

THE HAVEN  
Executive Director's Report  
Submitted to the Board by Aimee Graves  
November 23, 2022

D.E. successfully completed The Haven Advanced Recovery Program. She has accomplished many things during her OP Program including completing our RSS program, reunification with her daughter, closure of DCS case, establishing a community of support, and attending NA meetings twice a week. D.E. is currently a volunteer with Sonoran Prevention Works, where she assembles Narcan kits and distributes them to our community.

D.E. is excited to be Haven Alumni and mentioned how much she would love to work here in the future! Her success is a reflection of the great work from staff across all programs, which helped D.E. reach her goals.

### **Development & Communications**

Our development team is in the midst our end of the year fundraising. We have printed holiday cards that include information about end of year giving and the Arizona State Tax Credit program. We sent the cards on the week of Thanksgiving. In addition to the holiday cards, we'll send two eblasts asking people to make an end of the year gift. We're placing more emphasis on this campaign than in the previous years and are excited to see the results.

We sent our second donor newsletter in late October and the open rate remained high. 33% of recipients opened the email and this is a clear sign that our email list is engaged and interested in the content we are providing. (Note: 25% is the industry standard for nonprofits.) The third donor newsletter was sent the day before Thanksgiving and that email included information about Giving Tuesday.

October was a great month for us on social media. We had several highly engaging Facebook posts, including pictures of our clients dressed for Halloween, a mariachi band that performed in honor of Día de Los Muertos, and the staff appreciation lunch. These posts confirm the hypothesis that our followers like seeing pictures of our clients and staff instead of graphics or links to a website. In addition to our Facebook success, we gained 73% more tweet engagements on Twitter and 31% more visitors on our LinkedIn page. We also have a new Instagram page, and you can find us at @thehaventucson.

Our outreach team has kept busy participating in several community events. We've tabled at Tucson Indian Center Fright Night, Opioid Misuse Prevention Symposium, Cyclovia, the Amado Chili Cook-off, and Tribal Opioid & Substance Use Conference. In addition, we had several riders fundraise for The Haven at El Tour de Tucson.

We were excited to honor our long-time supporter and board member Colette Barajas with a Spirit of Philanthropy Award. The Association of Fundraising Professionals hosted the National Philanthropy Day on November 18. It was wonderful to see so many community members who exemplify philanthropy through their contributions of time, talent, and treasure together in the same room.

We have two events of our own coming up. The holiday meet & greet with Aimee is on December 7. We have invited some donors and all board members to attend the informal meet & greet that gives donors an opportunity to hear what is new at The Haven. The holiday party for residential clients, the board, and all Haven staff is on December 12. The event will take place at the residential center. There will be a dinner and the board will bring the desserts. After dinner, there will be singing and presents for the clients. We hope that all board members are able to attend this gathering that has been on hold for two years due to the pandemic.

The next Development Committee meeting is scheduled on December 19, from Noon – 1 PM via Zoom.

## **Programs & Services**

### Assessment

Week Ending 11/25/22:

- Residential: 6 scheduled; 3 completed
- IOP: 2 scheduled; 1 completed
- OP: 0 scheduled; 0 completed

Week Ending 12/2/22:

- Residential scheduled: 6 admissions/4 discharge
- IOP: scheduled: 8
- OP: scheduled: 0

### Peer Support Employment Training Program

- 7 graduates in November's cohort
- 10 graduates in October's cohort

### Outpatient/IOP-Housing

- We're taking our IOP clients out for Thanksgiving dinner on 11/24. SEASNA is organizing the potluck gathering. Please see attached flier.

### Residential

- In October, our clients had the opportunity to drum at two separate events for Indigenous People's Day.

