

Annual Outcomes Report

2026



Over a Decade of Raising the
Bar in Addiction Health Care



We Change Lives



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Welcome

At Groups, we change lives. Last year, we celebrated our 10th anniversary — a decade defined by the belief that everyone deserves to be treated with dignity and respect while receiving the highest quality addiction care. Our model is rooted in what we know works: evidence-based medicine, strong community connection, and compassionate support that helps people find, achieve, and maintain a life they want and deserve.

In 2025, we continued to do what works, while developing new ways to strengthen our industry-leading outcomes and deliver more value to our members, our communities, and our partners — meeting the needs of those we serve today while preparing for what's ahead.

Overdose mortality decreased by 21% nationally

The addiction landscape is shifting. For the first time in a decade, we're seeing meaningful declines in overdose deaths. Overdose mortality decreased by 21% nationally between August 2024 and August 2025, according to provisional **data released by the CDC**, driven in part by expanded access to life-saving interventions like those we provide each day. Yet the overdose crisis is far from over. Overdose rates are still far above where they were pre-pandemic, and we're now confronting a more **complex picture**: rising stimulant use, polysubstance use (opioids and stimulants) contributing to nearly half of all overdose deaths, and persistent disparities in underserved communities.

Against the backdrop of rising acuity in our population, we continue to operate in a dynamic and complex healthcare environment, especially for Medicaid enrollees. Federal policy shifts, changes in Medicaid requirements, and a dynamic regulatory environment have created new pressures across the healthcare ecosystem. But within these challenges, we see an opportunity to lead with clarity, innovate with purpose, and build the kind of system that serves the most vulnerable among us.

Our mission has never been more important. While our core

model continues to provide compassionate, people-centered care and drive industry-leading outcomes, this moment calls for expansion and innovation. We are continuously adapting to broaden our reach and extend care to people who are uninsured or facing significant gaps in access. This year, we invested in several pilots to expand our treatment approach and add new services that address not just addiction, but the broader health and social needs that shape recovery.

Our mission has never been more important.

Our third Annual Outcomes Report shows the progress we're making where it matters. We've expanded access across rural, justice-involved, and underserved populations while driving meaningful savings for health plans and health outcomes for communities. And our member experiences and outcomes — from engagement and retention to remission and mortality — demonstrate how our model helps people build healthier, more connected lives.

The landscape will continue to evolve, and we will evolve with it. What will never change is our mission, our optimism, and our belief that every person deserves the chance to recover with dignity. Thank you for your commitment to this work and the people who depend upon us. The future of Groups is bright, and I'm honored to lead us forward.



Cooper Zelnick
Chief Executive Officer



Section 1

Who We Are





Our Mission

We change lives.

At Groups, we empower those seeking recovery from addiction to find purpose and dignity through compassionate, collaborative care. We deliver high-quality treatment in underserved communities alongside our partners, public agencies, and health plans.

Together, we're raising the bar in addiction health care.

