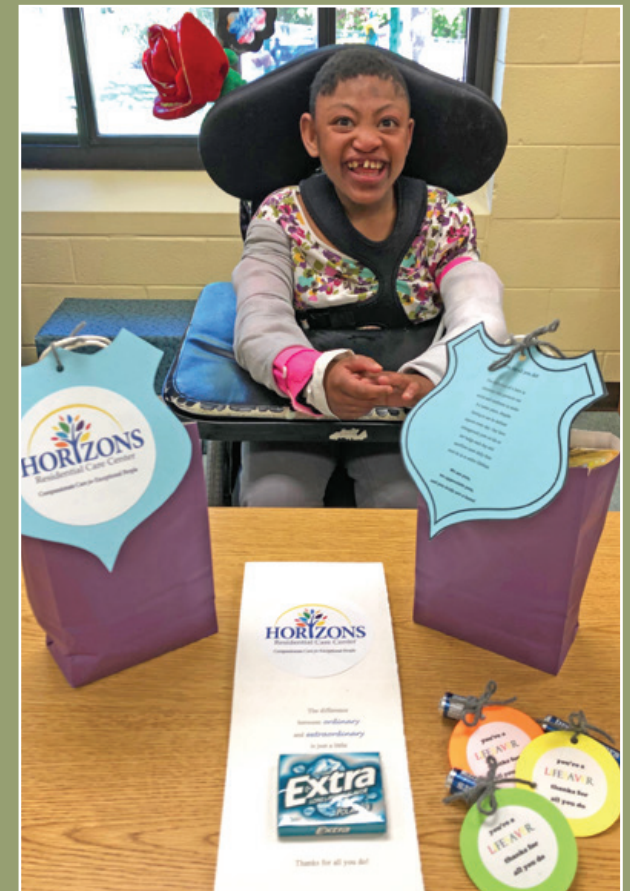


ANNUAL REPORT 2019-2020



Proudly Serving Forsyth County and Beyond Since 1973



Richard Anderson
President/CEO

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2019-2020**

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Accreditation assists service providers to improve the quality of their services and meet internationally recognized standards.

Greetings!

At Horizons, we often question if we are better today than we were yesterday. Is the effort we provide to those in our care and to those we serve alongside, truly making a positive difference? Are we even asking questions at all?

We truly are blessed at Horizons to support an amazing mission. In fact I tell most folks I encounter that we have “the opportunity of a lifetime” to offer, if you are interested in joining us on our journey! So why do we ask questions? I once heard someone say, “The best journeys answer questions that in the beginning we didn’t even think to ask.” So as we reflect on our accomplishments of 2019-2020, let us start by asking, “Did we truly make a positive difference?” “Did we wholly immerse ourselves in the possibilities of the moment?”

We eagerly anticipated 2019-2020 would be a banner year for Horizons, as successes in 2018-2019 had produced impressive financial results, many clinical enhancements to our service delivery, and an enhanced dedication to our Mission. Additionally we initiated a renewed commitment to our community and it showed through many new friends made, as well as old friendships rekindled. We were truly poised for an amazing 2019-2020!

Then came the COVID-19 Pandemic in March of 2020. Truthfully, fear, anxiety, confusion, and yes-even anger filled our lives. From the depths of those emotions, we witnessed the true magic that is Horizons! For 22 weeks, beginning in early March 2020 we restricted access to our homes to essential personnel only, and completed the 2019-2020 year without exposure to the virus. From a year that closed with the worst pandemic in history emerged another banner year for Horizons. We produced impressive financial results, continued to build on 2018-2019 clinical enhancements to our service delivery, and fully embraced our “reaffirmed” Mission.

I hope you will enjoy this look back at a few of the accomplishments achieved during 2019-2020. While it was a year of firsts, it also provided a glimpse behind the curtain like no other year. One only has to spend time in this place to see the caring, the commitment to each other, “the Horizons magic” as I like to call it. It is truly about our people. Each of us believing in a kinder, gentler world where everyone is welcome, and where everyone is valued for the gifts we are.

Again, I invite you to join us on this journey.
It is truly the opportunity of a lifetime!

Peace my friends,

Richard Anderson
President/CEO

Our Mission

Horizons creates extraordinary opportunities for people living with disabilities.

Our Vision

Horizons creates desirable living for ALL.

Our Commitment

- Maximizing individual potential.
- Dignity, respect, and compassion for ALL.
- Breaking down barriers through advocacy.
- Valuing diversity.
- Improving quality of life.
- On-going, open, and honest dialog with community partners.
- Working for a better tomorrow!



Horizons Heroes!

