

THE HAVEN  
Executive Director's Report  
Submitted to the Board by Aimee Graves  
February 23, 2023

*"I tried calling every program on a huge list, and when I reached Sandra in Haven Admissions, I knew I had found the right place." F.B.*

*"I tried to get into The Haven for a whole year and nobody ever called me back. And [yet] you got me in on the same day!" S.G.*

We have made great strides to improve access to our services and in expressing warmth and welcome to prospective clients.

For example, we had a referral come in late on a Wednesday from CBI. Vondi Grijalva and Allison La Croix staffed it at 8:15 AM the next morning and the client was approved for Residential. Vondi coordinated the intake with CBI, scheduled LYFT services for the client and the client arrived for her intake at approximately 8:55 AM! The Haven received praise from the client and CBI. The client expressed her gratitude for The Haven and The Native Ways program. We believe this was our fastest turnaround time ever!

Rapid response and bed availability are factors a judge considers when deciding whether to send someone for treatment over incarceration. Vondi received a referral from Pima County Defender's Office. She and Allison staff it first thing the next morning, which just so happened to be the day of prospective client's 8:30 AM court hearing. Vondi was able to contact the attorney by 8:30 AM with bed availability. The Attorney was in court and stated, "We have bed availability at The Haven!". The information on bed availability was the deciding factor to avoid detaining a client and allowing her to come here for treatment instead.

### **Finances, as of February 15<sup>th</sup>**

For January 2023, Cash; Investment; and net Accounts Receivable balances are \$4.6m with 238 days (8 months) cash on hand, an increase of 14 from December. The Current Ratio, current assets over current liabilities, is 6.87 to 1. At January's close, 95% of Client Accounts Receivable is aged at 90 days or less.

The Net Operating surplus for January was \$27,741, a favorable variance to budget of \$22,483 (528%). Revenue for January was less than budget by \$103,940 and Costs were less than budget by \$126,238. Staffing challenges continue to plague units of service. Year to date for the first four months of fiscal 2023, the Operating deficit is (\$210,635) an unfavorable variance to budget of \$186,346 (867%)

The defensive interval is 23 days. This is out of compliance with AZCH's requirement of 30 days. The balance sheet continues to be strong, and we have not dipped into savings to fund operations. Accounts Payables and the credit card are current.

The Finance Committee is scheduled on March 27, from 4 – 4:45 PM via Zoom.

## **Development & Communications**

Our Development Team is busy planning the Chrysalis Luncheon. The event takes place on 4/18 and we're making good progress with all the details. So far, we've secured two sponsorships: \$5,000 from JNR Networks and \$3,500 from Centra Realty. We have a few other pending sponsorship requests, and our goal is to raise \$20,000 through the sponsorships. Please let us know if you have any ideas or connections with potential sponsors.

We have distributed the Save the Date via email and social media and will send the invitations in March. We have agreed that the price per ticket is \$115 and the price per table is \$920. We'll also be selling \$25 raffle tickets. Our overall revenue goal for the event is \$28,000.

In addition to the Chrysalis Luncheon, we're advertising the Arizona State Tax Credit program throughout the tax season. An Arizona Tax Credit Giving Guide that includes our advertisement will be mailed to 10,000 households in the Tucson region. We're also thinking about organizing a small fundraising event in connection to the AZ Gives Day that takes place on 4/4.

We wrote one grant proposal in January. We applied for \$15,000 from the Tucson Federal Credit Union to continue and grow our Alumnae Program. We're currently working on an Altrusa grant proposal as well as one for the Pima County Attorney's Office. We're happy to confirm that we received \$25,000 ARPA funds through the Arizona Foundation for Human Service Providers for staff retention and recruiting.

Our January newsletter was opened by 33.9% of the recipients. Our most popular social media post was the KGUN 9 story that featured our alumna, Chamaine. The story reached a lot of people on Facebook, Instagram, and Twitter. Another popular post from January was the success story of our client Itha. We're in a process of interviewing our alumnae and sharing their success stories with a broader audience. Itha was the first alumna we interviewed, and we have a few other interviews already lined up.