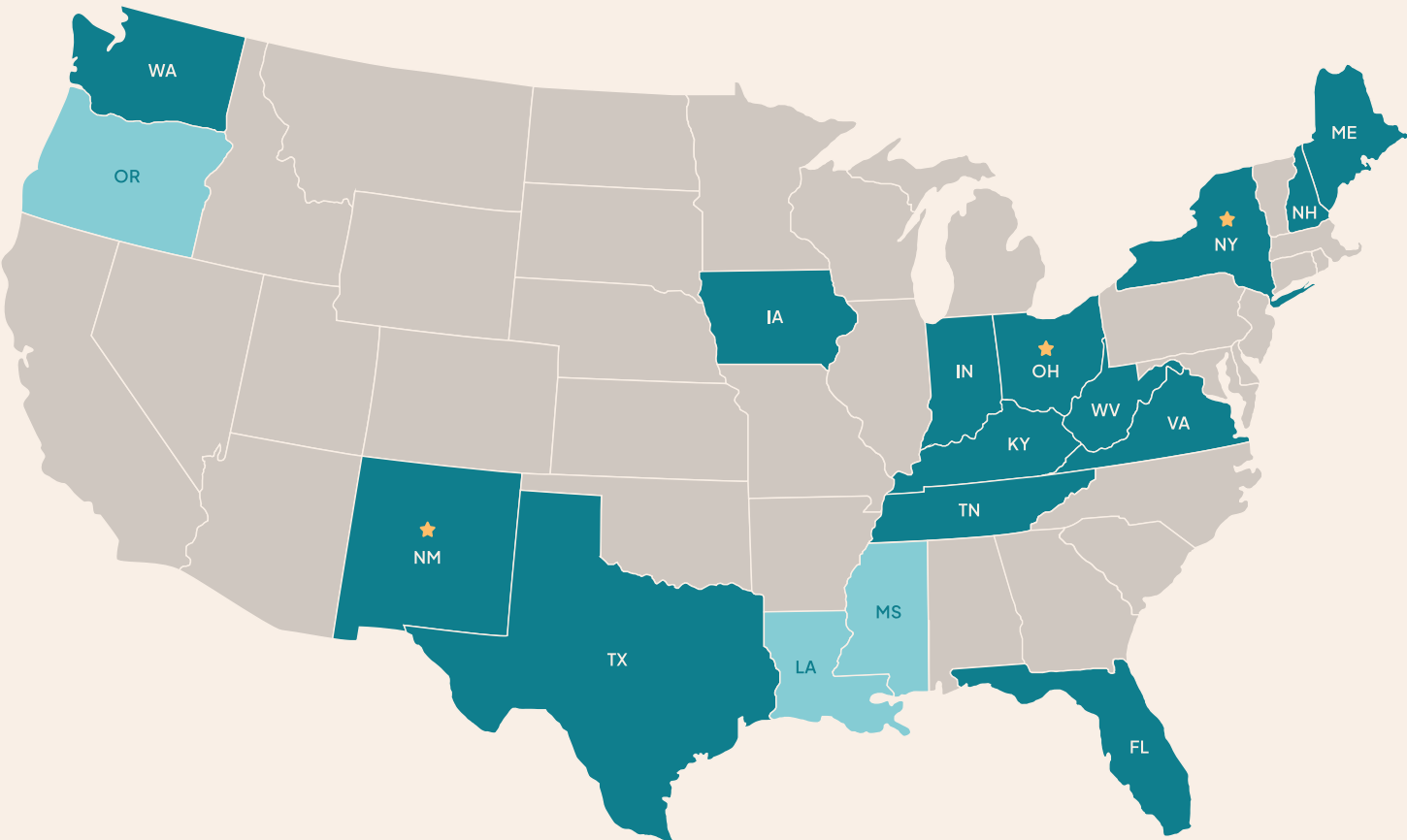
Our Vision

Groups is *the* recovery company.

We strive to bring our powerful care model to communities in need as we transform the way society perceives the treatable disease of addiction.

Our Footprint

- Operating States ●
- Expansion States ●
- New in 2026 ★





Our Care Model

Our comprehensive model is grounded in **three pillars** of care that have driven industry-leading outcomes over the past decade.

Evidence-Based Medication

Members typically begin medication within one day of intake, supported by in-house pharmacy coordination, toxicology testing, and individualized medical care and prescribing protocols.



Community-Powered Recovery

Weekly group therapy with evidence-based curricula is the emotional and interpersonal core of our model. Members find accountability, connection, and shared growth, supplemented by individual support when needed.



Whole-Person Care

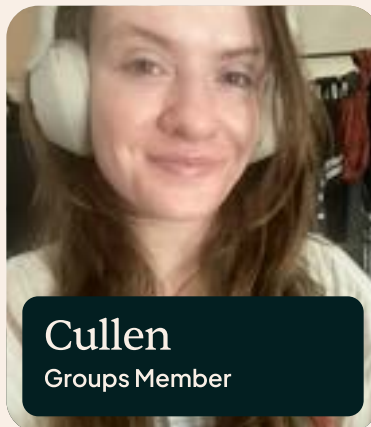
We help members meet health-related social needs — like housing, employment, and transportation — and connect them to care for co-occurring medical or mental health conditions in person, online, or through our mobile app.



“

Groups saved my life. Groups saves a lot of people’s lives. It’s one of the more comprehensive programs that not only does medication, but it treats the person.

You do therapy with other people who understand aspects of what you’ve been through, and they hold you accountable. It’s so successful with long-term recovery because it treats all these different aspects.



Cullen
Groups Member



Workforce Development

To meet rising demand and maintain high-quality clinical care, Groups invests in growing the behavioral health workforce. Through supervised licensure, university partnerships, and

certification pathways, we create long-term career opportunities while expanding access to care in underserved communities.





Workforce Development



Master's in Social Work (MSW) Internship Program

For Groups employees who are pursuing their MSW, Groups partners with their universities to offer clinical placements alongside employment. Groups is now a placement site for 10 MSW programs, offering hands-on

clinical training, expanding local behavioral health capacity, and building a pipeline of future clinicians in the communities we serve.



Certified Substance Use Counselor Pathway

This year, Groups scaled a two-year program that trains non-clinical staff to become certified counselors—at no cost to them. The first cohort of 20 team members receive weekly training and supervision to support

requirements for certification. These meetings are led by Groups counselors who are pursuing their own professional development through supervisory experience.



Internal Licensure Supervision

Groups provides free clinical supervision for team members working toward their next stage of licensure,

removing barriers to independent licensure and bolstering long-term career pathways.

Together, these programs strengthen the clinical workforce by opening doors for non-clinical teammates to become clinicians and by supporting current clinicians as they deepen their training and advance along their career paths. By investing in clinical development pathways, Groups is helping

address the nationwide behavioral health workforce shortage through creating skilled providers who strengthen addiction care across the field, whether they continue their careers with Groups or bring their training to other communities in need.

“

My journey with Groups has truly been full circle — from starting as an operations coordinator, to going through the Clinical Bridge program and passing my test to become a counselor, and now serving as a Clinical Bridge Trainer supporting our future counselors on their paths. Each step brought its own challenges and growth, but I was never walking alone.

