



**caron**

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Annual Report | 2007 - 2008

## The Beginning of the Future

2008 marked an end and a beginning in the Caron History Book. 2007 saw a yearlong celebration of Caron's 50th Anniversary come to a close. That year reminded us of Caron's pioneering role in the field and the innovation and leadership that Caron has demonstrated over the past five decades. A review of our history is a very valuable exercise as it reminds us of our values, our culture, and those special qualities that make Caron such a unique organization.

As the pages of the calendar turn, it is important to remember and reflect on the significant role that Caron has always had in the addiction recovery field. As one of the oldest and largest non-profit addiction treatment centers in the United States, 2007 was a good opportunity for all of us to review many of the treatment practices that are commonplace throughout the industry today, many which had their genesis at "Chit Chat Farms." It was a healthy reminder that our values such as "loving people back to health," "helping more people ...better," "being an innovator," and "having the most generous charity care program in the country," began with Dick and Catherine Caron and their friends, who were committed to establishing Chit Chat Farms over 50 years ago. It was also good for us to learn about those individuals that have helped to strengthen and grow those values through the decades. In the end, it was a great reminder for all of us that we have a responsibility to protect and strengthen those values from yesteryear so that future generations will have an organization that is as equally strong, and as equally compassionate as Caron Treatment Centers is today.

It is from that foundation that the next chapter of Caron's history begins in 2008. To initiate that new chapter, Caron launched its next strategic planning process. We conducted more than two dozen focus groups with more than two hundred participants from communities as far north as Canada and as far south as Florida. Every key community in which Caron is involved was represented in this strategic process. It is always energizing to see the enthusiasm that is brought to these discussions by our alumni, referents, and

community leaders. The ideas for improving Caron's ability to more effectively serve a greater number of individuals are heartwarming. Caron is compiling all of the feedback that we received and by 2009, the board will have reviewed this input and will be developing Caron's plans for the future. Those that have participated in this process in the past know how effective Caron's strategic planning model has worked - as the remarkable growth and enhancements to Caron's campus and treatment programs are a direct result of similar processes in the past.

On this strong foundation and positive momentum, Caron is looking forward to its next 50 years. What was established in the first 50 years will help to make the next 50 possible. We are grateful to our alumni, staff, board and committee members, community leaders, and friends for continuing to be involved over the years in fighting the disease of addiction. We hope you enjoy reviewing Caron's 2007-2008 Annual Report, which encompasses highlights from a year that saw the end of our 50th anniversary and the beginning of the future.

*Sincerely,  
Ben Zintak, Chairman  
Douglas Tieman, President*



A handwritten signature in black ink, appearing to read "Ben Zintak".



A handwritten signature in black ink, appearing to read "Douglas Tieman".

Caron's main campus - Wernersville, PA





## Development Committee

What a great year! I am delighted to report that Caron's 2007-2008 fiscal year was record-setting. This year's total giving, which includes annual, capital, and endowment gifts, topped \$11.9 million – the highest in Caron's history. A major philanthropic highlight for the year was a generous gift of \$5 million from the Ziff Family directed to support Caron's Center for Self Development. We are deeply touched by the generosity of the Ziff Family.

Support for our 2007-2008 Annual Fund Campaign – the heart of Caron's treatment scholarship program – generated \$5.9 million in charitable gifts. These generous gifts of hope and healing directly benefited individuals and families who lacked the adequate financial resources to access the treatment they so desperately needed. The success of our annual fund is vitally important to Caron's charitable mission.

Caron's 50th Anniversary Campaign, *A Special Place – A Special Time*, continues to be the focus of Caron's fundraising efforts. This \$50 million campaign, to be conducted over five years, will support Caron's annual, capital, and endowment needs set forth in Caron's bold strategic plan for the future. Pledges to the campaign as of June 30, 2008, reached \$23.74 million – 47% of the goal.

