“When you get to my age, it’s not easy being in treatment. I feel ashamed that I let drugs take over my life for so long. I should be helping my children raise their kids, not have them worry over me and wonder whether this time I’ll stay sober. I’ve been here six months and I’ve surprised myself how much I’ve changed. I don’t know exactly when it happened but it started with feeling comfortable sharing my feelings with the other older clients. From there I got some confidence to talk to the younger residents. I was surprised by how much I had to share. Once you open up and are honest with yourself, others start to trust you and you start to trust yourself.” —Robert C.

The U.S. Census Bureau predicts that over the next 25 years, men and women 65 and older will be the fastest-growing population in the United States. Alcohol and drug abuse by older adults is at epidemic levels, but is still, according to the Substance Abuse and Mental Health Services Administration, “a hidden epidemic.”

But this epidemic will not stay hidden for long. New York State’s Office of Alcoholism and Substance Abuse Services reports an almost 20 percent increase in the number of individuals 60 years and older who seek treatment. Many older Americans in need of treatment have abused drugs for a decade or longer, some are in declining health, and most require additional resources to piece together a sustainable recovery.

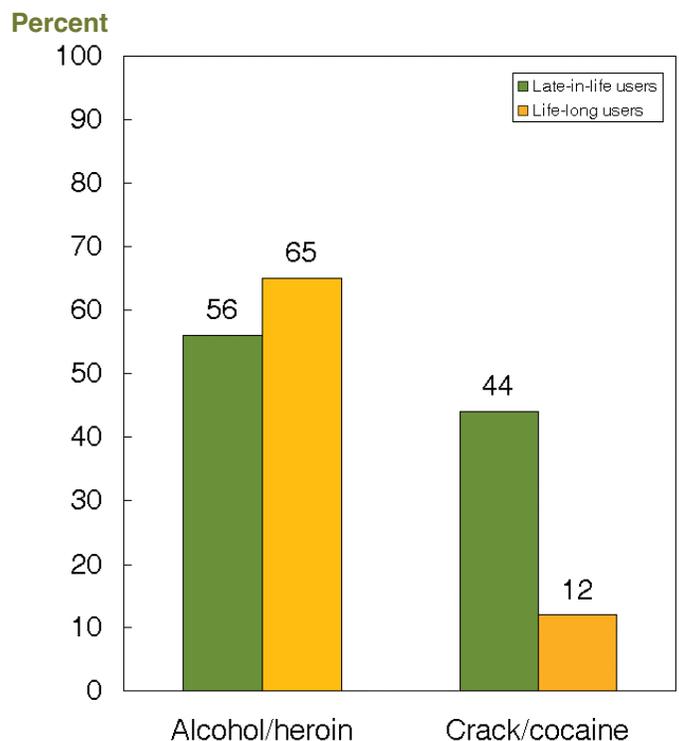
We established the Odyssey House ElderCare program, the first dedicated residential treatment program to provide age-specific support to men and women over 55, in 1997, with a grant from the Rosenback Foundation. The median age of program participants is 60, and many residents in treatment are in their 70s. Among this population, the most common drugs of abuse are crack cocaine, alcohol, marijuana, and heroin.

Odyssey House research of older drug abusers finds that the majority of residents in the ElderCare program can be categorized as life-long users who started abusing drugs in their teenage years, and late-in-life users who began abusing drugs after age 45. Of this treatment population, most life-long users abused heroin and alcohol, while late-in-life users were more likely to abuse stimulants such as crack/cocaine (see chart below).

The implications of length of drug abusing behavior and types of drugs abused have an impact on the health status and needs of ElderCare residents who typically suffer from high rates of serious, but treatable, diseases. In a survey of 68 older residents in treatment at Odyssey House, 45 percent were found to have Hepatitis C – four times the national average of 11 percent – 35 percent suffered from hypertension, 25 percent were asthmatic, and 25 percent tested positive for tuberculosis.

Managing the medical needs of ElderCare residents, and those of the other special treatment populations, is a top priority. All residents, and participants in Odyssey House services, have access to three on-site New York State licensed Article 28 primary medical care clinics, which provide comprehensive care.