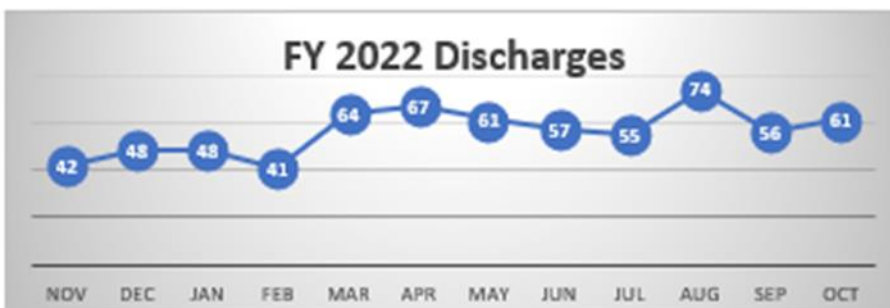
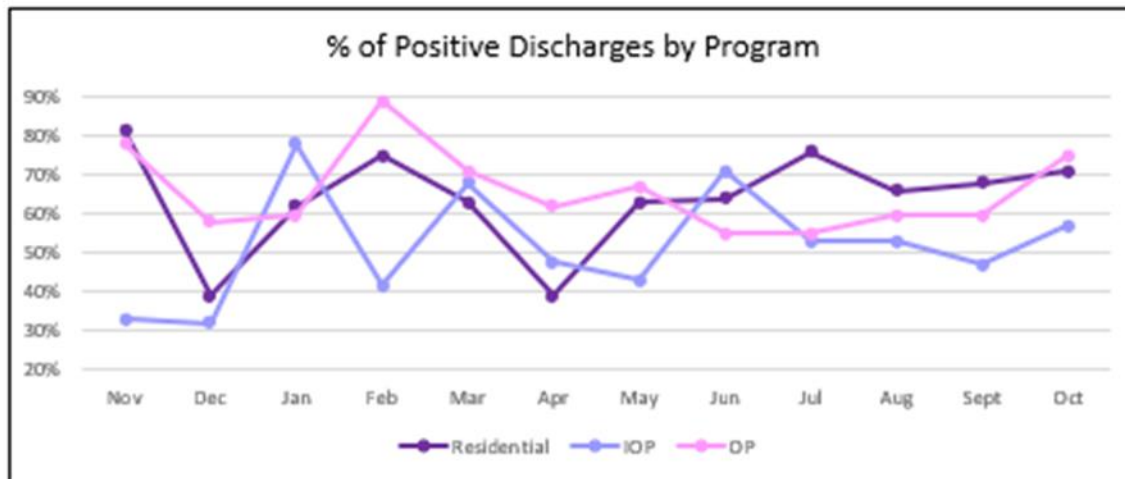
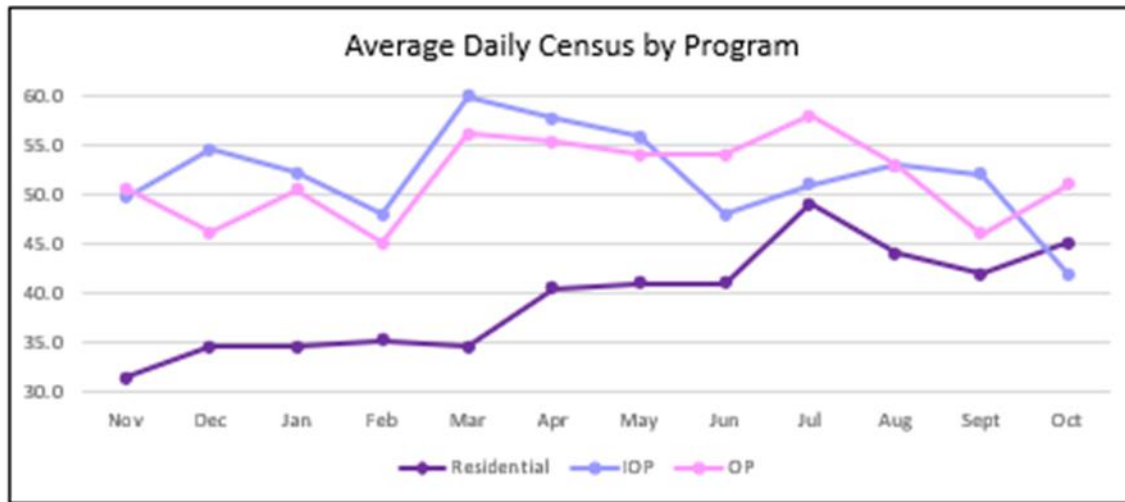
- On 10/18 we had our annual DV walk around the neighborhood.
- Bi-Weekly *New Dawn Warrior Women* meetings are now occurring at Residential to develop and finalize the group curriculum that will be used with the grant.
- We had our Día De Los Muertos celebration and blessing on 11/1, along with a mariachi.
- Our Peer Mentor started after transitioning to Residential from IOP.

### Assessment

Our census for both IOP and Residential programs have been significantly down due to two vacant Therapist positions and two Assessment Representatives, respectively. Leadership has prioritized its focus and resources to meet the immediate and urgent need of increasing census in these two programs. This includes:

- Retooling two temporary workflows to handle assessments of outside referrals verses changes to level of care for existing clients. Our Assessment team will focus on external referrals and Residential and IOP step-downs will be handled by program staff.
- Qualified BHTs from our Outreach team will temporarily assist our one remaining Assessment Representative until we are able to fill the intake team with permanent employees. Our outreach team will assist with data entry. They will continue the pre-screening process for the time being, but this will likely shift to the Assessment Representatives once our census is at capacity again.
- BHP review, and sign off, of assessments will be conducted by the Interim Clinical Director, Director of QM/PI, and Business Analyst, all of whom are LCSWs.
- Our two new IOP therapists will conduct their own OP/IOP client assessments while building their treatment caseloads.
- Prioritizing the buildout of our dashboard to include indicators for outreach, screening, intake, response time to phone calls, and conversion rates at Residential or OP/IOP. This dashboard will create transparency and also establish one place across the company anyone can reference so that everyone can operate off a common set of information and definitions.
- Considering a new flow for our Haven phone tree that pushes referrals and intake calls directly to the Assessment team.
- Involving Program Managers at the pre-admission stage.
- Aligning intake processes across Residential, IOP, and OP programs rather than having two separate workflows.
- Customizing KIPU templates so they are tailored to The Haven's specific needs.
- Cross training BHTs and BHPs on new KIPU custom templates and workflows.

