

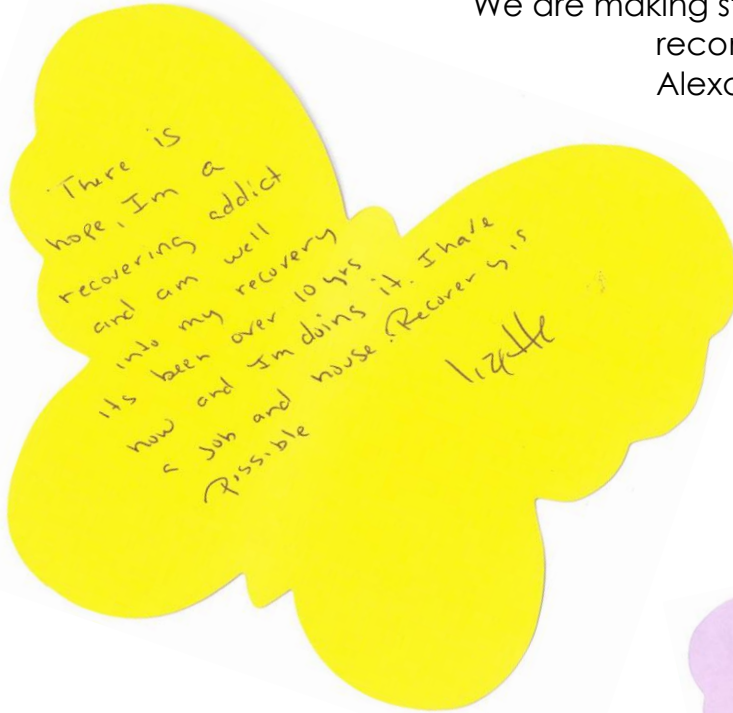
THE HAVEN

Executive Director's Report

Submitted to the Board by Aimee Graves
October 21, 2022

Development & Communications

We are making steady progress on the recommendations identified by Alexander Carrillo Consulting in its Fund Development Assessment Report. Board members and staff alike have rolled up their sleeves to fulfill initiatives defined in The Haven's FY23 Development Plan and Timeline, which is based on those recommendations.



Some current highlights include:

- We have a new donor management database called eTapestry and are in the process of moving all our data to that system.
- We sent the first donor newsletter in September. The newsletter included impact and success stories as well as information about upcoming events. The newsletter was opened by 33% of recipients which is above the industry standard (25.17% for nonprofits). From now on, we'll be sending the donor newsletter monthly.
- We are currently developing messaging for The Haven's End of Year Appeal.
- Board and staff have had a busy month participating in several community events. Overall, the events have been very successful; we've got a lot of positive feedback and have been able to share resources with the community

as well as highlight The Haven. (See attached Our Impact – Haven's Outcomes Flyer.)

We've met people who graduated from The Haven in the 1980s or as recently as 18 months ago. Many others have been impacted by The Haven and shared what a difference The Haven has made in their or their loved ones' lives. As a tabling activity, we've asked people to write words of affirmation to our current clients. These messages are heartwarming. You can see some of these handwritten notes on butterfly cutouts throughout this report.

- Here's a list of upcoming events we're participating in.

Cyclovia – October 30

Tribal Opioid & Substance Use Conference – November 17-18

El Tour de Tucson – November 19

Red Road to Wellbriety Celebration – Date TBD

- We also have two events of our own coming up. The staff appreciation lunch is on November 3 and we're organizing a holiday meet & greet on December 1. We're inviting some donors and all board members to attend the meet & greet. It will be an informal gathering that gives donors an opportunity to meet our new Executive Director and hear what else is new at The Haven.

We are so grateful to the Board of Directors for providing our staff lunch on Thursday, November 3. Our staff is looking forward to spending time with the board and getting to know board members better.

We have booked Gigi's Mexican Peruvian Fusion and Lahaina's Shave Ice food trucks and they will be serving us lunch at the parking lot next to the residential facility at 1107 E Adelaide Dr. The lunch will be held at 12:30-2:30 PM. We'll have games and music and are looking forward to seeing you there!

Advocacy

Attached is an information sheet from the Arizona Council of Human Service Providers on the 2022 General Election Ballot Measures. They included descriptions of ballot measures, the Joint Legislative Budget Committee (JLBC) fiscal analysis, arguments for, and arguments against each measure.