Our outreach team participated in several community events this month. Our Indigenous Communities Outreach Coordinator Sharon Ramon attended the Indian Nations and Tribes Legislative Day in Phoenix, Tucson Indian Center's Winter Wellbriety event, and Love Your Heart Event at San Xavier District. In addition, our team participated in Diverse Voices in Prevention round table, a Resources Fair in Ajo, and a

Black and Brown Health Fair organized by the Pima County Health Department Office of Health Equity.

The next Development Committee meeting is scheduled on March 27, from Noon – 1 PM via Zoom.

## **Programs & Services**

### Outpatient/IOP-Housing

*"...unconditionally, loving myself no matter how much harm I caused myself through the drugs or whatever other choices through the men, through this tragedy. I can feel it, Jody!!!! I'm breaking through! The storm of despair is abating. Like Brene says it looked like a breakdown, but her therapist said it was really a breakthrough that's where I'm at and I would say I'm never going back there again."* -- T.Y., OP-MH to Haven Grad Alumni

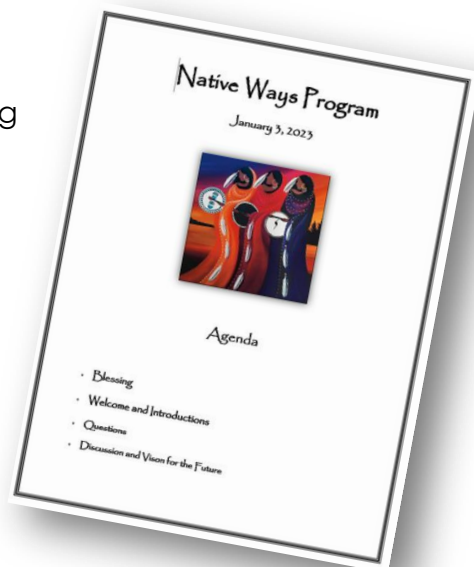
Several strategies are being implemented to support clients transitioning across programs as well as to build a sense of team across Residential, IOP-Housing, and OP/IOP teams. One is the Customer Experience Workgroup, where key leadership comes together to generate solutions both to areas of improvement as well as aspirational goals. Another is that our Assessment Team Supervisor and Program Managers of Residential, Native Ways, and OP/IOP are participating in each other's team meetings and client staffings.

### Native Ways

#### **Native Ways Program kickoff Meeting**

1/3/23

Amber Santa Cruz facilitated the first meeting made up of indigenous staff members to usher in change and offer staff no matter their position, a seat at the table to discuss the vision and future of the Native Ways Program.





### Visited the Tucson Indian Center (TIC)

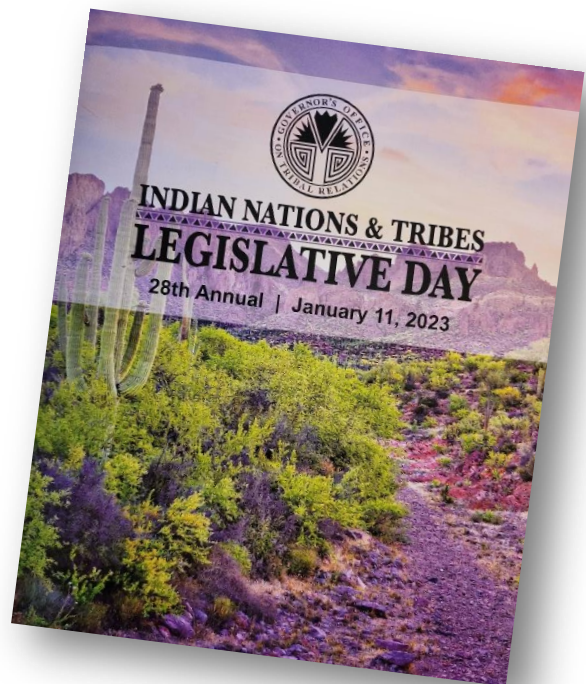
1/5/23

Made invaluable points of contact to help identify barriers for Native clients receiving services from TIC. Also connected Haven HR to find potential staff for open positions and encouraged IOP staff to take clients to a career fair hosted on 1/18/23.

### Indian Nations & Tribes Legislative Day

1/11/23

Attended the 28<sup>th</sup> annual Legislative day and made a couple points of contact with the First Things First initiative to help Native clients with childcare.