Horizons is proud of an exceptional employee family, working hard to create a safe environment full of opportunities. Congratulations to our 2020 Employee Appreciation Week Award Winners:

Achievement of Excellence

Tiffany Hairston – Atrium
Sherry Lipscomb – Arches
Candace Mayo – Arches
Jahi Miller – Atrium
Dionne Richardson – Atrium
Alberta Seabright – Arches

President's Award

Adam Clifton – Maintenance
Daisy Funderburke – Nursing
Trenece Harris – Housekeeping
Stephanie Revels – Direct Support Professional
Robert (Bobby) Sinon – Education

On The Horizons Award

Natasha Wooden
Anya Nesbit
Latifah Brower
Susana Leydee Huaman
Coronel
Fancie Brown
Karen Zeigler
Bianca Rice

Princess Williams
Stefanie Hagler
Ashley Nichols
China Brown
Marianna Birdsong
Page Mikol
Jayne Koeslin-Radionov
Jason Armstrong

5 Years of Service

Valeria Ceasar
April Callihan
Jennifer Joyce
Donna Stowe

10 Years of Service

Mary Reed
Shernell Brown
Shelley Winfield

15 Years of Service

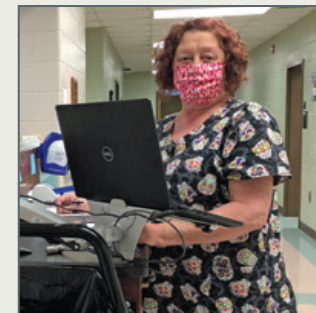
Katrina Webb
Sheri Richardson
Carol Brown

20 Years of Service

Alicia Howell

25 Years of Service

Alice Jackson



We ❤️ our Horizons Heroes! #horizonsheroes

Our Employee Family

Horizons is fortunate to be supported by a dedicated employee family who exhibits professionalism, compassion, and commitment!

- Horizons Direct Support Professional average annual salary is \$12.78 per hour.
- Direct Support Professional Career Ladder has been developed for continued and self-driven advancement and growth opportunities within the company.
- Direct Support Professional Certificate Program in collaboration with Mount Eagle College.
- Employee Relations Committee facilitates communication to positively impact our employee family by increasing engagement, drive accountability, and focus on solutions.
- Annual Employee Awards provides us with an opportunity to recognize various accomplishments.
- We are passionate about having great fun and embracing our employee family! Whether it is a holiday celebration, dance party, our DJ D'Marlo, or any other excuse for a get together, we have fun!





Horizons Programs

Respite

- Providing activities in familiar settings (parks, movie theatre, science centers, etc.) offers opportunities for a variety of relaxation and leisure enjoyment.
- Exploring new places and meeting new people through the incorporation of preference assessment data.
- Enjoying the newly developed Amanda Mohler family room, which offers a relaxing atmosphere to promote a homelike feel.
- Enjoying the newly developed sensory room that creates an environment of stimulation for all senses, as well as relaxation.
- Implemented a new Electronic Medication Administration Record protocol.
- Expanding supports to include people with extensive support needs.

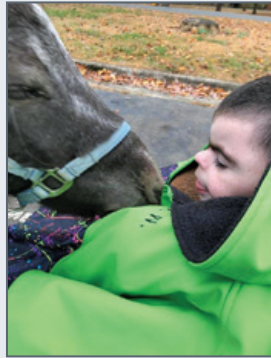
Summer Camp

- In Summer 2019, Horizons expanded its Summer Camp program to include campers who use a wheelchair for mobility.
- Summer Camp 2020 was unable to occur this year due to COVID-19.

School Program

- Horizons hired Special Education teacher Jayne Radionov, who has brought tremendous joy and passion to the position. She focuses on making each day the best for her students and teacher assistants.
- Horizons improved technology for digital curriculum access by purchasing iPads for classrooms.





Amanda Mohler Former resident, artist, and loving daughter.

My daughter, Amanda, sustained a serious traumatic brain injury as a result of a fall that occurred in March of 2004. After months at the hospital and rehab, we brought Amanda home. She was confined to a wheelchair and could not purposefully move or speak. All food and medications were given by G-tube. Because of Amanda's long-term physical needs, we moved to a more accessible house. Soon afterwards, my wife, Cynthia, left her job to become Amanda's caretaker.

We tried many kinds of therapies, yet Amanda's condition saw little improvement. Two years later, we realized that we could not take care of Amanda and also meet the needs of her brother Zach.