As a reminder, if you are on the Active Early Voter List (AEVL) be on the lookout for your ballot in the mail. Most have been sent and been received by voters this weekend. If you are not on the AEVL and would like to vote by mail, you can request a ballot be sent to you at <https://azsos.gov/votebymail>. You can request a ballot be mailed to you until October 28 at 5 PM.

The Secretary of State recommends that you mail back your completed ballot by November 1 to ensure that it is received by election day. If you do not mail your ballot back by that date, you will need to drop off your completed ballot in person.

If you want to vote early but prefer to vote in person you can find your early voting locations by visiting your County Recorder's website. You can find their information at <https://azsos.gov/county-election-info>.

The next Development Committee meeting is scheduled on November 21, from Noon – 1 PM via Zoom.

Programs & Services

Intake Process Review

We want to create the best possible experience for our customers from entry point to first service. Assessment, Outreach Coordinators, and Office Managers completed a month-long time study and phone log review. Helen Herziger, Haven Business Analyst, made a report to directors that synthesized that data, which directors then used to set goals that leadership believes will improve client experience, *specifically with regard to initial contact to point of first service* here at The Haven. We also believe that a side effect will be a consistent, maximized census across all Haven programs. Benchmarking meetings will be set to discuss the initial and ongoing findings, and to ensure this initiative has the focus and resources needed to move forward.

Outreach Coordinators

- Indigenous Communities Outreach Coordinator, Sharon Ramon, started on September 27.
- We are transitioning supervision of Outreach Coordinators from clinical to development and communications.
- 166 phone contacts with potential clients during September
- 3 professional contacts made during September
- 4 presentations provided in September

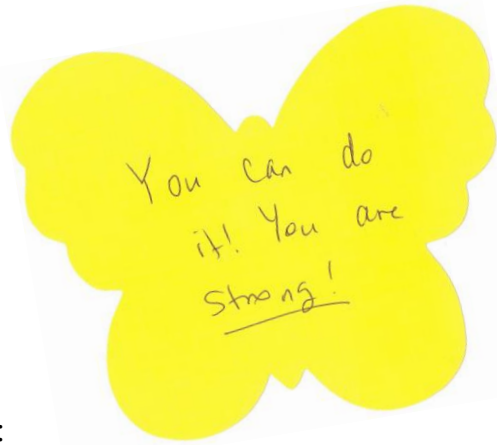
Alumnae Program

- 9 alumnae members, 7 guests and one staff participated in bowling party on September 18
- Harvest Celebration planned for October

- Maintained regular contact with over 90 Alumnae Program Members in September

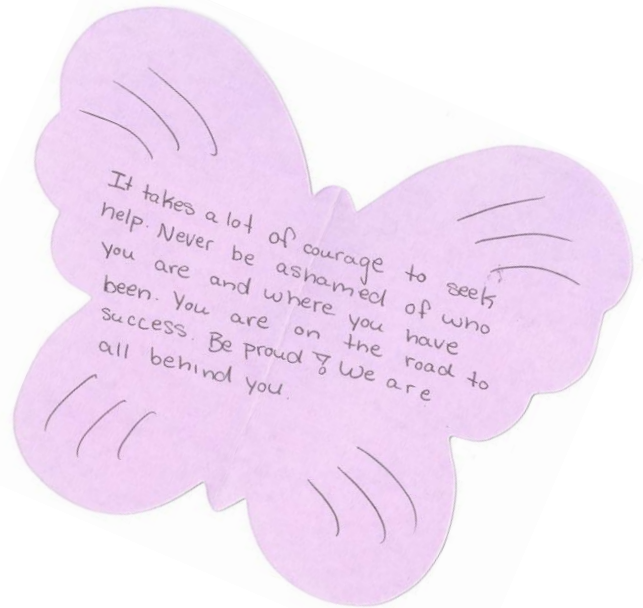
Assessment

- 75 Prospective clients placed in pre-admission status in September
- 35 Admission assessments completed in September
- Outpatient Team
- IOP Groups provided for 4 weeks in September:



