

THE HAVEN
CEO's Report
Submitted to the Board by Aimee Graves
June 21, 2023

"I'm just a normal person living my life, not an addict struggling with sobriety."
Johnna grew up in Tennessee and got involved with substance use after an injury. She was in and out of jail for about 6 years and then her grandparents offered to move her to Tucson to get help. While in Tucson, Johnna went to different substance use treatment facilities until she found The Haven. She says the difference to the other places was remarkable. According to Johnna, The Haven was the first place that didn't feel like a hospital where she was treated like a junkie. At The Haven, there was sunshine and outdoor space, and she was treated like a person.

Johnna says that she didn't really have any structure growing up. She appreciated the structure she was given at The Haven and the clear expectations of how you had to wake up, eat, do chores, and participate in programming.



Johnna loved the holistic experience at The Haven. She wasn't a part of the Native Ways Program, but enjoyed the spirituality and the different activities she participated in, like making rainsticks with Tony Redhouse. She also enjoyed acudetoc with Nati. Having staff members who had lived experience with substance use made Johnna feel like getting sober is doable. She thought if she couldn't get a job anywhere else, she could always come to work at The Haven.

Johnna cherished the times when clients came back to The Haven and shared their stories with the current clients. At AA meetings in the community, she felt hopeless when

people said that they had been sober for 30 days or 60 days and wondered how she'd ever get that far. But when former clients told how long they have been sober, she really felt a connection with them and believed there was hope for her as well. Johnna says it was wonderful to see the former clients being celebrated for their achievements when they were lifted in the air and people sang to them. When Johnna saw that she knew she wanted to be one of them.

After completing the Residential Program, Johnna went to the Intensive Outpatient Program and lived in Recovery Housing. Her therapist pushed her to get a good job and staff also helped her to get Section 8 housing fast. Johnna lived in the place she

got through Section 8 for 3 years and that stability helped her moving forward with her life.

In 2019, Johnna met her boyfriend and moved to Phoenix. They now have two small children; the older one is 2.5 and the younger one is just over 1. Johnna received medication-assisted treatment when she had her children, and as a result she had to deal with a lot of judgement from her hospital. She found a Phoenix-based organization that helped her to advocate for herself, but the experience was still hurtful.

Johnna loves the fact that pregnant women and mothers with children can come to The Haven and are provided extra support. She says the place felt like a small community where staff really care about you and want you to succeed. And when you leave, you don't get kicked out, but rather the staff helps you with housing and employment and can connect you with other services.



Johnna says it's easy to feel like there is no hope, but you can come through to the other side. Somebody once told her that if recovery isn't for you, then the streets and drugs will always be there for you. That really stuck with her and helped her see there's people out there who want to help you and want to see you succeed.

Johnna has been sober for 7 years and is looking forward to coming to The Haven someday to share her story with the current clients.

Finances, as of June 12th

For May 2023, Cash; Investment; and net Accounts Receivable balances are \$5.1m with 266 days (9 months) cash on hand, up twenty-two days from April. The Current Ratio, current assets over current liabilities, is 4.72 to 1. At May's close, 99% of Client Accounts Receivable is aged at 90 days or less.

In May, The Haven received \$334,336 in ARPA funds via the Medicaid (AHCCCS) payors. These funds need to be spent in the same manner as the funds received last year by February of 2024. We also received what appears to be a duplicate payment of \$109,742 from Banner in this same funding stream. All of these funds were recorded as Deferred Income, a liability, and were transferred to The Haven's Investment money

market account in May, 2023. This is why the days of cash improved in May and the current ratio liquidity measure declined.

The Net Operating loss for May was (\$28,210), an unfavorable variance to budget of \$12,078. Revenue for May was \$69,085 less than budget and Costs were less than budget by \$55,813.

Year to date for the first eight months of fiscal 2023, the Operating deficit is (\$139,629) an unfavorable variance to budget of \$116,436 (602%)

Accounts Payables and the credit cards are current.

The Finance Committee is scheduled on June 26th, from 4 – 4:45 PM via MS Teams.

