

THE HAVEN Executive Director's Report

Submitted to the Board by Aimee Graves
September 22, 2022

Foster Dog Program

"Being part of the Humane Society foster program is a highly rewarding opportunity, not just for myself and my community, but for the fosters and their forever families", as told by Haven client.

Bestie was returned to her human on July 28. *Howl* improved significantly and was returned to the Humane Society on August 2 and is currently available for adoption. *Buttons* arrived on August 2 after dental surgery. You can read more about our partnership with the Humane Society of Southern Arizona on our website under the News & Events tab.

Development & Communications

We received our Fund Development Assessment Report from Alexander Carrillo Consulting in the beginning of August. The report confirms that The Haven is a well-respected organization in the community and our donors are grateful and dedicated to seeing our mission grow and succeed. The report highlights various opportunities and gives us recommendations for moving forward. We have created a written Development Plan and Timeline for the upcoming fiscal year based on the recommendations. The development plan formalizes some of the fundraising practices we already have in place.

We are participating in several community events this fall. Our goal is to raise The Haven's positive visibility and share resources with the community. Here's a list of upcoming events.

- Rotary District 5500 Conference – September 23-24
- El Tour Loop de Loop - September 24
- Tucson Pride Parade - September 30
- Tucson Meet Yourself - October 7-9
- Out of Darkness Walk - October 8
- Red Road to Wellbriety Celebration – October 15
- Cyclovia – October 30
- El Tour de Tucson – November 19

We have finalized the new Communications Strategy and are already implementing the social media and Google advertising program as well as writing blogs for the website. We have also created a donor communications plan and will be sending a

monthly newsletter to our donors and potential new supporters starting in September. We are still working on a more detailed plan for our internal communications.

We have new letterhead, note cards, and envelopes that you will see once we start mailing them. We will also get new business cards soon.

The next Development Committee meeting is scheduled on October 17, from Noon – 1 PM via Zoom.

Programs & Services

The Haven was ranked as one of the best addiction treatment centers in the US by Newsweek and its partner Statistica. Please see attached a copy of the article, which was published in the August 26 issue of Newsweek.

With U of A Southwest Institute for Research on Women and Pima County Health Department, we have been awarded a prestigious competitive grant from the federal Substance Abuse and Mental Health Services Administration (SAMHSA) for Targeted Capacity Expansion: Special Projects. Together, we received one of 22 awards nationwide. Our project is called New Dawn-Warrior Women and is meant to enhance and expand access to affirming culturally tailored substance use disorder (SUD) and co-occurring disorder (COD) harm reduction, treatment, and recovery support services for under-resourced Indigenous women. This is a three-year project that will enhance (not replace) our existing Native Ways Program and will bring \$1.1 million to the community.

Alumnae Program

We now maintain regular contact with over 85 Alumnae Program Members!

- 19 alumnae have signed up for bowling party on Sep 18
- 7 alumnae members and two staff participated in skating party on Aug 21
- 20 alumnae – Honoring Family Gone Before Us Ceremony on July 20

Outreach Coordinators

- 258 phone contacts with potential clients during August
- 4 professional contacts made during August
- 2 presentations provided in August

Assessment

- 65 Admission assessments resulting in placement at The Haven.
- Intake Process Review

Leadership, Assessment, Outreach, and Office Managers are conducting a deep dive into our current intake process. Our goal is to create the best possible experience for our customers from entry point to first service. While this program is in the data collection stage, we will use the information to identify areas of both strength and weakness and develop a plan to improve our current intake

process. Ultimately The Haven wants to ensure that we are providing the best and most efficient process for our clients, referral sources, and other stakeholders. The first step in this process is completing staff time studies and telephone call review. This initial step will lend initial results and recommendations for the team by early October 2022.

Residential

- Admissions paused August 8 – 12 due to COVID-19 Outbreak.
- August's Average Daily Census (ADC) was 44, despite a significant COVID outbreak.

Intensive Outpatient (IOP)

September IOP groups will be impacted significantly by resignation of Therapist. The weekly number of groups in August range from 166 to 201.

Outpatient (OP)

Mental Health (OPMH) Census has held steady this summer, with 17 enrolled clients in July and 18 in August. The same holds true for our *Substance Use Disorders (OPSUD)* Census. We had 29 enrolled clients in July and 32 in August.

Peer Support Education and Training Program (PSETP)

- 7 clients graduated. We are offering this class once a month. Our capacity per cohort is 12.