4-Sep	164
11-Sep	199
18-Sep	162
25-Sep	138

- Residential Team
- September Average Daily Census = 42



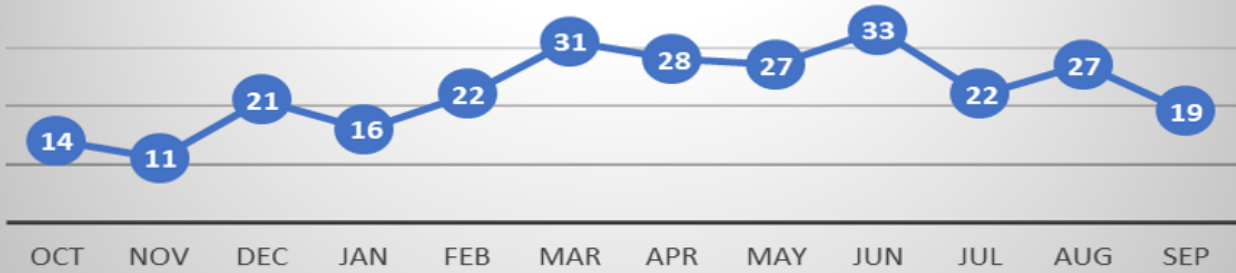
Nursing/Medical

We have ordered all the supplies for our new emergency kits that will be placed in all the vehicles for both Residential and Outpatient.

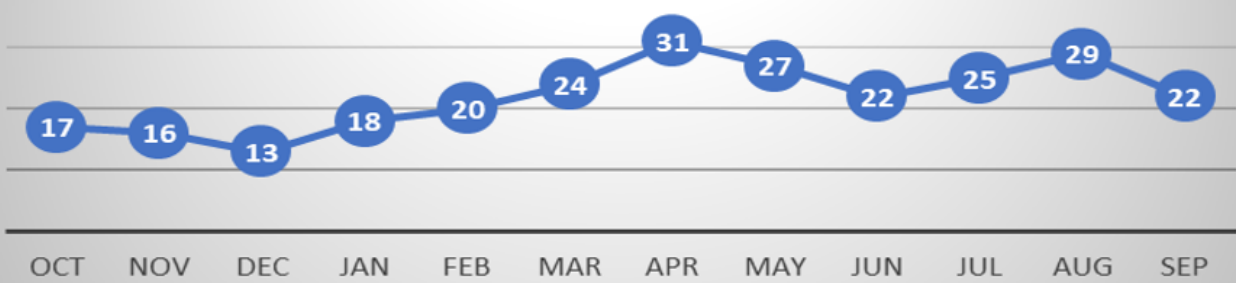
Nurse Manager LeAnne Aragon recently took over all communication with hospitals and urgent care providers so that she can be kept abreast of what our clients need for continuity of care when they return to the Residential.

Medical Director, Nancy Williams, and Nurse Manager, LeAnne Aragon, reviewed The Haven's COVID Infection Policy regularly and ensured that it is aligned with the CDC's current recommendations.

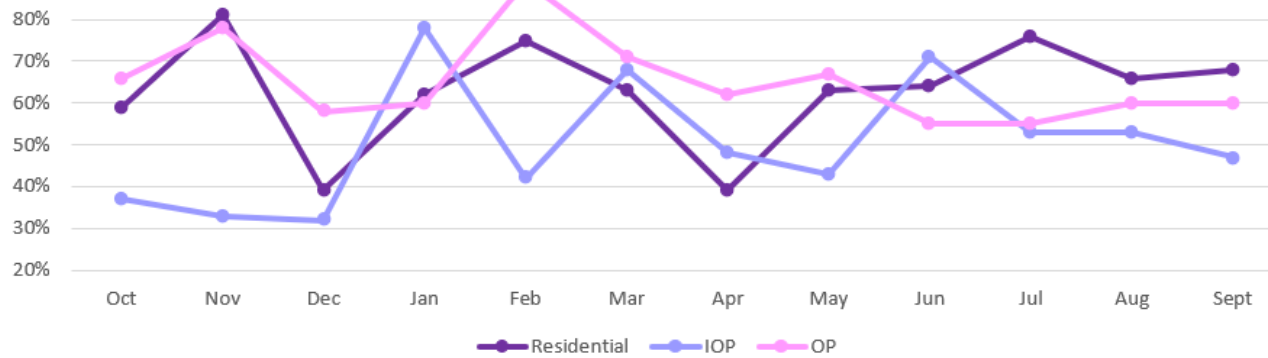
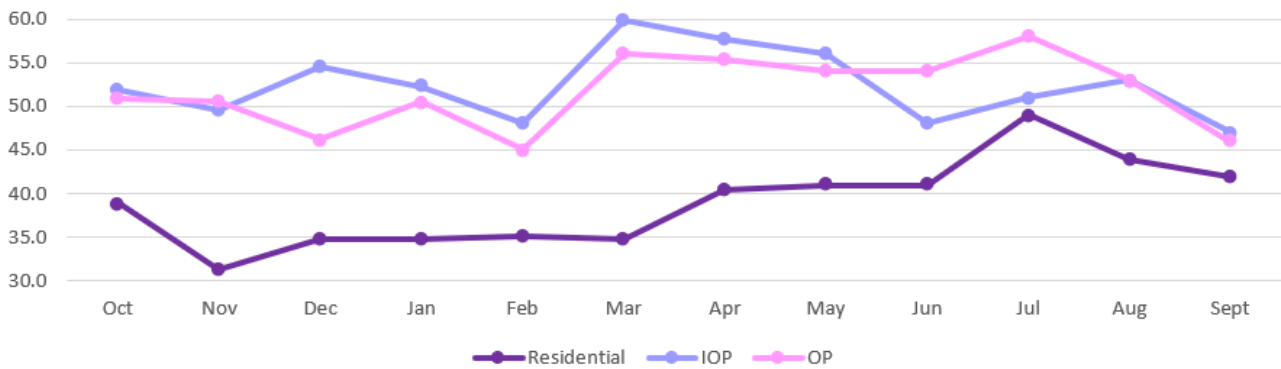
FY 2022 Admissions