Now I get to pour into others the same way others once poured into me, and that is something I’ll always be grateful for.



April Ward

Indiana Counselor & Clinical
Bridge Program Trainer





Spotlight

Entitlement Team

We are proud to help our members understand their insurance options—making treatment more accessible for those who need it. Our Entitlement Team works closely with members to educate them on the Medicaid, Marketplace, and Employer plans that may be available to them. They also work closely with our partnership development and care team to identify grant opportunities for those who are underinsured or uninsured.

The Entitlement Team has supported over 5,000 Entitlement requests in 2025, helping 35%–45% of members, depending on state, gain insurance coverage.

Outside of Medicaid, Marketplace, and Employer plan support, Entitlement sees a high volume of members benefiting from various grant opportunities. 349 members are currently enrolled in the Indiana State Opioid Response (SOR) grant, with an additional 224 members supported through other grant funding sources, helping ensure continuity of care when coverage gaps arise.

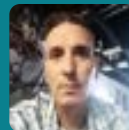
Supported over 5,000
Entitlement requests in 2025

Our team has established processes and dedicated support to help members navigate transitions in health insurance and coverage. This is especially important given that many individuals lose coverage due to administrative barriers — such as missed paperwork or renewal issues — rather than true changes in eligibility.



Members helped to gain
insurance coverage.

Accessing Groups through the SOR grant has been the main factor in giving me — and my family, my kids — the best quality of life that I've ever experienced.



Adam

Groups Member,
SOR Participant



Learn how the SOR grant helps uninsured members access care in Indiana



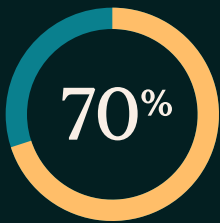
Growth and Impact



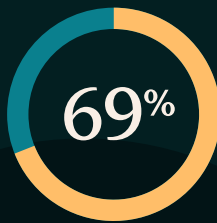


Growth and Impact

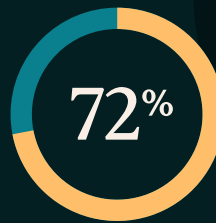
In 2025, **21,315 individuals** scheduled an intake appointment at Groups.
The majority of the people we serve face steep and persistent barriers to care:



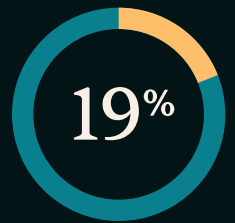
live in rural communities



have been
criminal-justice involved



meet DSM-V criteria
for severe OUD



seeking treatment
for the first time



Removing Barriers and Accelerating Time to Care

When someone is ready for help, timing is everything. This year, we stayed focused on one core goal: making sure people can reach us and start care exactly when they need it.

In 2025, the median wait time from a first call to a scheduled appointment was just **1 business day**.

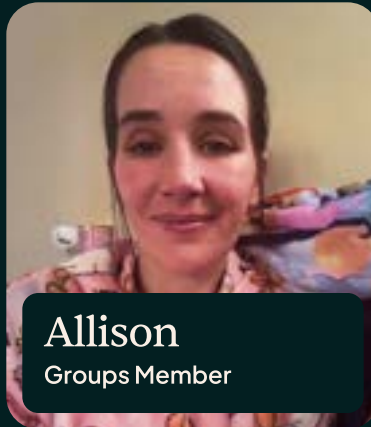
That speed is made possible by our [24/7/365 Recovery Access Center](#), which ensures help is available around the clock — nights, weekends, and holidays included. No matter when someone reaches out, a real person is there to answer, listen, and help them take the next step toward care. By keeping access always on and reducing barriers, we're able to meet people in moments of urgency and uncertainty — when delays can mean the difference between getting help or giving up. The result is a path to treatment that is faster, simpler, and more reliable for the people who need it most.



“

Being able to do it all from your phone, from your home, especially having two kids, it couldn't have been more perfect.

And how fast it was to get started. From the very first call, I never felt judged or like I was just a number.



Allison
Groups Member





Strengthening Support Networks

In 2025, we meaningfully expanded our partnerships by deepening our role within local care systems. We strengthened collaboration with Departments of Corrections and reentry agencies across our states, building reliable post-release referral pathways that support uninterrupted access to treatment. Through our SafeStart Pathway, we supported more than **600 justice-involved individuals in Indiana alone**, driving strong outcomes across retention, engagement, and reductions in recidivism. We also expanded our SafeStart Pathway to Tennessee, **welcoming more than 100 referrals in its first year** and demonstrating the program's impact during one of the highest-risk periods for overdose.

We continued to deepen community partnerships across the full continuum of care — spanning health departments, harm reduction programs, recovery organizations, Recovery Cafés, health systems, emergency departments, and hospital-based teams — to create warm handoffs into treatment and strengthen integrated referral workflows.

Together, these collaborations reduce gaps in care during critical moments, support rapid access to medication-assisted treatment, and connect members to essential resources like housing, food, transportation, and peer support — reinforcing long-term stability alongside clinical care.





Spotlight

safestart **pathway**

Helping justice-involved individuals transition safely and quickly into care.