### Winter Wellbriety Event

1/20/23

Nati Cano and Amber brought both Native Way's Residential and IOP clients to an outing hosted by Tucson Indian Center. The focus was on sharing stories of recovery, food, fun, and inspiration for everyone. The Strong Woman Drum singers sang at the event and included a former Native Ways client of Residential and IOP who is still sober

and living in the Tucson community. Former client remembered and sang the songs in her heart that she learned around the drum through The Haven.

### **New Dawn Warrior Women launch**

1/24/23



The New Dawn Warrior Women Sexual Health Curriculum groups went live at Residential. This is in collaboration with Southwest Institute for Research on Women (SIROW) through the University of Arizona. These groups will be ongoing and are offered to the entire community at

Residential with an opportunity for Native Ways participants to be a part of SIROW's study. The whole community is enjoying the groups and report "learning a whole lot!".



### Residential

- Residential Therapist Gabie transferred to IOP. This did result in a reduced census due to being down 1 therapist.
- Brad Willison began conducting contracted therapy services at residential to fill the gap until the new full-time therapist starts.



- Dennis Pepe received his acu-detox licensure and can now conduct acu-detox on his own.
- We are now working with YWorks and taking about 10 women every couple weeks to work on resume writing, interview skill building, and more. This is lead and organized by Jackie McCrary.
- New Dawn Warrior Women group has started, and client STI/HIV testing will begin 2/17 and occur every 3rd Friday of the month.
- Clients participated in a drumming event on 2/4 with the U of A.
- Clients attended the Winter Wellbriety Event with the Tucson Indian Center on 1/20.
- We are planning various activities for Black History month, including weekly education groups, a guest speaker from I Am You 360 at the end of the month, and a Soul Food lunch for residential staff and clients on 2/28.

Assessment

Our Haven Customer Experience Workgroup comes together frequently to focus on this central question: *How do we create the best possible experience for our customers from entry point to first service?*

Under Ryan Olson's and Vondi Grijalva's leadership, the Assessment Team has developed, and continues to refine, a plan to improve intake processes and response from the time a perspective client calls to the time we respond to that client or referring agency. The focus currently is:

- Perspective client calls and completes prescreen or staff receives a referral from outside agency.
- Prescreen is staffed with Residential/IOP Program Managers to determine the client's need and level of care for treatment within 24 hours.
- Client/referring agency is contacted within 24 hours with an intake appointment at The Haven, a referral to detox, and/or provision of resources outside of The Haven.

We have exceeded our goal with our IOP and Residential programs, at times responding to client/referring agencies within the same business day. Our aim is to make this the norm.

<b>Total Admits</b>	JAN 2023
Residential	24
IOP	14

This has been—and continues to be—an all-hands-on deck effort that has excluded not one area across the organization. Special recognition belongs to some staff members who have made everyone's plans a reality.

Kudos to Allison La Croix, Mary Castaneda, and Sharese Bailey for staffing our referrals and prescreens!

Kudos to Danny Robb and Christine Evans for all their hard work and training to bring the Assessment Team up to speed!

Kudos to the Outreach Team for assisting with the prescreens!

## **Workforce**

### Employee Wellness Program

- The Haven's Employee Wellness Program officially rolled out in January 2023. The Program is designed to address five key areas of well-being: Physical, Emotional, Environmental, Financial, and Social. The goal is to place special emphasis on mental health and emotional wellbeing. Throughout the year The Haven will organize activities and training opportunities that support these five areas. In the month of January, employees participated in 30 Days of Yoga to promote a healthy active lifestyle. In February, The Haven held a Gender Awareness, Sensitivity, and Respect Training presented by Rachel Wedig, PhD in Gender and Women's Studies.

### Compensation Survey and Performance Management

- During the last Board of Director's Meeting The Haven's Compensation Philosophy was approved. This information was presented to our Key Leadership team on February 8, 2023. The information was released to the entire Haven Staff on February 10, 2023. The compensation program is intended to be fair and equitable and creates uniformity in compensation decisions. The Haven will administer the compensation program in a manner that is consistent and free of discrimination.
- InnovationHR meet with Key Leadership on February 17, 2017, to continue of its portion of The Havens' Performance Management Program development. Together, InnovationHR and the Key Leadership Team are working to develop position specific Skills Competency Forms and Performance Evaluations. This project will continue over the next several months. The Haven tentatively plans to roll out the new Performance Management Program prior to the end of FY 2023.

