Times change and so must we, if we are to fulfill our mission and advance our cause.

We cannot meet the challenges of today with yesterday’s tools. To hold a pivotal place in the changing structure of healthcare, we must sustain the commitment to ongoing renewal that has kept this organization relevant and vital since its earliest days.

A gift for innovation and a raging concern for the welfare of our clients have been key to our prominence in the field. As a pioneering program, Phoenix House started when little was known about addiction, and conventional wisdom held there was no recovery.

We proved this wrong. With imagination, intuition, and some of the treatment community’s first professionals, we created supportive treatment environments that made recovery possible—and sustainable. As we learned more about addiction, we developed better and more sophisticated means to help our clients start new lives.

With support from our board members and donors, we developed new treatment models. Brain science taught us the chronic nature of addiction. Pharmacology gave us new capabilities, and we have reached out broadly, across all of behavioral healthcare, for new and proven treatment practices, new talent, tools, ideas, and partners.

In the changing world of healthcare, Phoenix House remains what we have been from the outset, ever-changing, ever-growing, ever-learning and always committed to giving those we serve the best possible chance to reach lasting recovery.

Howard P. Meitiner
President and CEO
AT THE FOREFRONT OF BEHAVIORAL HEALTHCARE
Rather than institutionalize troubled teens, authorities in California’s Orange County can call on the Wraparound team from the Phoenix House program in Santa Ana. Their mission: keep the adolescent at home by enfolding the entire family in a blanket of services and help them to build a support network in the community.

To address teen substance abuse in a New York school district on Long Island, Phoenix House mounted a pilot program this past year, providing in-school screening, intervention, and treatment that involved parents as well as their student children.

Mobile services like these are bringing Phoenix House clinicians out of our treatment facilities to work in new venues, with new partners, in the communities we serve. They are prime examples of Phoenix House at the forefront of behavioral healthcare and reflect an institutional gift for innovation and a tradition of ongoing renewal that are part of our organizational DNA.

Innovation was a Phoenix House dynamic from the outset. Though conceived as long-term residential treatment, we nevertheless opened day treatment programs early on for clients not yet ready for the demands of our residential regimen. Soon after came an outpatient program for working men and women. We responded to an increasing number of drug-troubled adolescents with the Step One Day School and later mounted an after-school program. At the start of the seventies, we opened a residential program for teens in New York’s Putnam Valley—the precursor for the first of our Phoenix House Academies.

We invested early in research, working with such outstanding partners as the RAND Corporation, and are now engaged in half a dozen research collaborations with such partners as the New York State Psychiatric Institute at Columbia University’s Medical Center and the Brookhaven National Laboratory.

Today, the focus of innovation is ensuring that all of our 144 programs:

- Deliver services at the forefront of current knowledge
- Adopt the latest and best research-tested practices, adapted to meet the specific needs of our programs
- Employ these practices in individual client plans that reflect our client-centered treatment philosophy

To safeguard the quality of Phoenix House services and ensure that clients receive and benefit from the services they need, we are expanding our library of treatment toolkits and our electronic healthcare records (EHR) system. The toolkits introduce clinicians to new evidence-based practices (EBPs) and assure all clinicians operate from the same knowledge base. The EHR makes possible close clinical management and monitoring of program quality and effectiveness, as well as client progress in treatment. At the end of FY 2012, the EHR had been installed in four of our six regions, and by the end of FY 2013, the system will reach throughout all of Phoenix House.
Continued growth is built into our strategic plan for the next three years, with a goal of more than 21,000 clients in FY 2015. Just as significant a goal is raising the rate of successful program completion. And program success at Phoenix House is not simply a matter of completing a specific length of stay. It is gauged by a strict set of criteria including significant changes in behavior and attitudes. A crucial adjunct to program completion is program retention, and here we have seen marked improvement over the past four years, with a 29 percent reduction in clients who quit treatment “against clinical advice.”

The past year saw all programs in those regions surveyed by CARF (Commission on Accreditation of Rehabilitation Facilities) earning three-year accreditation, the organization’s highest rating, and a marked rise in professional certification of our clinical staff. A new focus on medically assisted treatment, with greater use of pharmacotherapy as an adjunct, has led to an increase in medical staffing.