**Percentage of Primary Drugs Abused by ElderCare Population**



# Center of Excellence

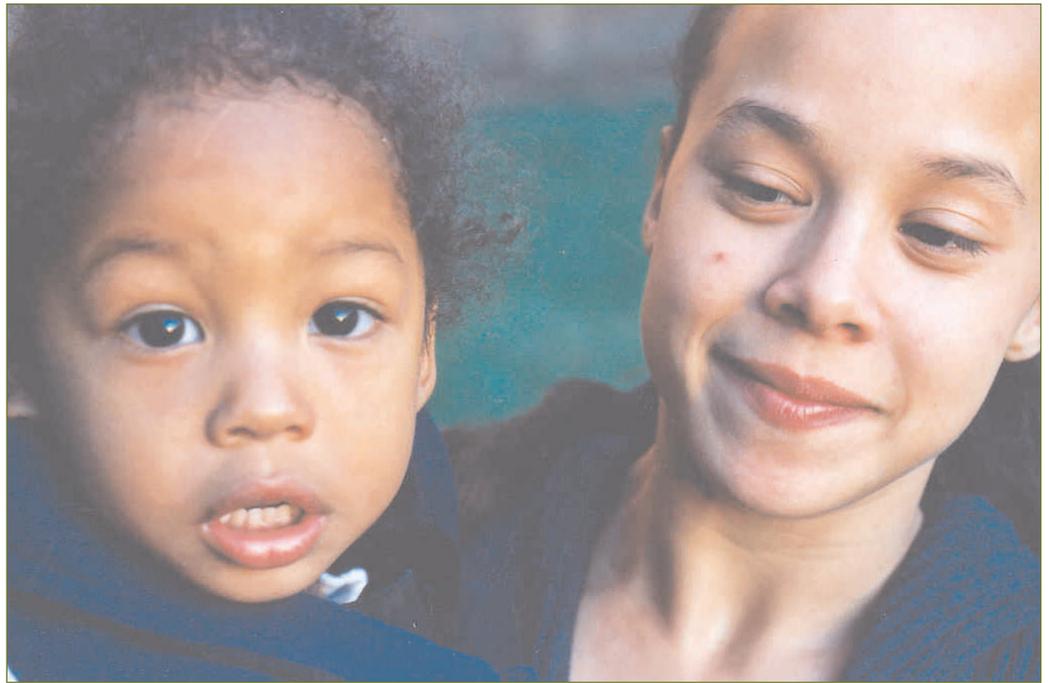
For more than 35 years, Odyssey House has helped thousands of parents in recovery successfully raise healthy and happy children. Today, we call our parent-child program the Odyssey House Family Center of Excellence, reflecting the commitment and resources we bring to meeting the needs of families.

One of the biggest barriers to treatment parents face is leaving their children in the care of others while they enroll in residential services. The Family Center of Excellence removes this barrier for parents and young children under five years of age. As many as 210 parents and children live together in our Family Centers at any one time. Here, mother-and-child programs offer round-the-clock services, including access to child development specialists and medical experts. Specially trained daycare workers and teachers certified in early childhood education care for babies, toddlers, and preschoolers and help young mothers “learn the ropes” of childcare.



Being in treatment with my daughter I'm learning to live without drugs and be a better parent at the same time. It's not easy, but it's what I want. I get a lot of support from the other mothers in the program. We all share the same goal – to improve our lives and provide for our children. Odyssey House is teaching me how to do that.” —**Margarite C.**

Recent research on the development of children born to mothers addicted to such drugs as crack cocaine exposes the myth of the emotionally disturbed and cognitively delayed “crack baby.” A more complex picture of the effects of drug abuse on a developing child has emerged, as women who use cocaine while pregnant also often smoke cigarettes, drink, take other illicit drugs, and live in poverty or unhealthy environments.