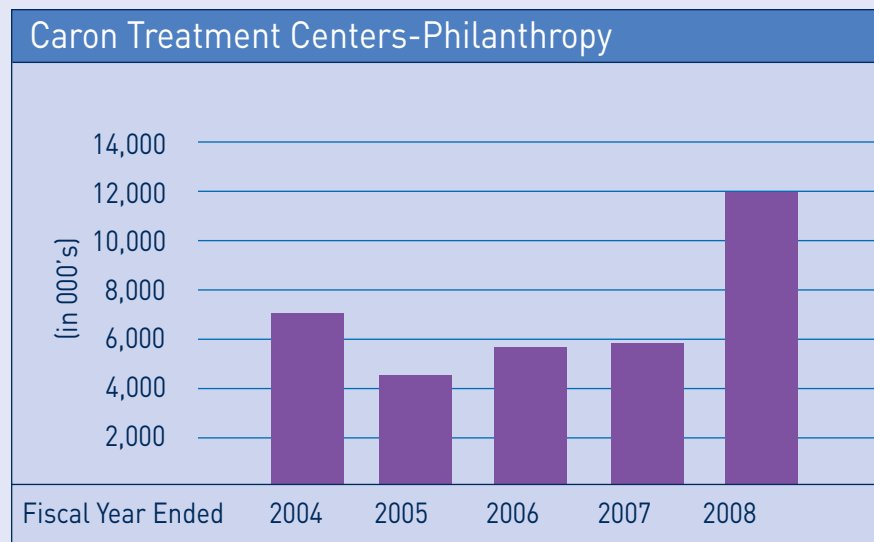
The Berks County, PA, phase of the 50th Anniversary Campaign, which was established to raise \$2.5 million for construction of a new 24-bed adolescent boys unit on Caron's main campus, was successfully completed. More than 75 enthusiastic community volunteers were involved in this



**Michael J. McGlinn,  
Chairman**

important effort. Once again Berks County demonstrated its deep level of commitment to Caron.

We are extremely grateful for the trust and confidence our donors have placed in us this past year, and I would like to thank everyone who unselfishly contributed to our success. We look forward to your continued support in the future.



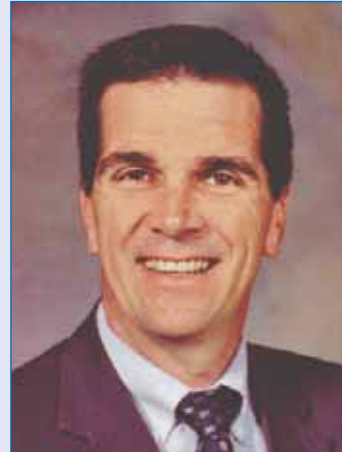
## Finance Committee

Caron enjoyed another year of strong financial performance while executing significant growth plans and positioning the organization well for the future. Solid financial performance allows Caron to operate with ever-growing revenues and maintain a conscious focus on containing expenses. With a strong bottom line, Caron will continue to expand its mission and reinvest in its future.

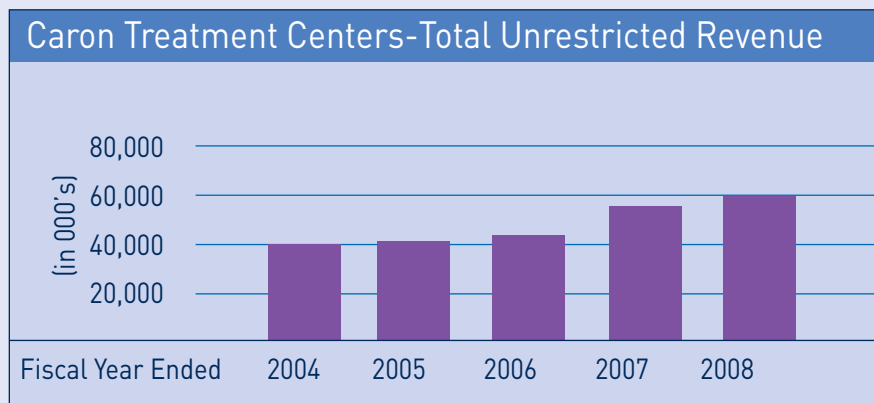
Some highlights of Caron's record-setting financial performance are:

- Net patient service revenue grew by \$6M
- Total revenue reached close to \$60M
- Caron provided \$9.4M worth of charity care
- Net assets grew by \$13.6M
- Caron's Endowment grew by \$2.4M.