When Scott left prison, he had one week's worth of medication and no idea where to turn. Within 48 hours of calling Groups, he had a counselor, support group, recovery coach, and treatment plan.

Two months later, he's stable and giving back to his community through gardening, bringing his passion for butterfly transformation to local first graders, and openly sharing his recovery journey — a powerful example of how rapid access to comprehensive care transforms lives.

The opposite of addiction is connection, and I feel connected when I'm in Groups. And I have the support I need, and because that's taken care of, and because it's easily accessible, that means I'm more at liberty to be present with my family, be present in my community, and be present at work.



Scott
Groups Member



The first 72 hours after being released from incarceration is a critical window



Watch Scott's Story



What's Next?

Together, these advancements reflect our commitment to expanding access in underserved communities, strengthening networks of support, and ensuring treatment is available the moment someone is ready for help. In 2026, we are continuing to invest in people, technology, and systems to provide rapid access to medication and treatment for our members.

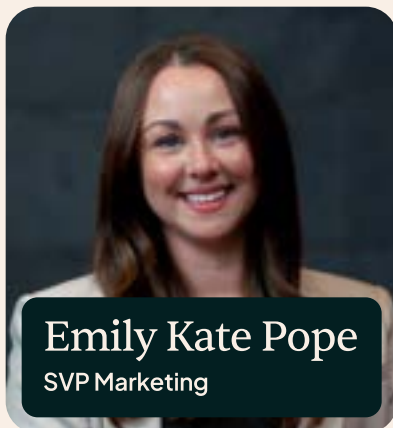
We are also excited to launch in **Ohio**, **New York**, and **New Mexico** to bring our life-saving model to more communities in need.



“

Our role on the growth and access teams is to advocate relentlessly for prospective members by removing barriers and creating a seamless path from the first call to care.

The people we serve face real obstacles every day. When treatment is hard to access, people fall through the cracks. In 2026, we will continue to focus on reducing friction at every step. When someone is ready for help, we will be ready to support them.



Emily Kate Pope

SVP Marketing



Clinical Outcomes





Driving Industry-Leading Outcomes

Groups delivers industry-leading clinical outcomes because our standard care model works. By combining evidence-based medication, group therapy, and dedicated recovery support, we help members stay in treatment longer, reduce recurrence of use, and dramatically lower their risk of overdose. These outcomes consistently outperform national benchmarks across retention, remission, engagement, and mortality — and they reflect more than clinical protocols alone. They reflect a model built on trust, connection, and accountability to improved recovery.

This year, we focused our clinical innovation on the earliest stages of the member journey, recognizing that the first few months of treatment are critical to long-term stability and success. By strengthening early connection, reducing friction, and responding quickly to emerging needs, we aimed to set members up for sustained engagement and better outcomes over time.



Significantly higher
six-month retention



Lower risk of
recurrence of use



Dramatically lower risk
of overdose





Early Engagement Initiatives

Prescribing Protocols that Improve Engagement

This year, we updated our prescribing protocols to strengthen medication continuity, access, and engagement. Members who consistently engage in care are entrusted with longer prescription intervals, allowing providers to focus more closely on those at higher risk while supporting members' growing stability and confidence in recovery. These changes have driven meaningful improvements in early treatment engagement and stabilization.

In the initial pilot, attendance increased by 4.4 points for the pilot cohort compared to the control. Discharge rates were also lower, with a 1.6-point reduction in the pilot group.



Group attendance

4.4-point improvement vs. control



Reduced discharge rate

1.6-point reduction vs. control

Contingency Management to Support Members Early in Care

Contingency Management (CM) is an [evidence-based approach](#) for reinforcing treatment engagement, particularly for individuals facing complex barriers or recurrent instability — yet it remains underutilized in practice. In the spring, Groups launched a CM pilot to incentivize early engagement during a critical phase of the member journey. Early results demonstrate meaningful improvements among members receiving financial reinforcement:



Early engagement

4.2-point increase in new members attending their first four scheduled visits



Overall attendance

1.6-point improvement in overall attendance



Retention

8.4 point-increase in three-month retention



Behind those numbers are real stories

One pregnant member shared with her counselor that because of the CM pilot, she was able to purchase items for her baby. The financial support is helping her build both stability and hope as she prepares for motherhood.

We plan to continue investing in Contingency Management given the positive outcomes we've observed.

Outreach for New and High-Risk Members

Groups' team-based care model relies on Recovery Support Coordinators to provide wraparound support, address barriers between visits, and keep members connected to care. This year, we scaled a targeted outreach model for new, disengaged, and high-risk members, driving measurable improvements in early engagement and continuity of care:



Early engagement

A **14% increase** in conversion from intake to first group within the first week



Reduced disengagement

A **10-point reduction** in discharges among previously disengaged members



Improved member experience

Faster resolution of pharmacy and treatment issues with a clear early point of contact



Recovered starts

40% of missed first groups were **successfully rescheduled**

Medication Stabilization Groups

To better support members during the earliest and most vulnerable stage of treatment, Groups redesigned our orientation experience into Medication Stabilization Groups. This change reflects our focus on early stability—ensuring members receive timely support, clear guidance, and continuity of care as they begin treatment. By strengthening early connection and alignment, these groups reduce confusion, support medication stabilization, and set members up for sustained engagement and better outcomes.