In our client-centered care model, treatment and recovery are regarded as a single, ongoing process that clients may enter at whatever point is best suited to their needs. Significant progress was made in FY 2012, broadening our continuum of care to offer clients entry at the least restrictive appropriate level. These include such new options as an outpatient detoxification program in New York and a short-term stabilization program for adolescents in California.

Treatment services were enhanced during the past year by the use of additional research-tested Evidence Based Practices (EBPs). Supporting the introduction of new EBPs to programs throughout Phoenix House are the toolkits that provide clinicians with a full range of information and materials needed to ensure the quality and consistency with which these services are delivered.

Significant collaborations were initiated in 2012. In New York City, we formed a new partnership with the Department of Education (DOE), three decades after our historic partnership with the city’s public school system created the Phoenix House Academy of Westchester. The DOE will now provide educational and vocational services to the Phoenix House Career Academy in Brooklyn. In California, we joined with a long-term partner, the Youth Policy Institute, a nonprofit social services and educational agency, to provide prevention, assessment, and outpatient services to high school dropouts and other disadvantaged youths.

Phoenix House enjoyed high visibility this past year, reaching close to 500 million readers and viewers via traditional print and electronic media. We also saw a dramatic rise in website traffic. Visits to our site increased 30 percent, rising to 634,701, with the number of unique visitors increasing 20 percent to 332,106, while page views increased by nearly as much, to more than 1.8 million. Visits to the site from Facebook doubled, and our Twitter chat on drug myths in May reached more than 2 million viewers.

MOVING AHEAD
The past year was one of promise, challenge, and growth. We added 20 new programs and opened the first Phoenix House programs in Maryland and the District of Columbia. The Welligent Electronic Health Records System spread to four regions. Program admissions increased by 7 percent (37 percent over the past four years), and we served more than 17,000 clients.
LAST YEAR PHOENIX HOUSE PROVIDED:
175,257 outpatient client visits
1,084,050 days of residential treatment
91,937 screening and assessment sessions
26,964 family sessions

CONTINUING WEBSITE GROWTH
UNIQUE VISITS

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With a commitment to ongoing renewal that welcomes change, much at Phoenix House is new and different. But what is new is not necessarily different, and what is different is not necessarily new. We adopt new tools—such as the Welligent electronic health record system—not because our tasks have changed, but because the technology has. And we adopt different tools, including evidence-based practices, many of which may be new to us but have been clinically tested and proven by others.

**What’s New**

**THE WELLI GENT EHR SYSTEM**
The Phoenix House Welligent web-based computer system defines state-of-the-art electronic recordkeeping for the field of substance abuse treatment. This linked national system brings together online assessment, intake and admission of clients, scheduling and delivery of services, clinical documentation, and billing. Not only is it central to the management of client care, but it also allows us to collect data that will improve services, expand quality assurance, and create transparency and accountability.

Online paperless clinical documentation makes possible greater clinical efficiency and provides administrators with up-to-the-minute census data. It gives supervisors greater capacity to oversee client care, for they can now track client progress in treatment by monitoring the level of client satisfaction and other indicators of psychosocial health.

When clients enter treatment at Phoenix House, they assess their own anxiety, depression, hostility, and ability to make decisions. Welligent captures this record, making it possible for counselors to tailor treatment more effectively. Subsequent assessment allows the clinical staff to evaluate client progress in treatment. It also allows supervisors to assess program effectiveness by whether our clients leave treatment less depressed and more confident, better able to make decisions, and with greater self-esteem.

**EVIDENCE-BASED PRACTICES (EBPs)**
By reaching out broadly across all of behavioral healthcare, Phoenix House has assembled a growing set of research-tested clinical tools. The great majority of these are listed on the federal Substance Abuse and Mental Health Services Administration’s (SAMHSA) guide to Evidence-Based Practices.

Phoenix House clinicians now use close to a score of these research-tested tools. They have at their disposal a growing set of toolkits—19 were in use this past year, eight are now complete, and others are being prepared. These provide training, testing, and implementation materials for EBPs that have been adapted for use by programs in our service continuum.