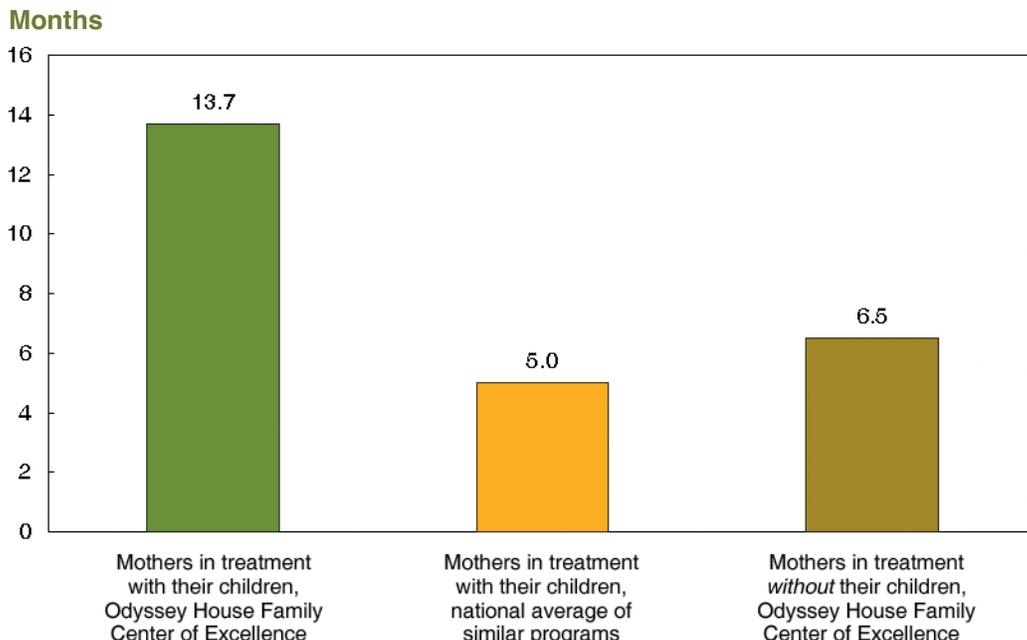


These factors, according to the Journal of the American Medical Association, explain “in whole or in part” problems once solely blamed on cocaine’s presumed affects on the developing fetus, such as low birth weight, small head size, low scores on mental development tests, and such behavioral problems as attention-deficit disorder. Our Family Centers address these issues through quality childcare and child development services, and by helping young families create stable, independent, and drug-free homes.

Providing enhanced services for families also helps to ensure the women stay in treatment longer – an outcome critical to their successful long-term recovery.

Research of women enrolled in the Odyssey House Family Centers of Excellence found that the mothers with children in our programs far exceed the national treatment length of stay average. A recent study by the Center for Substance Abuse Treatment of 50 long-term 6-12 month residential programs for women with children and pregnant women, found the average length of stay was about five months. At Odyssey House, the majority of women with children stayed on average 13.7 months and mothers without children living within the program stayed more than six months.

### Family Center Length of Stay



# Treating Teenagers

Teenagers are getting the message about drugs, and drug use is flat or declining among large numbers of adolescents. This is good news, but it is not the whole story.

Each year thousands of adolescents who experiment with drugs become addicted to powerful substances that wreak havoc on their lives—some are killed by them. At Odyssey House, we know how harmful drugs are in the hands of adolescents, and we know how substance abuse can rob teenagers of the chance of becoming independent, successful adults.

The Odyssey House Leadership Center treats teens who are addicted to marijuana, cocaine, ecstasy, or heroin. Counselors, family therapists, and teachers help troubled adolescents stay drug free, catch up on their schooling, and forge healthy new relationships with their families.

For teenagers who experiment with drugs and become addicted, treatment offers a fresh start. The National Institute on Drug Abuse (NIDA) finds that longer stays by juveniles in treatment programs can decrease drug and alcohol use and criminal activity, and improve school performance and psychological adjustment. Before treatment, 53.4 percent of the adolescents in a recent NIDA study received grades in school that were average or better. After treatment, the figure rose to 79.6 percent.



“When I was hanging out doing drugs I didn’t care about school or getting a job. I knew I was hurting myself and my family but I felt like ‘so what, who cares?’ Drugs make it easy not to care about anything. In treatment I’ve learned to express my feelings and ask for help. Sounds easy but it isn’t. I had a lot of work to do to catch up on school, and I started talking to my family and figuring out what I wanted to do with my life. The good news is I’m getting a high school diploma and hope to go to college. My family is really proud of me . . . and for the first time in a long time I’m proud of myself.” —**Jared L.**