Beyond the metrics, Medication Stabilization Groups create a critical early touchpoint for members—establishing trust, reinforcing our non-punitive approach to care, and resolving issues that can be pivotal in the first days of treatment. This intervention represents one of the most impactful early-treatment improvements we've implemented to date.

The redesign produced measurable improvements:



Time to scheduling

Decreased by **50%**



Attendance

Improved by **21%**



Rescheduling success

Reschedule rates improved by almost **40 points** when combined with intensive outreach



Quality Improvement and Strategic Growth Initiatives

Expanding Wraparound Clinical Support

In 2025, Groups expanded wraparound clinical support to meet members' needs beyond core recovery care. In Indiana and Virginia, we piloted urgent care-style provider visits, offering timely, individualized support for issues that can otherwise disrupt treatment. Members responded positively, with the highest demand centered on tobacco cessation, followed by medication continuity and common acute health concerns — reinforcing the value of accessible, integrated care.

In parallel, we launched our first full substance use disorder (SUD) treatment pilot in Iowa for members without a primary OUD diagnosis, extending our proven care model to support a broader range of recovery needs. Together, these initiatives reflect our continued investment in holistic recovery support and will inform broader clinical, operational, and engagement strategies as we scale in 2026.

I was smoking from the age of 15. I've tried quitting a dozen times. I've learned coping skills through Groups that you can apply to any addiction, whether it's opiates or cigarettes. I'm a single father of five children... and I want to set a good example. About a month and a half total it's taken me to be at zero cigarettes.



Paul
Groups Member



Over 80% of Groups members use tobacco products.
Most want to quit.



Watch Paul's Story



Core Treatment Outcomes

Mortality Reduction

Every overdose death is a tragedy — and one that is often preventable with evidence-based treatment and access to naloxone. While the overdose crisis continues nationwide, Groups’ outcomes reflect the impact of consistent, high-quality care. In 2025, our mortality rate was more than 3.5×

lower than the national benchmark for individuals treated for opioid use disorder with buprenorphine or methadone—and 8× lower than individuals with opioid use disorder (OUD) who were not in treatment.¹

All-Cause Mortality



*Deaths per 1,000 member-years of treatment (based on deaths over the trailing 6M period)

¹ Santo T Jr, Clark B, Hickman M, et al. Association of Opioid Agonist Treatment With All-Cause Mortality and Specific Causes of Death Among People With Opioid Dependence: A Systematic Review and Meta-analysis. JAMA Psychiatry. 2021;78(9):979–993. doi:10.1001/jamapsychiatry.2021.0976

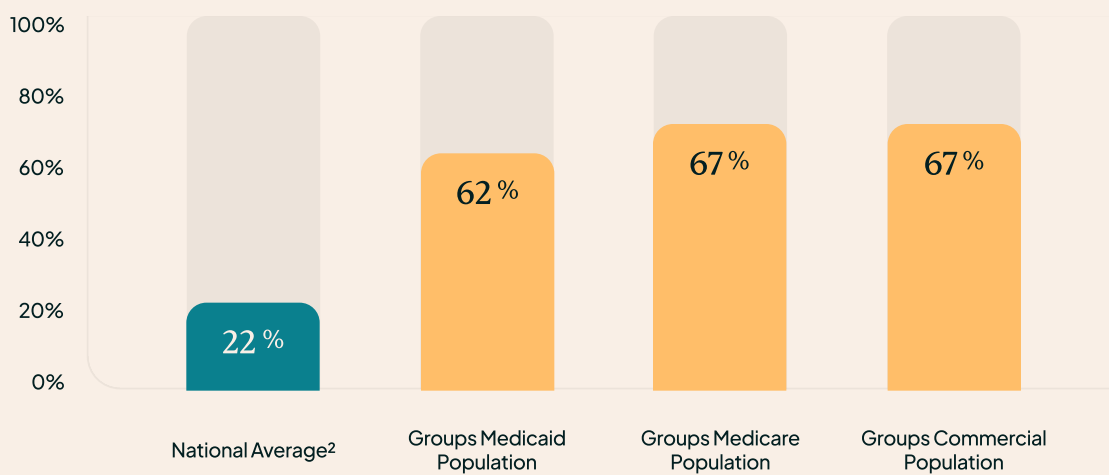


Retention

Nationally, only 22% of individuals treated for opioid use disorder (OUD) with buprenorphine stay in treatment for at least six months². In contrast, among Groups' 2025 member

population, 62% of Medicaid members, 67% of commercial, and 67% of Medicare members remain in treatment 180 days after starting care.