In FY 2012, more than 2,000 groups followed the multi-session Seeking Safety curriculum, a program designed to help clients deal with trauma. Aggression Replacement Therapy was another program that was widely employed. There are EBPs that address the special needs of women and strategies for change and growth, family support, and any number of other issues our clients need to confront.
EXPANDING THE CONTINUUM

To remain at the forefront of behavioral health-care, respond to new knowledge, and adapt our client-centered treatment model to the needs of an ever-changing client base, we continue to expand our continuum of care.

We have added to our services for families, with programs like California’s Orange County Wraparound Program. When a 17-year-old boy on probation faced jail time for persistent substance abuse, Orange County authorities called on the Wraparound Services team from Phoenix House. Designed to keep troubled youths in their homes, the Wraparound team—made up of a parent partner, youth partner, and care coordinator—consider the family itself their client. They focus on the client family’s strengths and work with them to create a network of formal and informal supports—friends, neighbors, extended family, as well as service providers. In this case, the team helped keep the 17-year-old out of jail and in school and made the client family independent of formal supports (e.g., Social Services, Probation) after the youth’s caregiver—a single mother—started her own business.

In New York, the Connections program, launched this past year, works with clients in residential and outpatient treatment. Here, too, a team is in play. A trio, consisting of a family therapist, family care manager, and vocational counselor, work with a caseload no larger than 15. The goal: supporting healthy marriages and relationships, with a range of services that includes couples counseling, family case management, budgeting and credit counseling, as well as vocational counseling and job placement.

Our Military Services Program in New York, tailored to the special needs of veterans, operates a treatment program on Long Island, with a broad array of ancillary services. The program expanded in FY 2012, opening a Manhattan unit that provides both outpatient services and residential care.

Our agenda for youth has broadened with the addition of new adolescent services. Among these programs is short-term stabilization care for teens whose treatment needs are immediate and acute, and for whom subsequent transition to less restrictive step-down services is available.

Phoenix House is now piloting an ambulatory detoxification program. The program allows clients to receive detoxification treatment along with counseling and the other treatment services. These are clients for whom high-cost hospital detoxification is neither an option nor a necessity, who hold jobs and have child care responsibilities. At Phoenix House, they are able to detoxify in a controlled environment where medical professionals dispense and monitor medications, and the full range of continuum services is available to them.

A commitment to the use of every available and appropriate treatment tool is evident in increased employment of pharmacotherapies at Phoenix House. Medications such as Suboxone, Revia, and Vivitrol, which control drug cravings, are being used conjointly with our other treatment tools. For a number of clients, concurrent medication-assisted treatment allows them to gain the strength they need to maintain sobriety and succeed in recovery.
IN RECOVERY

Today, they’re in recovery, out of trouble, and in charge of their lives. Most are back in school or on the job. They’re in supportive relationships, solid marriages, and happier homes. Their lives aren’t perfect, and some may have had a slip or two. But the lessons of Phoenix House are long-lasting, and they now know how to deal with frustration, anger, and disappointment. They have the means to manage their recovery and make it last.

Alisa

HOMETOWN: FITZWILLIAM, NH
TREATMENT REGION: NEW ENGLAND
Alisa’s career in social work was derailed by her drug addiction. Soon, she says, “I had been using drugs for so long that I’d forgotten who I really was.” When Alisa hit rock bottom, she sought treatment at Phoenix House and got to know herself again. Now nine years in recovery, she’s a trained recovery coach. “I help guide others on the path to recovery,” she says. “I am proud of myself and who I am today.”

Tina

HOMETOWN: BROOKLYN, NY
TREATMENT REGION: NEW YORK
Tina was 13 when her mother threw her out a window. Child welfare took custody of her—but left her sister, Chrystal. Sexually assaulted in foster care, Tina ran away, became addicted to drugs, and turned to prostitution. She was eventually court-ordered to get treatment at Phoenix House. Once sober, Tina returned for Chrystal, who suffered from fetal alcohol syndrome and decades of abuse. Today, Tina is ten years sober and working as a dental program administrator; Chrystal has become social and articulate. “I was her only refuge,” Tina says. “I never thought we’d be together. But we are.”