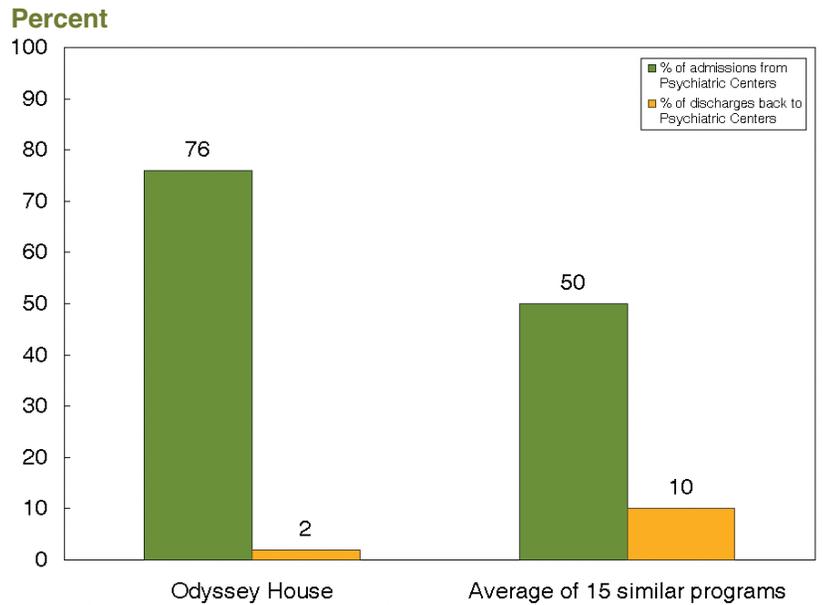
# Treating Mental Illness

Men and women suffering from serious mental illness and substance-abuse problems present some of the greatest challenges, as well as the largest rewards, for Odyssey House treatment specialists. Our professional staff prepares homeless and socially isolated individuals for community living, using an innovative approach that melds the strengths of the therapeutic community with intensive mental health services.

Treatment services for this population focus on equipping residents with the skills they need to be able to manage their mental illness outside an institutional setting without abusing drugs, while pursuing an independent, productive life.

This year marked another first at Odyssey House: the creation of the Odyssey House Haven Art Gallery located on 121st Street in East Harlem. The lobby and brightly lit public spaces of our new housing facility for homeless men and women with special needs showcase the work of people in treatment as well as professional artists who support treatment and the recovery process. Last summer's inaugural exhibit showed works of art by residents from the Odyssey Behavioral Healthcare Residence (OBHCR), a 60-bed facility for men and women with serious mental illness and substance-abuse problems.

## OBHCR Client Admissions vs. Discharges to Psychiatric Centers



**Works of art by individuals coping with mental illness, substance abuse and homelessness**  
**June 26 — August 29, 2003**  
 Odyssey House Haven Gallery, 239 East 121st Street, New York, NY 10035  
[www.odysseyhouseinc.org](http://www.odysseyhouseinc.org)

**“When I’m painting I think of the people I love and how I’d like to show them my new life, now that I’m sober and happy.” — Mary P.**

# Managing the big move to independence

All Odyssey House programs are geared to preparing participants to face real-life challenges. When the time comes for participants to leave Odyssey House residences, our specially trained re-entry and outpatient services counselors help individuals and families successfully navigate the critical transition from treatment to independent living. These counselors focus on maintaining a healthy home, developing a support network of peers in recovery, and balancing work and family commitments.

To help ensure graduates and residents achieve productive, drug-free lives, we offer housing options that range from supervised housing for families re-entering society to transitional housing for homeless individuals. The Family Center of Excellence Re-Entry Program and Shelter Plus Care components provide transitional off-site housing for families who have lived together at Odyssey House, as well as for parents who have been reunited with their children following completion of residential treatment. Here, under the supervision of substance abuse counselors trained in life-skills management and family therapy, more than 45 families at any given time are able to make the move from supervised care to independent living, without completely separating from the security and support of the therapeutic community.



## Helping the Long-Term Homeless

Odyssey House is also leading the way in addressing the complex problems of homeless substance abusers. In partnership with Volunteers of America, we provide structured therapeutic community treatment services to alcoholic and drug-addicted homeless men at one of New York City's largest homeless shelters. This comprehensive program provides more than 300 indigent men a year with access to essential medical, vocational, and housing services, as well as to Odyssey House's structured therapeutic program.

At the Odyssey House Haven in East Harlem, 63 formerly homeless men and women with medical and mental disabilities now benefit from independent and productive living. This permanent housing facility provides access to after-care services, support services, peer counseling/support groups, and medical, vocational, and educational services.