### *Policy and Procedural Updates*

- Latricia Clary and representatives from Fennimore Craig, P.C. have begun to revitalize The Haven's Employee Handbook and Human Resource policies and procedures. This project is intended to ensure The Haven's HR policies and procedures meet all state and federal regulations, are fair and equitable, and are consistent throughout all platforms. This project will continue over the next several weeks. Once complete, the Employee Handbook and any updated

policies will be presented to the Policy Committee. They will then be distributed to all employees for review.

#### *Workforce Development Plan*

- Latricia Clary has begun working on The Haven's 2023 Workforce Development Plan that is required by AZAHP. This plan outlines the Haven's Workforce Development goals for the year and how the organization plans to meet these goals. The plan is due to AZAHP by 2/28/23.

#### *New Hires & Promotions*

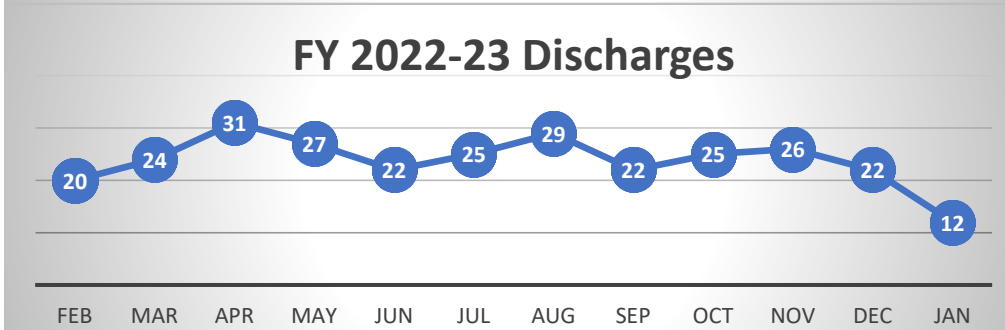
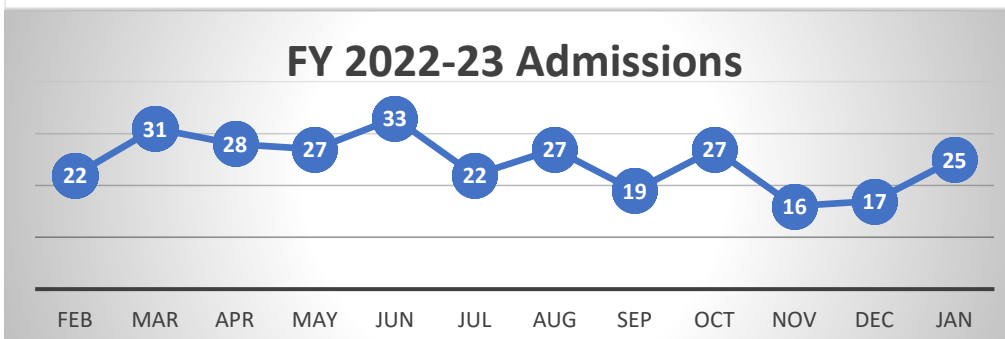
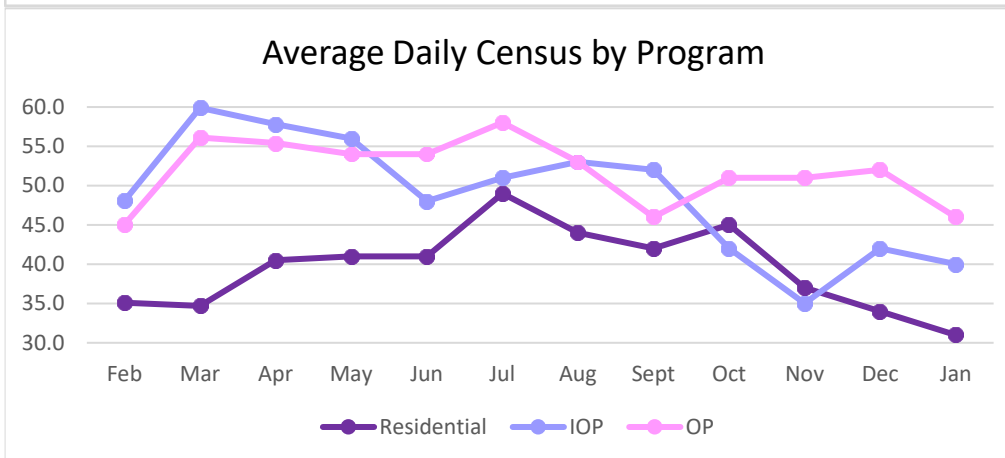
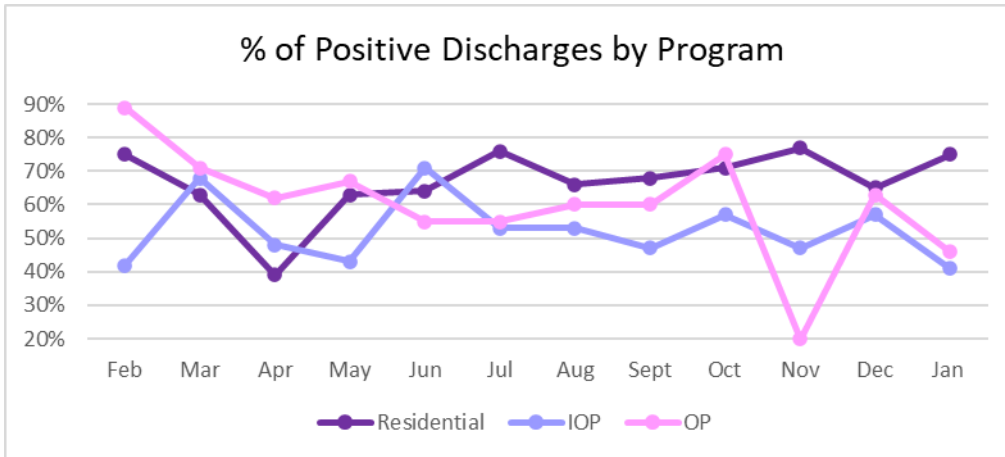
- Christine Evans was promoted from IOP Recovery Coach to Assessment Representative. Her first official day in the position was 01/30/2023.
- Marquis Ward accepted the position of full-time Residential Therapist. His start date was 02/13/2023.
- Savannah Robbins started as Nurse Manager on 2/6.
- Kassy Lookingbill accepted the position of full-time Residential Technician II. Her start date was 02/13/2023.
- Easter Niyongabo accepted the position of Residential III. His start date was 02/13/2023.
- Jessica Molina accepted the position of PRN Residential Technician III. Her start date was 02/15/2023.
- Gabrielle Mitchell accepted the position of full-time Residential Technician III. Her start date is pending background clearance.
- Cora Jackson has accepted the position of PRN Residential Technician II. Her start date is pending background clearance.
- Samantha Miller accepted the position of Outpatient Therapist. Her start date is 03/13/2023, pending background clearance.