Initially, we sought respite services to give us occasional breaks from caretaking and opportunities to spend more time with Zach. My wife heard about Horizons Residential Care Center in Rural Hall. Horizons provides 24-hour care to 40 residents, mostly children, all of whom have severe developmental and physical disabilities like Amanda's. Horizons was started in 1973, situated on a lovely tract of land across from Horizons Park.



We visited Horizons and were pleased with what we saw. Unfortunately, their respite program was not equipped to handle children as medically fragile as Amanda. We did, however, put Amanda's name on the waiting list for their residential program, and in October of 2006 an opening came available and we placed Amanda at Horizons.

The staff at Horizons have been wonderful, Amanda has been treated as family. They are truly committed to giving quality care to their residents.

- Greg Mohler, Amanda's Father.



Pictured are some of Amanda's beautiful artwork.

Operations Update

- All Residents received a comprehensive communication evaluation from the North Carolina Assistive Technology Program to ensure that personal development goals and communication systems were functional and supportive of unique needs.
- Employed a Speech Language Pathologist and Physical Therapist who are providing on-going training and assistance to implement personalized speech and physical therapy personal development goals.
- Members of the clinical and direct support professional teams selected special friends and participated in the Full Circle – Training program from the PLAN Institute – a grant funded training through the NC Council on Developmental Disabilities (6-31-2019).
- Implemented a Quality of Life reporting framework to inform holistic planning and continuous quality improvement processes.
- Formed a Families of Horizons Advisory Committee.
- Collaborated with Ronald McDonald House and State Employee Credit Union home for families visiting Horizons.
- Upgraded the Sensory Room at the Atrium and completed a new sensory room at the Arches.
- Offered transportation services to activities involving the family (i.e., hockey games, bowling, church, YMCA).
- Completion of a family visitation room (The Amanda Mohler Room)
- Direct Support Professionals have and continue to receive training on suctioning, oxygen therapy, seizure management, medication management, behavior support, and a variety of other clinical practices. Nurses have expanded scope to include IVs, labs, on-site X-ray, on-site dental, and other enhanced medical services.

Introducing Page Mikol Horizons Speech/Language Pathologist.

We are delighted to have Page Mikol, Speech/Language Pathologist join us. Page is a member of the interdisciplinary team which helps to identify quality of life goals that are specific to the individuals we serve. Page's goal is to assist with evaluating the individual communication needs and developing the communication plan for all of our residents. These interventions include use of adaptive switches and low and high tech communication devices. She has been instrumental in building the library and literacy center for the residents to use which includes books, activities, and switch adapted devices.





Residents get a visit and some wonderful Christmas gifts from the Winston-Salem Hog Chapter #2619.

STABILITY & PROMISE

The 2019-2020 Horizons Financial Update

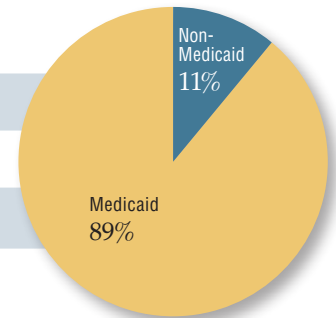
After our annual audit, we are proud to report that Horizons had one of its most successful years. We are financially sound! We continue to explore new fundraising opportunities that will provide measurable means in solidifying our financial standing.

Horizons remains committed to increasing our operations, initiating new programs, and providing the very best of care for our residents. We strive to create an enjoyable and safe environment for both our residents and our employee family. Horizons encourages everyone to engage with each other, lift up our residents, and invest into our community.

Our Goals

Horizons is becoming a recognized leader in the networks of programs and services for people with intellectual disabilities requiring complex medical support. We will continue to invest resources in establishing our presence throughout the community, and will strive to leverage new and existing relationships with stakeholders throughout the greater Winston-Salem/Forsyth County area, as well as in the Triad, and throughout all of North Carolina.

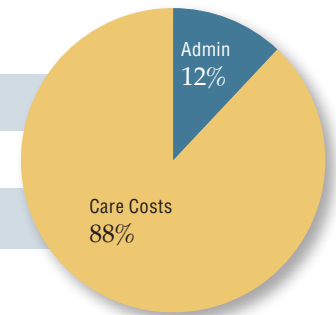
Revenue	2017-18	2018-19	2019-20
Total	\$5.6M	\$6.1M	\$6.5M
Medicaid	\$4.7M	\$5.2M	\$5.8M
Non-Medicaid	\$0.9M	\$0.9M	\$0.7M



Medicaid revenue is received via a daily per diem, per resident. It is provided through a contractual agreement with our various Managed Care Organizations.