"I spent more than 10 years on the streets. I'm surprised I'm still alive. There were lots of times I woke up with only the clothes I was wearing – no food, no money, and no one to talk to. I came to Odyssey House from Manhattan Psychiatric Center. I'm a different person now. Before I was using crack and not taking my medication. Now, I have a place to live, a job and friends. Odyssey House really helped out." — **Eddie M.**

# Financial data

## CONSOLIDATED BALANCE SHEET

JUNE 30	2003	2002
<b>Assets</b>		
<i>Current assets</i>		
Cash and cash equivalents	\$ 6,052,323	\$ 5,286,003
Client services receivable	3,424,744	2,945,644
Grants and contracts receivable	1,500,763	2,430,181
Due from affiliate	9,242	104,712
Prepaid expenses and other current assets	203,583	188,536
Current portion of debt reserve funds	516,501	614,433
Cash held on behalf of welfare clients	45,470	64,843
<b>Total Current Assets</b>	<b>11,752,626</b>	<b>11,634,352</b>
Debt Reserve Funds, less current portion	–	594,824
Interest in Net Assets of Odyssey Foundation of New York, Inc.	254,623	239,995
Property, plant and equipment, net	17,892,003	18,246,253
<b>Total Assets</b>	<b>\$29,899,252</b>	<b>\$30,715,424</b>
<b>Liabilities and net assets</b>		
<i>Current liabilities</i>		
Accounts payable and accrued expenses	\$ 1,885,203	\$ 2,337,518
Accrued compensation	729,191	554,333
Funds held on behalf of welfare clients	45,470	64,843
Current maturities of mortgages payable	631,836	614,433
Refundable advances	4,164,238	3,447,482
Due to third parties	3,085,156	3,381,590
<b>Total current liabilities</b>	<b>10,541,094</b>	<b>10,400,199</b>
<i>Long-term liabilities</i>		
Mortgages payable, less current portion	11,291,455	12,557,384
Contingent forgivable notes payable	6,048,985	5,956,021
<b>Total long-term liabilities</b>	<b>17,340,440</b>	<b>18,513,405</b>
<b>Total liabilities</b>	<b>27,881,534</b>	<b>28,913,604</b>
<i>Net assets</i>		
Unrestricted	1,763,095	1,561,825
Temporarily restricted	254,623	239,995
<b>Total net assets</b>	<b>2,017,718</b>	<b>1,801,820</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$29,899,252</b>	<b>\$30,715,424</b>

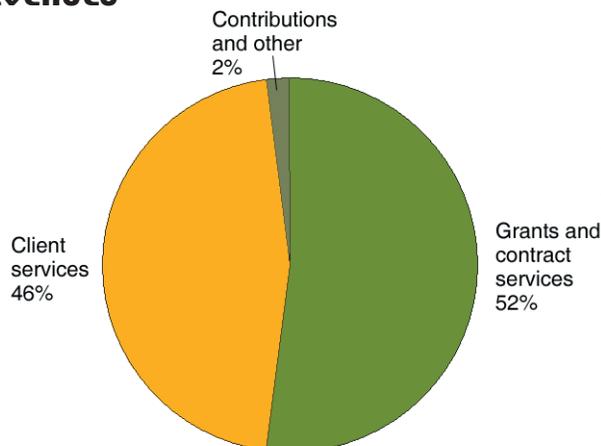
## CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

YEAR ENDED JUNE 30	2003	2002
<b>Revenues</b>		
Client services	\$ 9,386,961	\$ 8,998,992
Grants and contract services	10,477,964	9,952,625
Contributions	88,122	157,978
Other	360,720	67,693
<b>Total revenue</b>	<b>\$20,313,767</b>	<b>\$19,177,288</b>
<b>Expenses</b>		
Program services	17,289,432	15,769,109
Management and general	2,823,065	2,833,897
<b>Total expenses</b>	<b>\$20,112,497</b>	<b>\$18,603,006</b>
Increase in net assets before cumulative effect of change in accounting principle		
	201,270	574,282
Change in interest in Odyssey Foundation of New York, Inc.		
	14,628	(20,459)
Cumulative effect of change in account principle		
	–	260,454
Increase in net assets		
	215,898	814,277
Net assets at beginning of year		
	1,801,820	987,543
<b>Net assets at end of year</b>	<b>\$ 2,017,718</b>	<b>\$ 1,801,820</b>

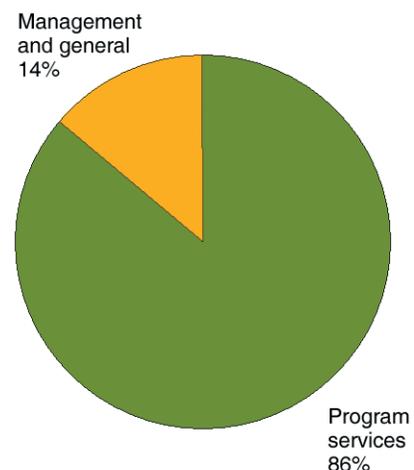
Revenues for the fiscal year ending June 30, 2003 reflected an increase of 6 percent compared to the same period in 2002. This growth was driven by improved utilization of client services and grants/contract services.