#### *Active Hiring*

- We are actively recruiting for the following positions:
  - 1 Director of Clinical Services (Full Time)
  - 1 Quality and Compliance Director (Full Time)
  - 1 Outpatient Program Manager (Full Time)
  - 1 Intensive Outpatient Therapists (Full Time)
  - 1 Kitchen Assistant (Full Time)
  - 3 Residential Therapists (Full Time)
  - 3 Residential Technician (Full Time: 1, 6 AM -2 PM; 1, 2 PM -10 PM; and 1, 10 PM -6 AM)



## Compliance and Quality Assurance



## **Foundation**

As per President Barbara, Aimee engaged Kendis Musheid of Ballard Spahr to revise The Haven Butterfly Foundation's Articles of Incorporation and Bylaws. She presented and responded to questions from the entire Board at its February Governance Committee meeting.

The Haven's current bylaws use "executive director" and "chief operating officer". As follow up to Kendis's presentation, President Barbara requested that Aimee engage Merryman Putnam of Fahrenheit Advisors to speak to the board in general about head of agency titles for health and human services organizations and, in relation, the titles of other positions.

Once the Board considers Merryman's presentation and has conducted other research, the Board plans to continue its deliberations on what terms to request Kendis include in The Haven's and The Haven Butterfly Foundation's revised Bylaws and Articles of Incorporation.