# QM/PI Board Report for November 2022 Meeting



## **Training**

In coordination with Human Resources, our Professional Development Series has started with the Res Techs. The first presentation of the series was *Professional Boundaries* utilizing a study out of Wisconsin focused on the top nine situations caregivers find themselves in with regards to clients. It was an engaging look into the everyday circumstances that all staff must learn to navigate to be the professionals clients need and look up to within The Haven. It was so well received there was an encore for the Recovery Coaches and Clinical staff! After some open discussion with the Res Tech team, the next adventure on the list is *Team Building* which will be dedicated to activities to get know each other outside of the normal work duties.

## **Workforce**

### *HR Initiatives*

- Compensation Survey
  - We have begun working with Jillian Zemp on Fahrenheit Advisor's Compensation/Performance Management deliverable. The Haven's current performance management program is being examined, along with specific wants and needs of the organization. Weekly meetings have been set up to continue developing The Haven's new performance management program. As the project progresses executive leadership and supervisors will be brought in gain feedback and discuss their needs. This portion of the project will require significant group effort and training to ensure proper implementation.
- Employee and Performance Management Review
  - We continue to work with InnovationHR to develop ways to accurately assesses both individual and organizational performance. A meeting with held on November 15, 2022, with The Executive Leadership team and front-line supervisors to discuss the newly proposed Job Description template and to begin working on a comprehensive Skills Competency Checklist for each position. This project is meant to help standardize the recruiting and hiring process and begin laying the framework for new Performance Review process. Regular meetings will be set up to continue this process as necessary.
- New HRIS System
  - Latricia Clary proposed making a change from The Haven's current Payroll and HRIS system, Paycor, to Paycom. This change is intended to better integrate various facets of Human Resources including recruiting, hiring, performance management, benefits administration, and payroll. A Paycom demonstration was held on November 9, 2022, with Executive Leadership and frontline supervisors. The demonstration detailed the various components of Paycom and how that system works better assist HR, management, and employees. A separate demonstration will be set up with the Finance department to demo the payroll and financial components of Paycom prior

to the end of the month. Paycom representative, Nicolette Kennedy, will be putting together a comprehensive package for The Haven to review and will present the information prior to the end of the month as well

- United Healthcare Audit
  - United Healthcare will be conducting an audit November 28-29, 2022. The review will include a tour of your facility site, review of policies and procedures, review of personnel files for employees and other credentialed practitioners (if applicable), and a member record review. The auditor will review all BHT/BHPPs and up to 3 BHPs or licensed staff (this includes contract employees). Latricia Clary and Cassandra Dawson are in the process of reviewing and obtaining all request items for the upcoming audit.
- New Hires
  - Anna Rigdon-Troupe started on 11/08/2022, as a full time Intensive Outpatient Therapist
  - Briana Roybal started on 11/08/2022, as a full time Intensive Outpatient Therapist
  - Pamela Seaman started on 11/08/2022, as a full time Residential Technician
  - Christine Evans has accepted the position of Intensive Outpatient Recovery Coach. Date of Hire is ending Background Clearance
  - Emilia Honkasaari who has been with The Haven on a temp-to-hire basis has accepted a permanent position of Communications and Development Director. Hire is pending Background Clearance.

#### Active Hiring

- We are actively recruiting for the following positions:
  - 1 Director of Clinical Services (Full Time)
  - 1 Assessment Team Supervisor (Full-Time)
  - 1 Outpatient/Intensive Outpatient Therapists (Full Time)
  - 1 Native Ways Program Manager (Full Time, Grant Funded)
  - 1 Residential Technician (Full Time, 6am-2pm)
  - 1 Kitchen Assistant (Full Time)

The Personnel Committee may move to an ad hoc status, pending Board discussion.

#### **Finances, as of November 9th**

For October 2022, Cash; Investment; and net Accounts Receivable balances are \$4.9m with 273 days cash on hand, an increase of 17 from September. The Current Ratio, current assets over current liabilities, is 7.28 to 1. At October's close, 91% of Accounts Receivable is aged at 90 days or less.

The Net Operating deficit for October is (\$13,134), a favorable variance to budget of \$6,077. Revenue for October was less than budget by \$64,763 and Costs were less than budget by \$70,340. The shortfall in revenue is attributed to open therapist positions in Outpatient.

The Finance Committee is scheduled on November 28, from 4 – 4:45 PM via Zoom.

## **Foundation**

As per President Barbara, Aimee engaged Kendis Musheid of Ballard Spahr to revise The Haven Butterfly Foundation's Articles of Incorporation and Bylaws. Kendis has drafted both documents for The Haven Board's consideration.