David

HOMETOWN: PITTSBURGH, PA
TREATMENT REGION: MID-ATLANTIC
For David, alcohol was “liquid courage.” He started drinking young but it wasn’t until after college and law school that David’s alcoholism lost him his job, his relationship, and his social life. A third DUI brought David to Phoenix House. After completing treatment and aftercare, he’s a successful lawyer with four years sober. “I’m still a shy person,” he says, “but I’m no longer afraid of who I am without a drink in my hand.”
Savannah

HOMETOWN: HOUSTON, TX
TREATMENT REGION: TEXAS
Savannah was only ten when her mother gave her pills. She struggled with depression and eating disorders in addition to her addiction, and by 13 she was on the streets. “When I caught my reflection in the mirror—I thought it was a monster,” Savannah says. Once Savannah started outpatient treatment, however, she began to flourish; she’s now three years sober and works for a corporate moving company. “I’m only 18,” she exclaims, “I’ve got a whole life in recovery ahead of me!”

April

HOMETOWN: JACKSONVILLE, FL
TREATMENT REGION: FLORIDA
April has a long family history of addiction. Her mother and sister struggled with drugs, and by age 12, April was using, too. At first, she held her life together. But after a series of abusive relationships, her drug use spiraled out of control. She gave up her two daughters and her son was born opiate-addicted. “Sick and tired of the pain,” she ultimately sought help at the Phoenix House Citra Center and completed residential treatment, outpatient, and continuing care. Now reunited with her family, she calls recovery “a lifelong process that Phoenix House allowed me to begin.”

Bryan

HOMETOWN: MURRIETA, CA
TREATMENT REGION: CALIFORNIA
Bryan entered treatment for the first time when he was only 11. For several years, he continued to bounce from program to program, without success. At 19, after living in his car for ten months, he called Phoenix House. There, he finally confronted the pain that had led him to drugs in the first place. Now more than 15 years sober, Bryan is married to a woman he met in treatment. “Recovery is an ongoing process,” he says, “but with the effort comes the reward of a full and happy life.”

Christina

HOMETOWN: WASHINGTON, D.C.
TREATMENT REGION: MID-ATLANTIC
“I grew up in a nice neighborhood,” says Christina. “I went to private school and college...but guess what? Addiction doesn’t discriminate.” When Christina arrived at Phoenix House’s Mother and Child Program, she was six months pregnant and addicted to heroin. But treatment gave her the knowledge she needed to sustain recovery, reunite with her family, and raise her beautiful baby girl, Olivia. She hopes to return to school for her master’s degree in counseling. “I’ve got a sense of hope that I never had before,” she adds.

Gary

HOMETOWN: QUEENS, NY
TREATMENT REGION: NEW YORK
At 54, Gary is from the “Just Say Yes” generation. Growing up, he used anything he could get his hands on, whether it was heroin or cold medicine. Finally, he was ready to change. He entered Phoenix House, where he gained the tools to turn his life around, completing residential and outpatient treatment and eventually landing his dream job as a DJ. “Before, I was headed to death or jail,” he says. “Today, I don’t pick up drugs. I just don’t.”
Yoga enhances the treatment regimen for these clients in New York City.

Enjoying the rural campus of the Phoenix House Academy of Westchester in Yorktown Heights, NY

Across

Students at the Mid-Atlantic Region’s Girls Recovery Lodge

Classes for adults, like this one in Long Island City, NY, help clients gain lasting life skills.
White water rafting on Maine’s Kennebec River is an exciting excursion for clients of the programs in New England.

In New England, the Academy library is a favorite site for teens in treatment at Phoenix House Academy at Springfield, MA.

Phoenix House

Education is part of the daily routine for this Academy student in Texas and throughout all of Phoenix House.

The equestrian program is a popular adjunct to treatment at the San Diego Academy.

A trio of teens at the Derek Jeter Center in Tampa, FL.
WHERE WE ARE TODAY
Throughout the country more than 150 Phoenix House programs provide a broad array of treatment, prevention, and recovery services and treat more than 17,000 adults and adolescents each year. Here’s where our services can be found.