AHCCCS Rates Update

On May 8, AHCCCS Director Carmen Heredia told providers at an Arizona Council of Human Service Providers (ACHSP) meeting that the published notice would stand, effective May 1. Specifically, providers will be reimbursed for *H0015 – Alcohol and/or Drug Services; Intensive Outpatient* a flat rate of \$157.86. Until May 1. This is half the reimbursement rate prior to May 1 and significantly impacts our organization.

IOP code H0015 services were previously paid at an average of \$296.00. This has been the 'bread and butter' code for the Outpatient program, totaling \$1,121,535 (86%) of this program's revenue for the year and one-third of all client income for The Haven. As you will read below in IOP & OP Program Updates, we converted to three-hour *Peer Group Services* that pay at an average of \$260.00.

AHCCCS left it to individual health plans to set what they will reimburse for H0015. Since last month's report, all reduced their H0015 rates to roughly half of what they reimbursed prior to May 1. This includes AzCH, Banner, United, and AIHP.

The bottom line is that our IOP program (Provider Type 77) is no longer viable financially by primarily using the H0015 HCPCS code, upon which The Haven built the program. The prior rate for this encounter code was what enabled us to provide free IOP housing for women in treatment. HCPCS codes define what type of professional may provide what types of services, in what level of care, and in what physical setting. This change narrowed the billable services our therapists are able to deliver. For now, we're not filling any vacant therapist positions. Instead, we're shifting to peers who co-facilitate and encounter 3-hour IOP groups using the IOP H2016 HCPCS code. Therapists used to facilitate 3-hour IOP groups using H0015. Now, our therapists are co-facilitating IOP groups with peers and documenting therapy notes as "non-billable". This is to help ensure that we're maintaining the quality of therapeutic services we provide our clients.

Therapists need to deliver particular kinds of services in order to earn the hours required to sit for their Board of Behavioral Health Examiners (BBHE) exam. They also *want* to work at the top of their licenses after they've earned their licenses. We are proactively exploring other business models that will capitalize on therapists' training and expertise and that will augment services delivered by peers encountering H2016.

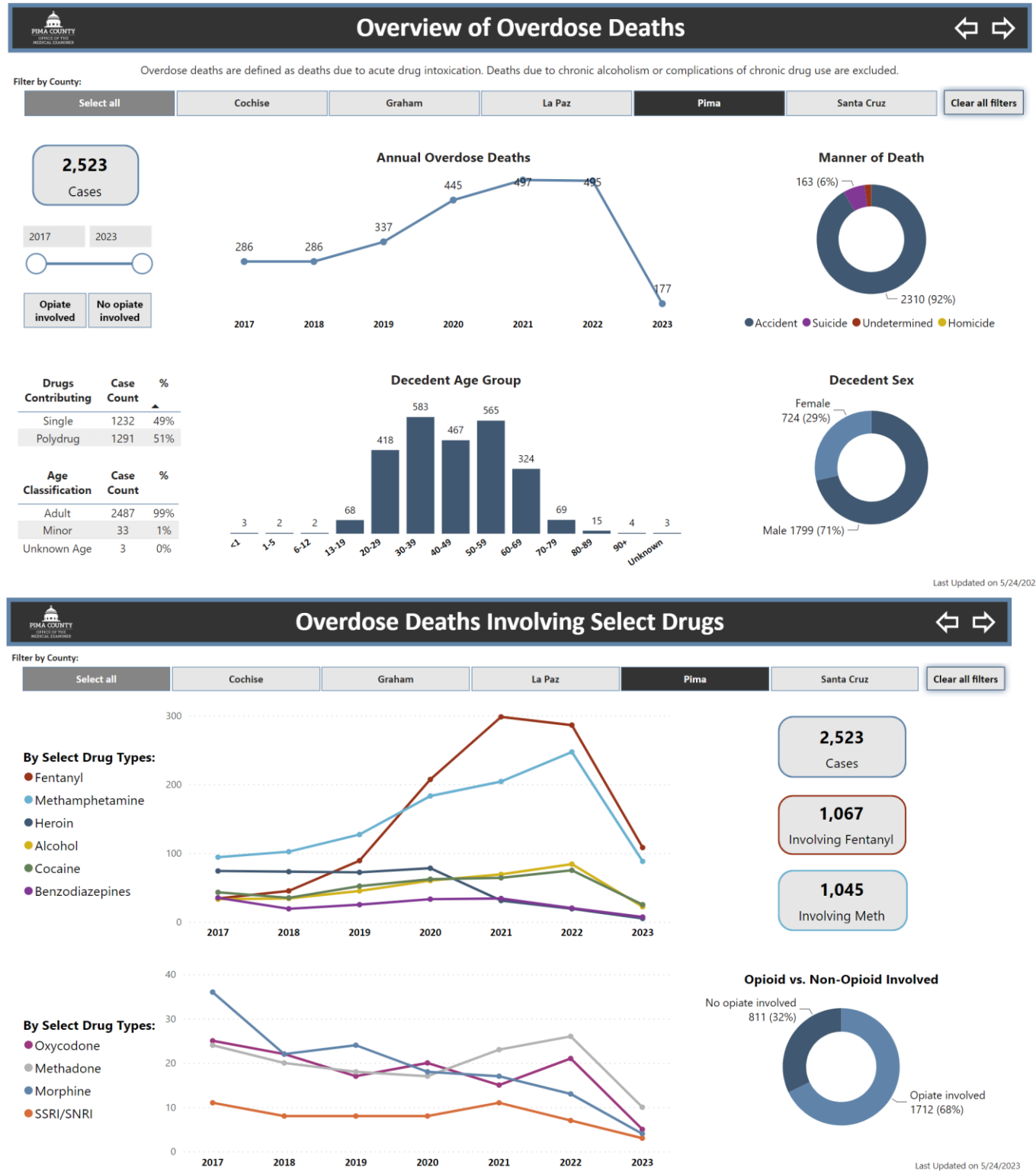
It appears that this new configuration is working financially. We're monitoring the billing and claims data on a daily basis to see that we're making our break-even goal of \$10k/day. We have hit the mark 7 out of 9 days since 6/1/23. The official start date of the new business model/new arrangement of service delivery was Monday 6/5/23. Here is a snapshot of our preliminary billing by day for June in IOP. Please note the "total collectable \$\$" column.