This terrific year allows Caron to enter uncertain economic times from a position of strength.



**Michael A. Lawrence,  
Chairman**





## Human Resources Committee

Employees continue to embrace Caron's core values – Commitment, Leadership, Financial Success and Growth, and the corporate culture – the Caron Connection, as evidenced by several key successes of the past year:

### Retention:

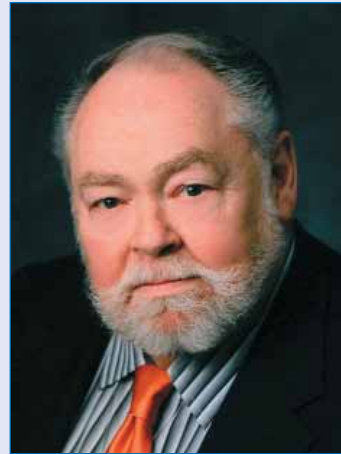
- Staff turnover was the lowest it has been in over 11 years. It also continues to remain dramatically lower than the addiction treatment industry (by more than 50%).

### Training:

- The Spirit of Recovery cultural concept was launched to all employees. The concept utilizes the 12-Steps to demonstrate to employees how they can implement them into their daily work life at Caron.
- A number of industry-renowned visiting trainers presented to Caron employees, specifically on topics touching upon adolescents and families.
- Significant enhancements were made to our new hire orientation training and addiction counseling school. The training department also refocused their efforts to provide for dedicated resources to ensure we meet the training needs of our Counselor Assistants.
- Our on-campus Master's of Counseling Psychology program (through Rosemont College, PA) is now in its second year of operation, as well as our Associate's Degree in Behavioral Health program (through Alvernia College, PA).

### Employee Services:

- Caron's HR Connect computer software was unveiled, providing employees with a more hands-on, online experience as it relates to their employment. The software allows employees to access their personal work information (benefits, paid time off, etc.), current wellness activities offered through Caron's Healthy Connection, and sign up for training more efficiently, minimizing the amount of paper-work.
- The employee appraisal process was converted to an electronic process and was redesigned to provide a more meaningful self-assessment and 360-degree feedback for managers.



**John J. Duffy, Esq.,  
Chairman**

### Benefits:

- Caron's healthcare benefit costs remained steady with minimal plan changes. Employee participation in Caron's Healthy Connection program continues to be a key initiative in helping employees take an active role in their health and wellness.

Our employees continue to remain our most valuable asset. In turn, Caron strives to provide them with the same commitment that we give to our patients, their families, and our alumni.

## Nominating Committee

In addition to the dedication of Caron employees, the commitment and talent of our voluntary members of the Caron boards, leadership councils, advisory boards and committees is one of the reasons Caron is so successful.

The role of the Nominating Committee is to ensure the continuation of our volunteer leadership as the steward of Caron's future. Every year our committee reviews the members of our boards, councils, and committees to make sure we continue to retain and recruit talented, diverse, and dedicated members essential for an organization as large, complex, and wide-ranging as Caron.

2009 will see a transition at the top: Mike McGlenn will succeed Ben Zintak as chair of our board of directors. Ben's performance as chair over the last three years has been outstanding, and we know Mike is up to the task, having served as vice chair of our Board and the chair of our Finance and Development Committees.



**Daniel B. Huyett, Esq.,  
Chairman**

*“Volunteerism is the heart and soul that has sustained the Caron legacy for more than five decades. People’s lives have been touched by the dedication and support of Caron’s staff and members of our boards and committees. They have all graciously given their time and expertise to enhance Caron’s continuum of care. In addition to the 100+ board and committee members listed on the back of this annual report, there are hundreds upon hundreds who are involved in furthering the Caron mission in less conspicuous ways, but none the less in a valuable manner.”*

– Ben Zintak, Chairman, Caron Board of Directors



## Treatment Committee

As part of Caron's Recovery for Life philosophy, we continue to help more people, improve our treatment and stay connected to our patients and their families once they leave treatment. It is these key values that allowed for another successful year of treatment services.