Quality Management/Performance Improvement

Compliance Officer

In July, Kristin agreed to take on the role of Compliance Officer for The Haven and her title has been changed to Quality and Compliance Director. In addition to the quality and performance improvement activities she has been doing for the last 5 years, she now heads up the activities regarding compliance with regulatory expectations at The Haven. This includes health and safety activities like training on emergency responses and regular facilities safety checks, reporting of compliance deliverables to our contracted payors, supporting HR with keeping up to date on certifications and competency documentation, and responding to any concerns regarding healthcare fraud, waste, or abuse. She can be reached by phone (520-623-4505, Ext. 113) or email (KristinLindberg@TheHavenTucson.org) as well as anonymously by leaving feedback on our website or in any of the QM/PI Feedback boxes located on our sites.

A new position titled Compliance and Training Coordinator was created to support the Admin team with activities to enhance the Quality, Compliance, HR, and Risk Management functions at The Haven. Cassandra Dawson joined our team in August in this role and will be responsible for identifying and organizing training needs for all of our staff. This will include refreshers on annual trainings as well as new best-practice skills to grow the skills of our employees.

Compliance Platform

The Haven acquired a compliance platform (Compliatric) this month and is working to customize and implement this new tool over the next few weeks. Compliatric is designed to aid us in managing and documenting all things compliance related including incident reports, policies, chart audits, facilities activities, health and safety activities, learning, credentialing, and CARF requirements. We expect to have the platform fully operational by October.

COVID Update

Residential has been COVID-free so far in September. Nurse Manager LeAnne Aragon has prepared for a new strain of COVID that just hit the states. We currently have 1 positive case in IOP-Recovery Housing and that client is in quarantine. We are anticipating that we will see some new developments in early October and around the winter holidays.

LeAnne and leadership continue to encourage staff and clients to use good handwashing practice and wipe down doorknobs. All clients and staff are required to mask if they have any signs/symptoms of a cold or flu. We have COVID tests from Pima County Health Department in stock.

In August, we experienced quite a few cases of positive COVID across the organization: 3 clients in IOP-Recovery Housing; 14 clients and 9 staff at Residential; and 2 staff in Administration.

Medical Director, Nancy Williams, and LeAnne are reviewing our COVID Infection Policy to ensure that it is aligned with the CDC's current recommendations.

Workforce

New Human Resources Director

Latricia Clary joined The Haven on August 15, 2022 as our Human Resources Director. Prior to joining The Haven, Latricia earned a BA in Psychology with a Concentration in Addictions Counseling and an MBA in Human Resources Management. With a combined 14 years of experience in Business Management and Healthcare, she brings a wealth of knowledge to our team. Her solution focused approach to strategic management, employee acquisition and development, and regulatory compliance strengthens our goal to bring Human Resources to the forefront. She is dedicated to creating a robust company culture through ethical practices, diversity, and inclusion.

HR Initiatives

Employee Benefits

- The Haven's new broker, Lovitt & Touché, worked diligently with key leadership to select new insurance carriers and a variety of new benefit options for employees. Open Enrollment was held September 8-14, 2022 with 100% participation from all eligible staff.
- This year, employees were able to choose Medical, Dental, and Vision benefits through Cigna. Plans included a variety of OAP and HMO options, as well as an option for a Health Savings Account. Life/AD&D, Short Term and Long Term Disability, Accident, Critical Illness, and Hospital Confinement benefits were offered through MetLife. In addition, a Health Care FSA and a Dependent Care FSA was offered through Ameriflex. Employees were also given the option to enroll Domestic Partners this year and the new hire benefit waiting period was reduced from 60 days to 30 days.

Compensation Survey

On August 15th Fahrenheit Advisor officially began working on The Haven's compensation strategy and design. This project is intended to help The Haven determine its place within the current salary market and help the organization develop a competitive structure recruitment, retention, and ongoing employee development. The first step in this process is the salary survey. Fahrenheit has all current job descriptions and employee position and salary information. This information will be used to assist in determining The Haven's position in the salary market. Fahrenheit Advisors is expected to have initial results and recommendation to us by November 2022.

Performance Management Review

- On September 1, 2022 InnovationHR began working on The Haven's Performance Management Program. This project is intended to assist in developing a performance management program that accurately assesses both individual and organizational performance. In addition, the project is intended to assist The Haven in increasing its recruitment/retention rates and strengthening a positive company culture. The first step to this process is reviewing current job descriptions for accuracy and creating position specific competencies. This information will be used to update job descriptions and develop more accurate performance-based employee reviews.
- We have been working in conjunction to modify the current recruitment process. A preliminary recruitment and onboarding process has been developed, including the addition of a new re-hire and post hire checklist. We are also in the process of modifying and streamlining various HR forms to ensure accurate recordkeeping and will begin developing a new personnel record system in the coming weeks.