Clockwise from top:
Santa Ana, CA,
Brattleboro, VT,
Citra, FL,
Arlington, VA,
Brooklyn, NY,
Dallas, TX
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Phoenix House provided 1,259,307 days of treatment in FY 2012.

51.1% of high school seniors have used illicit drugs. 8.7% of Americans use illicit drugs.

17.2% of the unemployed use illicit drugs.

The Numbers

21.6 million need substance abuse treatment. Only 10.8% get it.

Since 2008, marijuana use is up 18% for adolescents 12 to 17.

1.7 million teens need treatment. Just 8.4% get it.

Since 2008, heroin use rose 66%.

Phoenix House provided 1,259,307 days of treatment in FY 2012.
WITH THE HELP OF OUR FRIENDS

They have been with us from the start, our friends and donors. The growth of Phoenix House was made possible, in large measure, by the generosity of thoughtful men and women, farsighted foundations, and socially engaged corporations. Grateful to them all, we note here some highlights of the past fiscal year.

SUPPORT FOR YOUTH

Middle and high school students in Arlington, Virginia, can get the prevention assistance they need at the Phoenix House Second Chance Program, thanks to generous support from The Century Council, funded by members of the distilled spirits industry. This early intervention program of Phoenix Houses of the Mid-Atlantic gives young men and women the chance to take a sharp turn off the path of substance abuse. With a generous donation from the Builder’s Ball, an annual charity event of the construction, design, and real estate industries in the Washington, D.C., area, the Mid-Atlantic region will renovate facilities at the Boys Recovery Lodge inpatient program.

FROM ARTISTS AND WRITERS

In East Hampton, N.Y., the 63rd Annual Artists and Writers Celebrity Softball Game raised funds for local organizations, including the Phoenix House Academy of Long Island, and we are most grateful to Leif Hope, Deb McEneaney, and the other organizers of the event.

HONORING COMMUNITY LEADERS

Los Angeles community and business leaders came together in support of Phoenix Houses of California for the ninth annual Triumph for Teens Awards Gala, raising funds for Phoenix House teen programs and honoring Dr. Charles Sophy, medical director of the Los Angeles County Department of Children and Family Services (DCFS), and Sergeant Larry Martinez of the Los Angeles Police Department (LAPD).

In Florida, Phoenix House honored Carl M. Kuttler, Jr., J.D., for contributions to education and substance abuse services at the annual Triumph for Teens Luncheon, which funds teen programs in the Florida region.

Phoenix Houses of New England held its 12th annual Public Service Award Luncheon in June, honoring John Hazen White, Jr., CEO and president of Taco, Inc. The luncheon brought together prominent Rhode Island community leaders—including Governor Lincoln D. Chafee and Mayor Angel Taveras of Providence—and raised more than $150,000 to support Phoenix House programs throughout the region.

ENHANCING THE ROAD TO RECOVERY

The Hoving Family Cloister Garden at the Phoenix House Academy of Westchester is giving teens new coping skills and self-esteem. Guided by landscape gardeners from the Horticultural Society of New York, a team of students began building the garden this past fall, excavating two ponds—one for fish, and one for frogs. In the spring, another team finished stone work on the patio surrounding the ponds, planted perennials, and prepared the pathway through the garden.

A state-of-the-art music studio enriches recovery for teens at the Phoenix House Academy of Los Angeles. Marking National Drug Facts Week, the Council of the City of Los Angeles made a contribution to the academy’s Phoenix Rising Music Program. The Council also recognized the Substance Abuse Awareness through Music Contest and commended the winner of this year’s contest, Academy student Amanda, an author of the song “Like a Phoenix.”

TEXAS OPEN HOUSE

Phoenix Houses of Texas board member Kathy Crow and her husband, Harlan Crow, graciously opened their home for an April luncheon honoring donors and supporters of the Texas region. Professional golfer and author David Feherty spoke of his journey from addiction to recovery. Kathy and Harlan also generously donated a $130,000 challenge grant to help launch the Second Chance Program in Dallas. We are deeply grateful for their extraordinary commitment and support of Phoenix House.
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