- Caron continued to enrich its comprehensive continuum of care with the integration of all its disciplines, focusing on the medical, psychological/psychiatric, clinical, physical and spiritual aspects of one's recovery; all while continuing to be based on the 12-Step philosophy.
- All young adult treatment programs became smoke-free/tobacco-free. Studies have shown that patients who discontinue all of their addictive substances at one time significantly decrease their risk of relapse. Caron's Adolescent Services are now in their second year of being tobacco-free.
- Each treatment unit at Caron now has a customized and dedicated family program.
- 5-day residential assessment programs – adolescent, young adult and chronic pain – were established to help individuals and/or families rule in or rule out a diagnosis of chemical dependency, and provide the patient and family members with a customized treatment plan if, indeed, a chemical dependency diagnosis is established.
- The Research Department continues to be involved in a wide range of studies:
  - Through a grant from NIDA (National Institute on Drug Abuse) and in conjunction with The Reading Hospital and Medical Center and the University of PENN, a study examining the link between chronic pain and addiction has begun
  - A spirituality and craving study examining the possible reduction in drug and alcohol cravings as it relates to one's relationship with a Higher Power
  - A study examining impaired women professionals (specifically doctors and lawyers) and the rates of substance abuse, depression and stress that this population often experiences.
- Caron formalized an agreement with Penn State University, which will allow Caron to train all of their child psychiatry fellows and psychiatry residents in addiction, assessment, and treatment.



**Kenneth D. Gill, Jr.,  
Chairman**

### **New Hires:**

- Several key hires were made within the medical and clinical areas to meet the changing and diverse needs of our patients.
- Caron now has a full compliment of psychologists, which allows for each treatment unit to have a fully-dedicated psychologist.

## Regional Highlights



- \$120,000 in Bermuda scholarship funding was awarded to individuals who otherwise would not have been able to receive treatment.
- More than \$1.2 million in

philanthropic support was raised from the Bermuda community. In addition, Bermuda received their first endowment gift of \$250,000 from Butterfield Bank in recognition of their 150th anniversary.

- A relationship was formed with YouthNet, a local Bermuda prevention service, which will help to broaden community acceptance and understanding around Caron Bermuda.
- Weekly continuing care group meetings for alumni are held at the Bermuda office. Staff also arrange for individual counseling with contracted local therapists. In addition, video conferencing capabilities were established to allow alumni to stay connected with their primary therapists in Florida and Pennsylvania, which has helped to enhance Bermuda's family, assessment, and crisis intervention work.



- Total dollars raised was \$1.48 million.
- Dr. Harris Stratyner was a featured expert on *Good Morning America*, *Inside Edition*, *Fox & Friends*, *CNN's*

*Nancy Grace Show*, in *New York Magazine* and *The New York Times*, as well as other numerous radio and blog sites.

- The 13th Annual Gala, honoring Jean-Pierre Garnier, CEO of GlaxoSmithKline, raised more than \$948,000 for funding programs at the New York Office.
- New York held its 3rd Annual Community Service Awards program (underwritten by Loehmann's, Inc.), at the 3 West Club, which was attended by 200 people.
- The Annual New York Alumni and Friends reunion had more than 300 people in attendance.
- New support groups, including a Parenting Series, book signings, and several professional lecture series were offered on a regular basis at the New York office.
- In addition to the Mount Sinai School of Medicine Fellow's weekly meeting with Dr. Stratyner, Caron New York also attained the pediatric residents at New York University Medical School.



**Rory Gorman,**  
Chairman



**Allen H. Arrow, Esq.,**  
Chairman



- Regional patient revenue was \$7.1 million.
- Total dollars raised for patient scholarships was \$920,000.
- Caron Philadelphia's weekly

parent support meeting continues to run strong with approximately 50 parents in attendance each week.

- Approximately 3,000 students benefitted from our Student Assistance Program (SAP) services, and we were in 25 new schools. We were also engaged in more service days in the schools we serve.
- Caron Philadelphia's Alumni Chapter Group presented the 2nd Annual Comedy Night, which raised nearly \$20,000 for regional scholarships.
- The 8th Annual Caron Philadelphia Award of Excellence Dinner, which honored Tom Bentley, CEO of Bentley Homes, raised \$460,000 for treatment scholarships.
- Philadelphia held its 8th Annual Community Service Awards Breakfast at the Union League of Philadelphia, which was attended by more than 150 people.