The results of our attention to sound financial practices are reflected in the operating performance, shown in the charts below, and our financial position.

### REVENUES



### EXPENSES



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Odyssey Foundation (F)  
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In addition to contributions from all Board Members, Officers, and Vice Presidents, we are pleased to thank the following supporters of the Odyssey Foundation:

**Over \$100,000**  
Rosenback Foundation  
Tiger Foundation

**\$50,001 – \$100,000**  
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United Way of New York City

**\$10,001 – \$50,000**  
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Heckscher Foundation for Children  
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Apple Bank  
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Sandra C. Wilson, director of New York Community Affairs for Verizon, awards Odyssey House with a workplace skills development grant. Also pictured: Odyssey House staff members Erika Smith and William McNeill.

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 Jill Lewis-Kelly Design

## Odyssey House Facilities

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[www.odysseyhouseinc.org](http://www.odysseyhouseinc.org)

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 219 East 121st Street  
 New York, NY 10035  
 (212) 987-5100

**Odyssey Foundation**  
 95 Pine Street, 17th Floor  
 New York, NY 10005  
 (212) 361-1609

**Adolescent and Adult Treatment Centers**  
**Adolescent Treatment**  
**Odyssey House Teen Leadership Center**  
 309-311 6th Street  
 New York, NY 10003  
 (212) 780-1515

**Adult Treatment Services**  
**Odyssey House Manor Facility**  
 219 East 121st Street  
 New York, NY 10035  
 (212) 987-5120

**Odyssey House Engagement Unit**  
 Bldg. #13  
 Wards Island, NY 10035  
 (212) 426-6695

**Odyssey House ElderCare Program**  
 219 East 121st Street  
 New York, NY 10035  
 (212) 987-5120

**Family Center of Excellence**  
**Odyssey House Manor Family Center**  
 219 East 121st Street  
 New York, NY 10035  
 (212) 987-5120

**Odyssey House MABON**  
 Bldg. #13  
 Wards Island, NY 10035  
 (212) 426-6695

**Family Re-entry**  
**Shelter Plus Care and Family Re-Entry**  
 970 Prospect Avenue  
 Bronx, NY 10459  
 (718) 378-4520

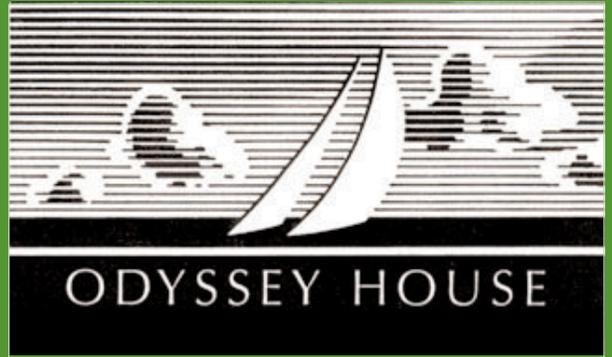
**Homeless Services**  
**The Odyssey House Haven**  
 239 East 121st Street  
 New York, NY 10035  
 (917) 492-2582

**Odyssey House Camp LaGuardia**  
 1 LaGuardia Road  
 Chester, NY 10918  
 (845) 469-6214

**Housing**  
**Shelter Plus Care and Family Re-Entry**  
 970 Prospect Avenue  
 Bronx, NY 10459  
 (718) 378-4520

**Mental Health Services**  
**Odyssey Behavioral Health Care Residence**  
 246 East 121st Street  
 New York, NY 10035  
 (212) 987-5151

**Odyssey House Outpatient Services**  
**Outpatient Services**  
 953 Southern Blvd.  
 Bronx, NY 10459  
 (718) 860-2994



**Odyssey House**  
**95 Pine Street**  
**New York, NY 10005**  
**(212) 361-1600**  
**[www.odysseyhouseinc.org](http://www.odysseyhouseinc.org)**