New Hires & Promotions

- Tracey Santilli started as a full-time Peer Mentor on 08/23/2022
- Nicholas Greer started as the new full-time Facilities Assistant on 08/23/2022
- Jordyn Dheuy, Luz Gaxiola, and Jacqueline Spencer started as PRN Residential Technicians on 08/23/2022
- Latricia Clary started as Human Resources Director on 08/15/2022
- Judi Romero was promoted to Recovery Coach on 08/29/2022
- Amanda Veigel was promoted to Residential Technician Coordinator on 09/26/2022
- Sarah Moon was promoted to Residential Technician Trainer on 09/26/2022
- Sharon Ramon was accepted the position of Indigenous Communities Outreach Coordinator and will start on 09/27/2022. This grant funded position will be funded until March 2023.
- Jennifer Baldwin and Sylvia McDavid have accepted PRN Residential Technician positions and will start on 09/27/2022.

Active Hiring

- We are actively recruiting for the following positions:
 - 3 Outpatient/Intensive Outpatient Therapists
 - 1 Intensive Outpatient Recovery Coach
 - 1 Native Ways Program Manager
 - 3 full time Residential Technicians (2pm-10pm)

The Personnel Committee is scheduled on September 26 from 1 – 2 PM via Zoom.

Finances, as of September 16th

For August, 2022, Cash; Investment; and net Accounts Receivable balances are \$5.4m with 294 days cash on hand, an increase of 6 from July. There was a \$120,000 ARPA disbursement on September 2nd. The Current Ratio, current assets over current liabilities, is 5.95 to 1. At August's close, 97% of the non-SABG (Substance Use Block Grant payable by Arizona Complete Health) Client Accounts Receivable is aged at 90 days or less. The Haven settled with Arizona Complete Health on their pre-Covid receivable at .70 cents on the dollar and received payment in August. The Haven hit its SABG limit at the end of July and wrote-off approximately \$50,000 for services in this category in August.

The Net surplus for August is \$65,671, a favorable variance to budget of \$48,821. The Operating Surplus for August is \$62,162. The Haven will receive insurance proceeds of \$18,000 for duplex fire related costs.

Year-to-date, there is a Net Surplus of \$48,496, a favorable variance of \$87,111 to budget. Unrealized Investment losses for the year are \$240,707. For the eleven months

ended August 31, 2022, Operations ended with a Surplus of \$429,737 as compared to a budgeted surplus of \$55,363. Operating Income is \$365,749 [6%] greater than budget and Expenses are at 100% budget.

This report for July was made on August 11th.

For July 2022, Cash; Investment; and net Accounts Receivable balances are \$5.3m with 286 days cash on hand, an increase of 4 from June. The next ARPA disbursement will be in September. The Current Ratio, current assets over current liabilities, is 5.77 to 1. At July's close, 76% of the non SABG (Substance Use Block Grant payable by Arizona Complete Health) Client Accounts Receivable is aged at 90 days or less. Approximately, \$163,000 of UD modifier reprocessing is aged greater than 90 days. Without the reprocessing 96% of Accounts Receivable would be aged less than 90 days.

The Net surplus for July is \$53,607, a favorable variance to budget of \$42,303 to budget. The Operating Surplus for July is \$64,907.

Year-to-date, there is a Net Deficit of (\$96,565), an unfavorable variance of \$11,418 to budget. Unrealized Investment losses for the year are \$240,707. For the ten months ended July 31, 2022, Operations ended with a Surplus of \$288,184 as compared to a budgeted deficit of (\$6,119). Operating Income is \$297,106 [5%] greater than budget and Expenses are at 100% budget.

The Finance Committee is scheduled on October 24, from 4 – 4:45 PM via Zoom.

Foundation

The Foundation Committee has requested The Haven Butterfly Foundation's board to consider making changes to its Articles of Incorporation and Bylaws. Once The Haven Butterfly Foundation returns them to The Haven board, Aimee will engage Kendis Muscheid to review them to ensure all Haven board members are comfortable and confident moving forward. Next steps for The Haven board include identifying roles and creating policies and procedures that will govern how the two 501c3 organizations work together.