**Natalie Connor,  
Chairman**



- After years of legal challenges Caron Renaissance was able to obtain approval to relocate to Beacon Square (a 22,000 square-foot treatment space). Construction of Beacon Square will be completed in late Fall 2008.

- Improvements at the existing Caron Renaissance residences allowed for growth of extended care and sober living, as well as the implementation of the Residential Family Restructuring Program. This program includes increased clinical involvement and individualized program schedules.
- In February 2008, the Commission on Accreditation of Rehabilitation Facilities awarded Caron Renaissance a three-year accreditation.
- The 3rd Annual Lifesaver Gala, which honored Jennie Scaife, chairman and CEO of the Scaife Family Foundation, raised more than \$737,000. A highlight of this event was a \$1 million pledge by the Scaife Family Foundation to Caron Renaissance for our patient scholarship fund.
- The Caron Renaissance Alumni Association (RIAA) continues to be very involved in promoting philanthropy and mentorship within the local business and recovering community.
- Telemedicine video conferencing services have expanded treatment modalities for patients and potential patients, and offer support to referral sources, families, and alumni.
- Approximately 38 students and 25 parents benefitted from newly established Student Assistance Program (SAP) services. Caron's SAP was present in eight Florida schools.



**Sally Marks, Chair-  
man**

And, as always, the development of clinical programming at Caron Renaissance continues to support and advance Caron's Recovery for Life philosophy.

# Our Endowment: Preserving the Hope of Quality Treatment for Future Generations

Rick Caron, the eldest son of Dick and Catherine Caron, shares the story of when he and his wife were visiting his mother at Chit Chat Farms. Catherine told them, "We built this place so that our grandchildren would have a place to come if they needed it."

At the time, Rick's wife thought, "our kids won't need this place."

Little did she know that research has shown that alcoholism is genetically predisposed. The children, grandchildren, and great grandchildren of those afflicted with the disease often end up at risk of trying to fill the same emptiness with addiction, despite vows to not follow the path of their elders. Years later when Rick and his wife brought their daughter to Caron, Rick's wife saw the portrait of Catherine Caron on the wall. Remembering their conversation, she started to cry.

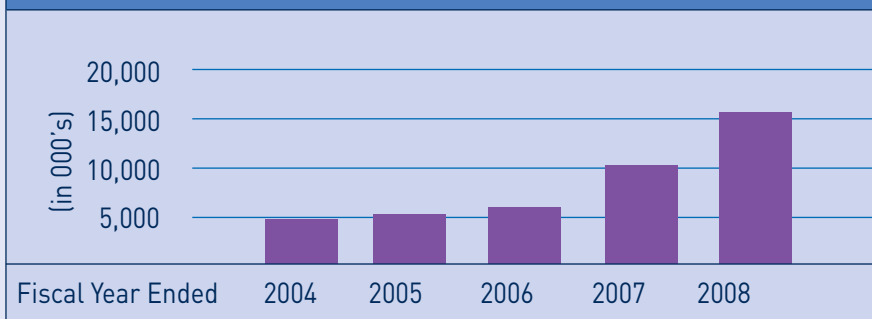
Today, Caron is blessed with a caring and dedicated staff, beautiful facilities, cutting-edge treatment programs, and the ability to conduct research. We have earned a national reputation and truly make a difference in the lives of patients and their families each and every day.

But how can we ensure that Caron will be here tomorrow for the next generation that struggles with this disease? Linda Caron Denby, the eldest daughter of Dick and Catherine, is determined that regardless of the economic peaks and valleys of the future, Caron will not only survive, but flourish. Over three years ago, she became chair of the "Chit Chat Society," a group dedicated to preserving Caron's future through bequest intentions, cash gifts to endowment, and planned gifts such as gift annuities, insurance, and charitable remainder trusts.