FY 2022 Discharges



Average Daily Census by Program



Quality Management/Performance Improvement

Compliance Platform

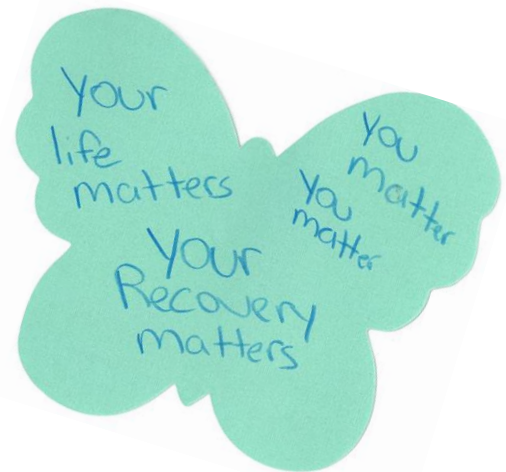
We are in the final stages of building out The Haven's new compliance platform, Compliatric. Staff across the agency has been working to customize and implement this new tool, which will aid us in managing and documenting all things compliance-related, including incident reports, policies, chart audits, facilities activities, health and safety activities, learning, credentialing, and CARF requirements.



Workforce

HR Initiatives

- Employee Benefits
 - New employee benefits through Cigna, MetLife, Ameriflex, and Legal Shield became effective October 1, 2022. Employees have expressed satisfaction with the new benefits. Insurance broker Lovitt & Touché continues to provide support to The Haven regarding all benefits-related matters.
 - We have initiated planning with Lovitt & Touché the development of an Employee Wellness Program. Cigna will provide The Haven with \$5,000.00 to put towards the program. This program is meant to encourage and reward employees for participating in a healthy/active lifestyle. In late November, The Haven will meet with Cigna's Employee Wellness team to officially begin developing the program. The program is tentatively scheduled to begin in quarter two (January- March 2023).
- Compensation Survey
 - In Mid-October, Fahrenheit Advisors finished its initial work on the requisitioned salary survey for The Haven. This project was intended to help The Haven determine its place within the current salary market and help the organization develop a competitive structure for recruitment, retention, and



ongoing employee development. Fahrenheit Advisors will present the results to the Board at its October meeting.