Treatment Retention at 6 Months



² Chua KP, Nguyen TD, Zhang J, Conti RM, Lagisetty P, Bohnert AS. Trends in Buprenorphine Initiation and Retention in the United States, 2016–2022. JAMA. 2023;329(16):1402–1404. doi:10.1001/jama.2023.1207

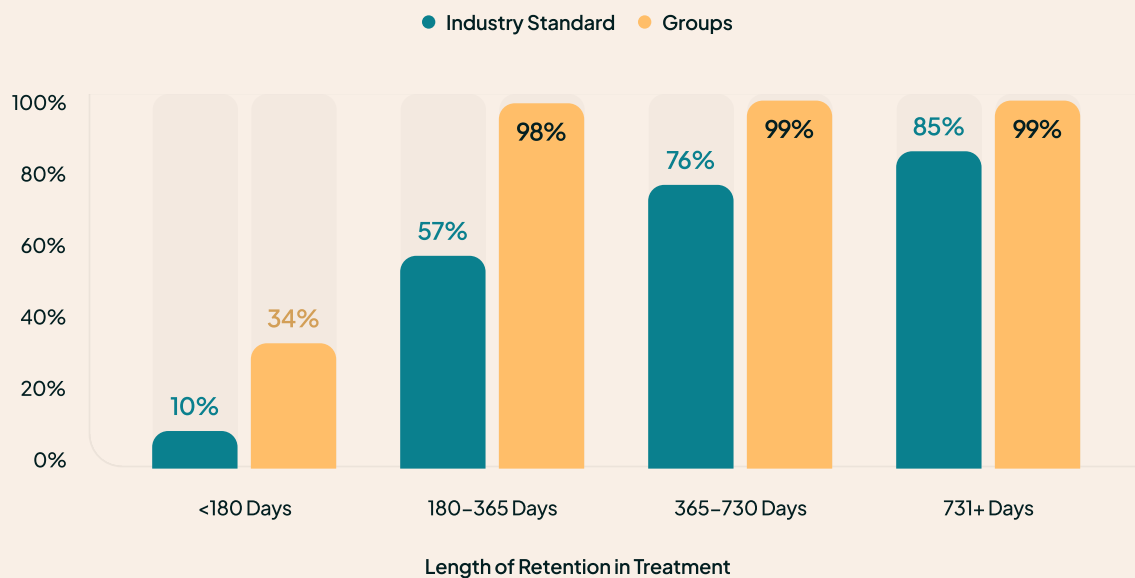


Remission

We define remission from OUD as sustaining at least 90 days of treatment without the use of illicit opioids, as confirmed by toxicology testing.* Our 2025 results reinforce the importance of sustained engagement in care. Members who remained in treatment for 180 days or longer achieved remission at rates approaching 100%, compared with just 34% among those retained for fewer than 180 days.

Across all lengths of stay, Groups members consistently achieve remission at rates well above industry benchmarks reported in published literature³, underscoring the strength and effectiveness of our care model.

Achievement of Remission by Length of Retention in Treatment



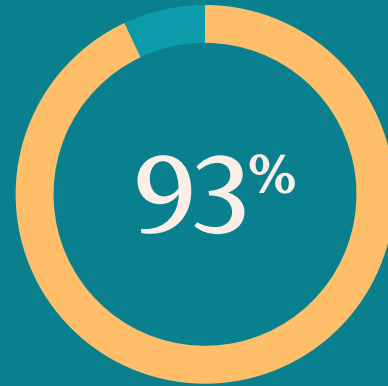
* Percent of admissions that achieve at least 90 consecutive days of treatment without UDS-confirmed opioid use.

³ Williams AR, Mauro CM, Chiodo L, et al. Buprenorphine treatment and clinical outcomes under the opioid use disorder cascade of care. Drug Alcohol Depend. 2024;263:112389. doi:10.1016/j.drugalcdep.2024.112389



Engagement

Groups' community-driven care model keeps members engaged with their care team and peers, building the relationships and routines that support lasting recovery. Members participate through scheduled counseling, medical, and recovery sessions, with flexible options such as makeup visits, care plan updates, and community events.



of members engaged each month

What's Next?

In 2026, we will build on initiatives that strengthen our clinical and medical outcomes. We will expand wraparound clinical support—beginning with nicotine cessation small groups—

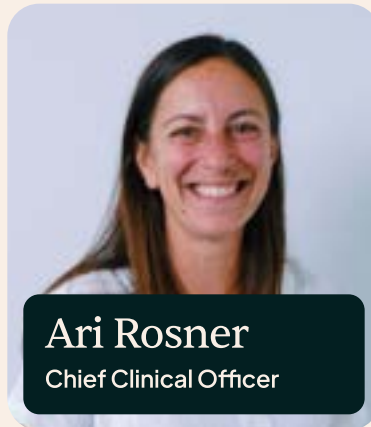
and deepen wraparound recovery support, prioritizing our highest-risk members.



“

Our culture of innovation is grounded in meeting our members’ evolving needs, while continuing to deliver a high-quality care model and positive outcomes.

By continuously piloting and learning, we build solutions rooted in these needs, while deepening trust and retention for both our members and our teams.



Ari Rosner
Chief Clinical Officer



Spotlight

Member Feedback

At Groups, we value and listen to our members' voices. More than three years ago, we launched the Member Advisory Board (MAB)—a monthly forum where members and staff connect to share experiences, ideas, and feedback that directly shape

our care. Insights from the MAB help us close feedback loops, incorporate critical member perspectives into service innovation, and identify opportunities to strengthen health education across our member community.