Caron's endowment fund generates a predictable, reliable income stream that guarantees the long-term financial health of Caron and provides financial assistance for individuals and families in need.

Currently Caron's endowment is at \$16 million. To help ensure Caron's financial stability, the endowment should be double or triple this amount. Increasing our endowment is one of the best ways to ensure Caron will be here tomorrow for future generations of children, grandchildren, and great-grandchildren.

## Caron Treatment Centers-Endowment Growth



Contributions to the endowment, both large and small, are adding up to a bright future for Caron. Because the endowment serves as a "savings/investment" account, only a percentage of the interest is utilized. Therefore, all gifts to the endowment, regardless of their size, will continue in perpetuity.

By making a gift to Caron's endowment fund you are ensuring that those affected by addiction, now and in the future, will be able to find hope and recovery at Caron.

**For more information on Caron's endowed funds or to make a gift contact Susan Borelli at [sborelli@caron.org](mailto:sborelli@caron.org) or 610-568-4768.**

## How to Create a Legacy that will Impact Future Lives

If our founders, Dick and Catherine Caron, could see Caron today they would be amazed at their legacy. We have a beautiful campus with expanded facilities to serve a greater number of patients and families. Through the generosity of our donors, Caron was able to provide \$9.4 million in charity care this year to patients. We are proud of the fact that nationwide among treatment centers, Caron provides the highest percentage of financial assistance.

A number of Caron alumni and friends have committed

their time and treasure to ensuring this charity care not only continues but grows by establishing their own named endowed fund.

Named endowed funds can be designated for many different purposes including treatment scholarships, research, positions, staff development, capital improvements, building maintenance, and equipment.

These funds are invested as part of Caron's endowment. Caron distributes a portion of the revenue earned each year in accordance with the intent and purpose of the fund. These funds can be added to over a period of years and have a tremendous impact on the amount of scholarship aid we are able to award.



# Scholarships

*The following Caron Endowed Scholarship Funds are legacies that are impacting lives today and will continue to do so in the future. We are grateful to the following families for giving the gift of recovery to the families who come to Magic Mountain each year.*

## Caron Treatment Scholarships

*Set up to provide scholarships for individuals seeking chemical dependency treatment.*

### James Billerbeck Endowed Scholarship Fund

Established in 1997 in memory of James Billerbeck by his family and friends. This endowment is currently at \$199,239.59 and provides \$4,740.86 in scholarship support each year.

### John J. Flannery Endowed Scholarship Fund\*

Established in memory of John Flannery by the Caron Board of Directors, his family, and friends. This endowed fund of \$234,562.74 provides \$7,038.55 in scholarship aid each year.

### Charles A. Leeds, Jr. Endowed Scholarship Fund

Founded in 2002 by Susan Bridges, her children, and friends and family in memory of her husband Charles A. Leeds, Jr. This endowed scholarship fund has reached \$408,459.84 and will award \$11,857.30 next year in scholarship support.

### Martin E. Mulhern Endowed Scholarship Fund

Established in December 2006 by Martin Mulhern's parents to honor his memory. This fund of \$97,456.56 will be awarded for the first time during the 2008-2009 fiscal year with a scholarship of \$1,998.42.

### Vivian E. Nicely Endowed Scholarship Fund

Established in the fall of 2007 by her husband and daughters in memory of Vivian Niceley. This fund provides scholarship support to women seeking relapse treatment and will be awarded for the first time in the 2009-2010 fiscal year.

### Patrick Rogers Endowed Scholarship Fund

Established in memory of Patrick Rogers by his family and friends in 2001. This scholarship has grown to \$789,274.21 and awards \$21,460.02 in scholarship support each year to adolescents seeking treatment.