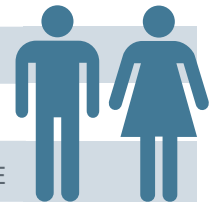
Non-Medicaid revenue refers to funding streams outside of Medicaid, including Forsyth County grant funds, monies contributed through fundraising activities, and donations.

Expenses	2017-18	2018-19	2019-20
Total	\$5.8M	\$6.2M	\$6.5M
Admin	\$0.7M	\$0.7M	\$0.8M
Care Costs	\$5.1M	\$5.4M	\$5.7M



Employee Demographics

Current Total Employees	136	
Average Tenure	4.58 YEARS	
Gender	15% MALE	85% FEMALE



Horizons Volunteers in Our Community

On Saturday, February 22, 2019, Horizons and Centenary United Methodist Church teamed up to help build a Habitat House in Winson-Salem.



In Loving Memories of Our Angels Who Have Passed to Heaven This Year.

Alexandria Lynn Schofield (Alley) joined our Horizons family in 2016 from her home in Clayton. She loved music, singing, and having her hair brushed. She loved her bath often vocalizing and moving her arms and legs to show her joy. Her beautiful eyes and her smile will always be remembered in our hearts.

Shelby Lynn Richardson moved to Horizons from Hilltop Home in 2005. She loved the sunshine on her face and the wind in her hair on her walks each day. Shelby would smile and laugh whenever there was music around and lit up the room when her dad and family visited. Shelby had a genuine love for animals, as she loved to see the puppies and kittens, ponies, and our bunny.

Darrius Michael Joyner-Solomon lived at Hilltop Home and RHA before he came to Horizons - Atrium in January, 2004. In 2015, Darrius transferred to the Arches. There, Darrius continued to mature into a unique and lovable young man. Darrius was very handsome, happy and sociable. He spoke through non-verbal cues, gestures, his voice-output device, and enjoyed being listened to by others. Darrius loved music and would play his tambourine, loving to hear people around him sing. He was truly a people person, loved constant interaction, and had unique relationships with everyone he met.

Meet Marianna Birdsong, Physical Therapist

We are delighted to have Marianna Birdsong, DPT, as our Physical Therapist. Marianna is a member of the interdisciplinary team which helps to develop quality of life goals that are specific to the individuals that we serve. Her goal is to evaluate the individual's gross motor skills and other PT needs and to prioritize what is best for their physical well-being and incorporate interventions into their daily routines. These interventions look like, ROM (range of motion), standing, ambulation, positioning, seating in wheelchairs, and splinting. After developing these programs, she provides training to the staff to help carry out these services and recommendations. She also provides training to our new staff in transfers, use of the mechanical lifts, ROM, and splinting. She assists with

scheduling and attending OT visits and works with nursing for orthopedic visits. As far as our durable medical equipment, she works very closely with our equipment vendor on wheelchair needs. She has assisted in the purchase of new standers and tilt tables, changing tables, recliners, and mechanical lifts. Some of the future goals she is working on is to foster our relationship with the YMCA so that we can provide regular aquatic services for recreation and therapeutic purposes for the individuals that live at Horizons. There are so many good things that aquatics can provide for our folks from a sensory and exercise aspect that is really hard to do in any other environment. She is also working on developing a continuing PT curriculum that is tied to the career ladder so our staff can continue to learn about PT.



Please Consider Giving Today.
Your Donation Will Help Horizons
Create Extraordinary Opportunities
for People Living with Disabilities!



First Name

Middle Initial

Last Name

Email: _____ Phone: _____

Address: _____

City: _____ State: _____ Zip: _____

My contribution is ☐ in **Memory** of: _____

☐ in **Honor** of: _____

Please send acknowledgement of my gift to: _____

Address, City, State, Zip: _____

☐ \$25 ☐ \$50 ☐ \$100 ☐ \$250 ☐ \$500 ☐ \$1,000 ☐ Other \$ _____

☐ Enclosed is my **check** payable to Horizons Residential Care Center

☐ Please **charge** my credit card: ☐ VISA ☐ MasterCard ☐ Discover ☐ American Express

Card # _____ Verification # _____

Expiration: _____ Signature: _____

☐ Please **invoice** me for \$ _____

☐ Please send me information on volunteer opportunities at Horizons Residential Care Center.

Please mail to: **Horizons Residential Care Center, 103 Horizons Lane, Rural Hall, NC 27045**

WE APPRECIATE YOUR TAX DEDUCTIBLE GIFT



336.767.2411

www.HorizonsCenter.org

The Atrium

101 Horizons Lane
Rural Hall, NC 27045

The Arches

5900 Bethabara Park Blvd.
Winston-Salem, NC 27106