Your voice matters. Your insight shapes the future of our program



Learn More



Delivering Value Through Outcomes





Better outcomes deliver lower total cost of care

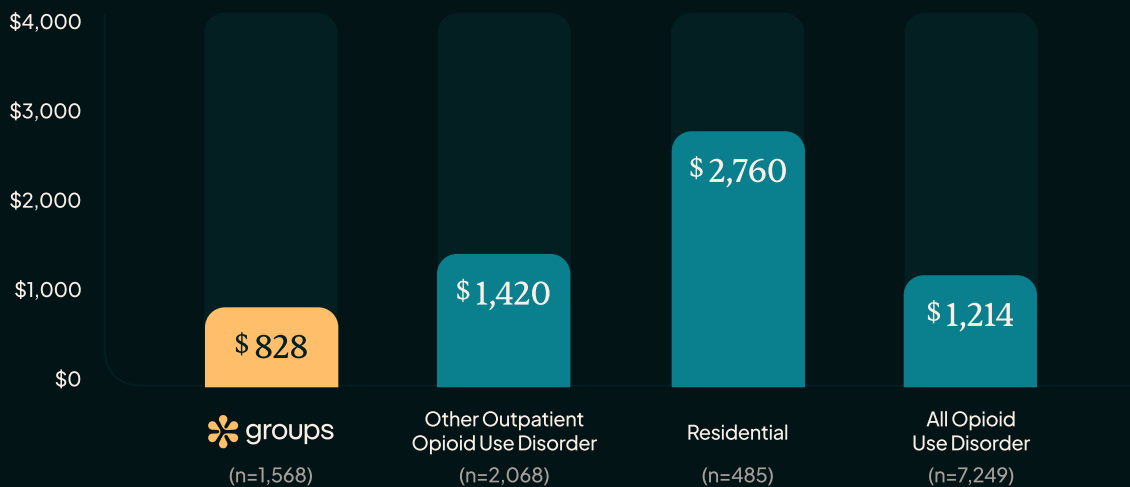
At Groups, our unique clinical model delivers powerful clinical outcomes.

This model not only save lives but also reduces healthcare costs for communities and health plans. Higher-than-average retention rates mean that Groups members are significantly less likely to utilize low-quality, high-cost sites of care. These clinical outcomes consistently generate substantial savings for health plans — historically 30–40% of total cost — relative to other in-network providers.

Our most recent partner analysis used claims data from a midwestern Medicaid plan to compare the impact of starting treatment with Groups versus other outpatient (OP) providers or residential treatment. The findings confirm that Groups continues to deliver savings, showing a 42% reduction in total cost of care relative to other OP care.

Total Cost of Care

Includes physical and behavioral spend, inclusive of Groups' rate



Groups' members have a total cost of care that is 42% lower than those in other outpatient treatment and 70% lower than those in residential treatment

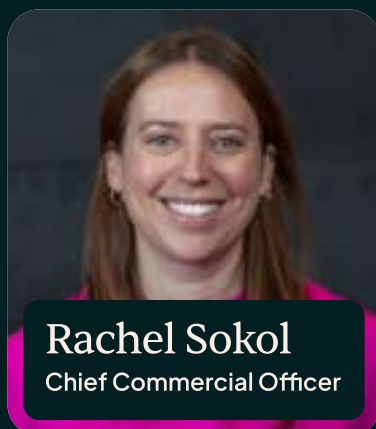
Quality makes a difference. It is the driving force behind achieving meaningful outcomes, demonstrating that health care is not a mere commodity. When members choose a

high-quality provider, they are more likely to be successful in recovery, which ultimately results in plan savings.

“

Groups reduces the members' total cost of care by 42% relative to other outpatient providers. These numbers reflect our ability to keep members engaged, stable, and out of crisis. As Medicaid faces growing pressure, health plans need partners who deliver better outcomes at sustainable costs.

Value-based care works when providers are accountable for the whole picture — preventing emergency department visits, avoiding higher levels of care, and keeping members connected. That's what Groups delivers.



Rachel Sokol
Chief Commercial Officer





What's Next?

Groups continues to advance its commitment to value-based contracting. In addition to current agreements linking our rates to improvements in total cost of care and clinical outcomes, we are now collaborating with health plans to enhance quality performance, including HEDIS (Healthcare Effectiveness Data and Information Set) measures outside of substance use disorder (e.g., primary care engagement,

diabetic screenings, mental health medication management). Furthermore, we are deepening community engagement by proactively working with discharging emergency departments (EDs) and residential treatment providers (RTCs). This collaboration swiftly enrolls members into outpatient care, helping people overcome the cycle of readmission and treatment.





Looking Ahead





Looking Ahead

At the heart of Groups is a promise to bring life-saving care to people who are too often overlooked or left behind. That promise is more urgent now than ever before. We know that individuals may struggle to maintain insurance coverage this year, and without action, their ability to receive treatment could be at risk. In 2026, as always, we are focused on ensuring that the most vulnerable among us can continue to access treatment. This will take many forms, including investment in new models of care that are affordable to those who may lose their insurance coverage, growing our team to support more members, and adapting to evolving member needs.