### John and Sandra Taylor Endowed Scholarship Fund

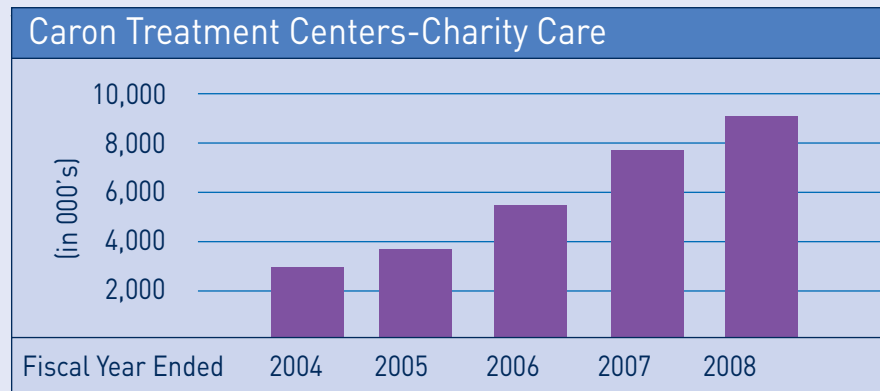
Established in 2007 to provide scholarship aid to families from selected counties in New York State. This scholarship fund of \$120,788.07 will be award for the first time this year with a scholarship award of \$1,207.88.

### Parker Family Endowed Scholarship Fund

Established in 2007 by the Parker family in honor and recognition of their granddaughter's recovery. This endowed fund of \$195,186.37 will be awarded for the first time in 2008-2009 with a scholarship of \$2,951.86.

### Subak Family Endowed Scholarship Fund

Established in January 2008, by the Subak Family. This endowed fund will be awarded for the first time in the 2009-2010 fiscal year.



## Scholarships (cont'd)

### Family Education Program Scholarships

*Providing scholarships to support family education.*

#### **Rev. William J. "Father Bill" Hultberg Endowed Scholarship Fund\***

Established in 2001 to commemorate Father Bill's 70th birthday by the Caron Board of Directors, his family, and friends. This scholarship helps bring families back together through scholarship support for family education. Additional gifts were made to the scholarship this year with another surprise "Birthday Card Shower." Father Bill could not have been more pleased with the kindness and generosity of everyone. The scholarship is currently at \$150,300.84 and provides \$4,277.08 in scholarship support each year.

### Family Treatment Scholarships through Caron's Center for Self Development

*These funds provide scholarships for individuals needing treatment at Caron's Center for Self Development.*

#### **Richard D. Kelley Endowed Scholarship Fund\***

This fund was established in memory of Richard Kelley by Caron's Board of Directors, his family, and friends. Funds from the Annual Richard Kelley Golf Tournament help to grow this scholarship each year. The current endowment has reached \$172,799.97 and awards \$4,857.36 in scholarship support each year.

#### **Ivan Small Endowed Scholarship Fund**

Established in 2001 in memory of Ivan Small by his family and friends for individuals from the state of Maine. This fund has reached \$44,909.79 and this past fiscal year was able to help two residents from Maine attend Caron's Codependency Program.

#### **Frederick Allen Smith Endowed Scholarship Fund**

Established in December 1999 by the Andryc family in memory of their uncle, Frederic Allen Smith. This endowed fund has reached \$126,291.40 and provided \$3,494.08 in scholarship support this year.

#### **Suzanne Voisin Endowed Scholarship Fund**

Established in 1989 by Suzanne Voisin-Wickham to be used for individuals from Titusville and western Pennsylvania. This \$45,027.16 endowment provided financial assistance in the amount of \$1,460.01.

#### **Ziff Family Center for Self Development Endowment Fund**

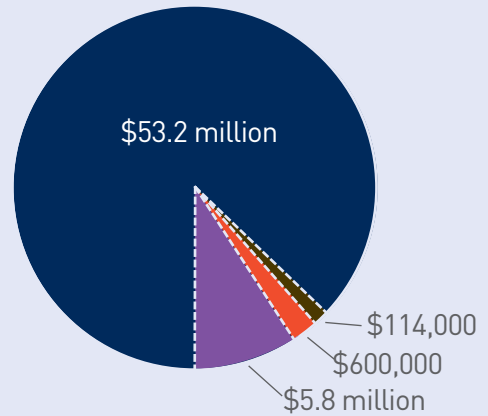
Established in January 2008 by the Ziff family. The income from this endowment of \$1,255,932.77 is designated for operational expenses for Caron's Center for Self Development.