- Based on the salary survey, we have aligned wages for Therapists and Recovery Coaches using Fahrenheit Advisors market rate recommendations to help retain and attract employees.
- While the salary survey has been completed, Fahrenheit Advisors recommends that The Haven *not* make salary changes across the board until after the completion of the full project. The next step in the project is developing a detailed Performance Management program. This is intended to help the organization review and redefine its performance standards, develop a sustainable plan for compensation increases, and provided training and development for The Haven's current leadership. The phase of the project is scheduled to begin in early November 2022.
- Employee and Performance Management Review
 - InnovationHR and leadership continue to work on performance management through the specific lens of requirements and practices in Arizona's public behavioral health environment. The first step of reviewing current job descriptions for accuracy and competency is currently in process and will take place over the next several weeks. Key leadership will be involved in the development of new job descriptions and incorporating competencies as the project progresses. A meeting with Haven Leadership will be set for early November 2022.
 - Latrica Clary and Haven leadership have begun to implement the new, New Employee Orientation (NEO) process. This process includes presentations from key leaders from across our company and an in-depth HR review of The Haven and its policies and procedures. Training Coordinator, Cassandra Dawson, met with Residential leaders to discuss training needs for NEO participants. Cassandra Dawson and Latricia Clary are in the process of developing a new NEO training program based on the expressed needs. In addition, IT has order five new laptops to be used specifically for employee training purposes.

New Hires

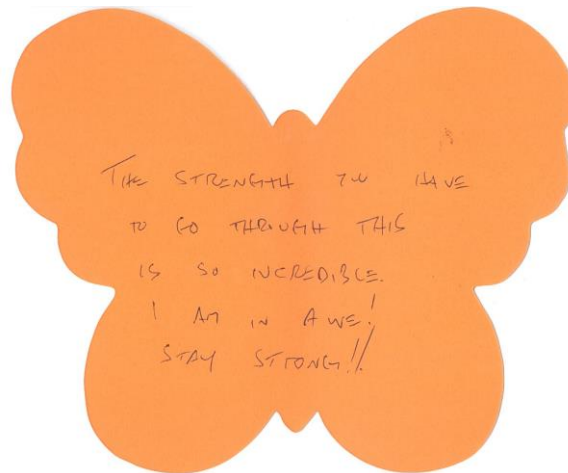
- Shandra Bailey started on 10/11/2022 as a PRN Residential Technician
- Chervanna Givens has accepted the position of PRN Residential Technician. She is tentatively set to start on 10/25/2022.
- Roie Espino has accepted the position on Full Time Intensive Outpatient Recovery Coach. She is tentatively set to start on 10/25/2022
- Pamela Seaman has accepted the position of Full Time Residential Technician (2:00pm-10:00pm). Her start date is currently pending background clearance.

- Anna Rigdon-Troupe has accepted the position of Full Time Intensive Outpatient Therapist. Her start date is currently pending background clearance.
- Nicholas Greer started as the new full-time Facilities Assistant on 08/23/2022

Active Hiring

- We are actively recruiting for the following positions:
 - 1 Director of Clinical Services (Full Time)
 - 2 Outpatient/Intensive Outpatient Therapists (Full Time)
 - 1 Native Ways Program Manager (Full Time, Grant Funded)
 - 1 Residential Technicians (Full Time, 2pm-10pm)
 - 1 Kitchen Assistant (Full Time)

The Personnel Committee is scheduled on November 14 from 1 – 2 PM via Zoom.



Finances, as of October 14th

For September 2022, Cash; Investment; and net Accounts Receivable balances are \$4.9m with 254 days cash on hand, a decrease of 40 from August. There was a \$120,000 ARPA disbursement and pre-payments of many insurances in September. The Current Ratio, current assets over current liabilities, is 7.47 to 1. At September's close, 95% of the non-SABG (Substance Use Block Grant payable by Arizona Complete Health) Client Accounts Receivable is aged at 90 days or less.

The Net deficit for September is (\$192,564), an unfavorable variance to budget of \$196,486. The Operating deficit for September is (\$93,178). The Operating deficit is primarily attributable to down-sizing in Outpatient due to lack of Therapist providers. The Net deficit includes unrealized investment changes in valuation for the 4th quarter of this fiscal year.

For the fiscal year ended September 30, 2022, there is a Net Deficit of (144,562), an unfavorable variance of \$137,852 to budget. Operations ended with a surplus of \$336,754 as compared to a budgeted surplus of \$78,464. Operating Income was \$506,669 [8%] greater than budget and Expenses were at 4% greater than budget for the year.

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

Foundation

The Haven Butterfly Foundation board requested The Haven Board to engage Kendis Musheid of Ballard Spahr to make changes to the Foundation's Articles of Incorporation and Bylaws and respond to a couple of questions. All have agreed to proceed, and Aimee will contact Kendis.

The Haven Foundation Committee identified as its next step to further explore the model Casa de los Ninos has with its own foundation. They requested that Aimee arrange for a follow up session with TEAM Up consultant Patti Caldwell to facilitate this.