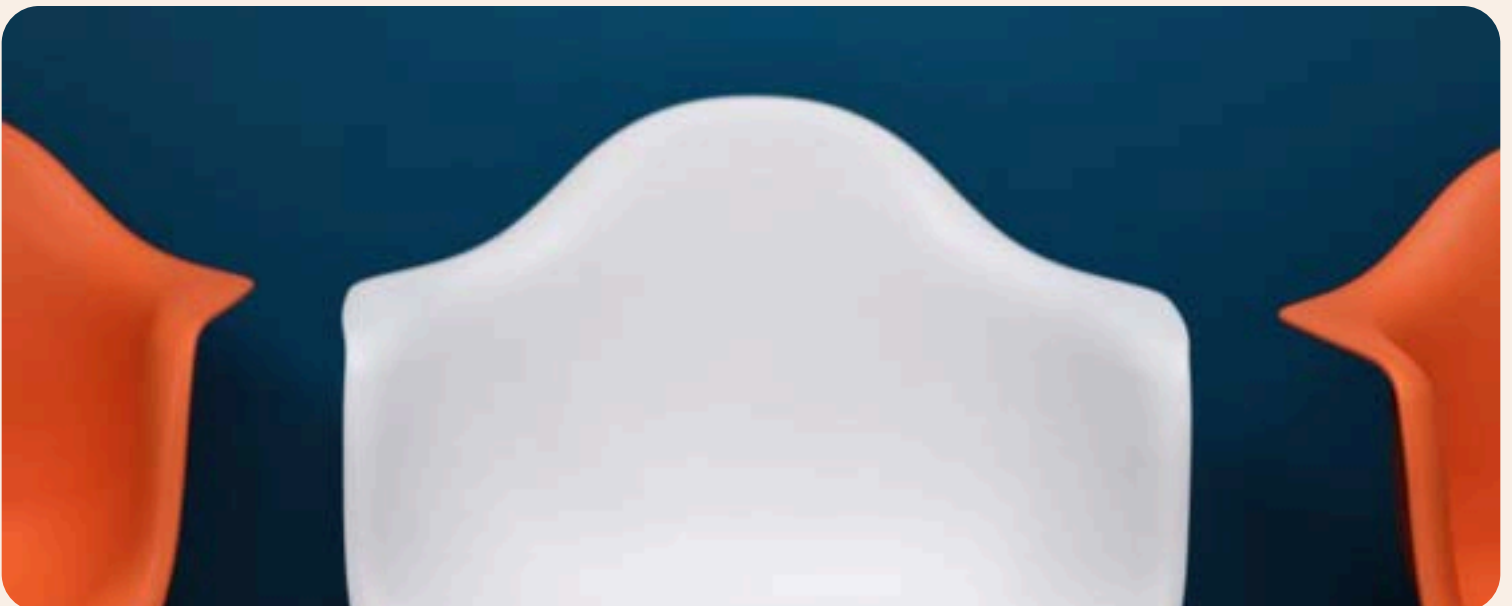
We will continue delivering the highest quality care that saves lives and rebuilds communities through wraparound services, streamlined care teams, and supportive technology to reduce the administrative burden from our care teams. At the core of this is our member experience, and we will focus on building new services based on what our members need to improve their overall health and well-being.

As always, we will focus on the quality of our engagement, as we know how important each interaction is to building

trust, building community, and building a life in recovery. This means a focus on the quality of our outreach, our group therapy, and the technology that powers many of these interactions.

We are focused on ensuring that the most vulnerable among us can continue to access life-saving care

We welcome the coming year with resolve and resilience, and we are confident this team will rise to new challenges and opportunities ahead. We look forward to the new members and staff who will join us in 2026. Whether you're taking your first step or your next step with us, we can't wait to see the impact you'll make—we'll save a seat for you.





Get Involved



At Groups, we change lives. Join us.

Learn more about joining our team and making a difference.

Careers Page 



Connect with our Partnerships & Contracting team

For partnership inquiries, collaboration opportunities, or contracting discussions, reach out to us. We look forward to working together!

 partnerships@joiningroups.com



Give the Gift of Recovery

In 2025, we proudly raised more than \$25,000 for the Quell Foundation, Operation First Response, and Overdose Lifeline — supporting partners who share our commitment to recovery and community. If you know someone who could benefit from Groups, you can help them take the first step. When they join, we'll make a donation to a nonprofit organization aligned with our mission.

Share Groups 



About Groups

Groups is the recovery company. As the national leader in value-based care for Substance Use Disorder (SUD), we're committed to supporting underserved communities most affected by the opioid overdose crisis. Our evidence-based approach combines medication, group therapy, and personalized support—delivered online and in person by trusted local providers.

Together with our community partners, public agencies, and health plans, we're changing lives and raising the bar in addiction health care.

Stay Connected





Over a Decade of Raising the
Bar in Addiction Health Care