*\*These scholarships are scholarships that were originally established by Caron's Board of Directors with a designated amount from Caron's endowment.*

# Financial Highlights

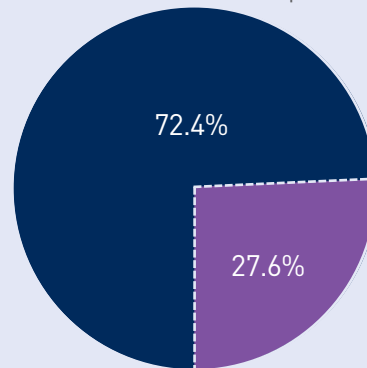
Total Unrestricted Revenue **\$59.7 million**

Net Patient Service Revenue:	\$53.2 million
Other Operating Revenue:	\$600,000
Contributions & Assets Released from Restriction:	\$5.8 million
Revenue from Investments:	\$114,000



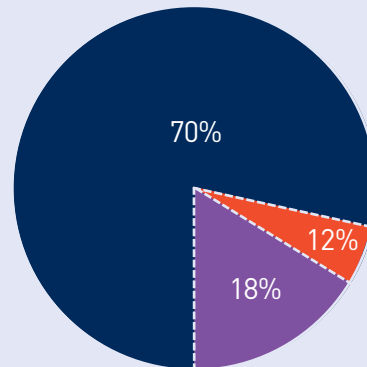
Total Expenses **\$54.9 million**

Program Activities:	72.4%
General and Administrative:	27.6%



Total Gift Income **\$11.9 million**

Annual:	70%
Capital:	18%
Endowment:	12%



Annual Charity Care **\$9.4 million**

- This amount is equivalent to 17.7% of Caron's net patient revenue.
- 899 individuals benefited from charity care in the 07-08 fiscal year.

## Financial Highlights (cont'd)

### Individuals Served on Main Campus in Wernersville, PA:

#### Residential Addiction Treatment Services:

Adult:	1,133
Young Adult Male:	241
Adolescent:	381

#### Extended Care Treatment Services:

Adult:	192
Adolescent:	160

Center for Self Development: 626

#### Family Treatment Participation:

Adult:	1,617
Adolescent:	398

### Individuals Served at Regional Locations:

Caron Counseling Services:	1,100
Caron Renaissance:	879
Caron New York:	7,500
Caron Philadelphia:	438
Caron Bermuda:	19

### Caron's Student Assistance Services:

Caron's Student Assistance Services were in 235 schools in 10 states.

Lives Touched Through Student Assistance Services:

Students:	40,984
Parents:	1,071
Faculty Members:	2,703
Project Connect (Tobacco Cessation):	2,957

### Individuals Served Through Caron's Physician Training Program:

Fifty physicians from regional hospital/medical centers were trained on-site at Caron's main campus in Wernersville, PA.



## Caron Facilities

### **CARON MAIN CAMPUS**

Galen Hall Road | P.O. Box 150  
Wernersville | Pennsylvania | 19565  
610-678-2332 | [caron.org](http://caron.org)



CARON MAIN CAMPUS

### **CARON COUNSELING SERVICES**

845 North Park Road  
Wyomissing | Pennsylvania | 19610  
610-743-6571 | [caron.org](http://caron.org)



CARON COUNSELING SERVICES

### **CARON CENTER FOR SELF-DEVELOPMENT FUTURE EXPANSION**

Galen Hall Road | P.O. Box 150  
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CARON CENTER FOR SELF-DEVELOPMENT  
FUTURE EXPANSION

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CARON NEW YORK

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484-351-7340 | [caronphiladelphia.org](http://caronphiladelphia.org)



CARON PHILADELPHIA

### **CARON RENAISSANCE**

7789 N.W. Beacon Square Boulevard  
Boca Raton | Florida | 33487  
561-241-7977 | [renaissanceinstitute.net](http://renaissanceinstitute.net)



CARON RENAISSANCE

### **CARON BERMUDA**

61 Verdmont Road  
Smiths FL 04 | Bermuda  
441-236-0823 | [caronbermuda.org](http://caronbermuda.org)



CARON BERMUDA

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Richard Schneider  
Wayne Smith  
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