date	H0015 to H0004	H0015 BILLED	\$ lost	H2016 TO H0038	H2016 BILLED	\$ LOST	total billed for date	total collectable \$\$
6/1/2023	-3	38	\$ (168.33)	NA	NA	\$ -	\$ 10,569.00	\$ 6,966.73
6/2/2023	NA	NA	\$ -	-3	33	\$ (660.00)	\$ 13,972.00	\$ 10,716.91
6/5/2023	NA	NA	\$ -	-1	32	\$ (210.00)	\$ 12,778.00	\$ 10,117.54
6/6/2023	NA	NA	\$ -	0	36	\$ -	\$ 14,647.00	\$ 11,260.55
6/7/2023	-1	37	\$ (102.36)	NA	NA	\$ -	\$ 11,766.00	\$ 7,489.29
6/8/2023	0	4	\$ -	-3	32	\$ (670.00)	\$ 13,641.00	\$ 10,608.75
6/9/2023	NA	NA	\$ -	-2	33	\$ (410.00)	\$ 13,451.00	\$ 10,134.55
6/12/2023	NA	NA	\$ -	-2	32	\$ (415.00)	\$ 13,654.00	\$ 10,153.97
6/13/2023	NA	NA	\$ -	-2	33	\$ (435.00)	\$ 13,915.00	\$ 10,837.71

It is too early to know whether or not this business model can hold over time. It is dependent on reimbursement rates for H2016 remaining the same as well as AHCCCS not putting into *immediate* effect a potential new requirement for Provider Type 77 staff to have Level I Fingerprint Clearance Cards. Seven of our current staff would be negatively impacted if the latter becomes a requirement. These staff members would no longer be allowed to be unaccompanied in the presence of our clients.

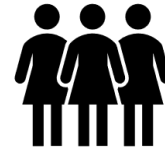
Programs & Services

Sometimes in the busyness of governing, it could be easy to lose sight of why what you do at The Haven matters to the women we serve and their loved ones. Here are some stats from the Pima County Office of the Medical Examiner as of 5/24/23:

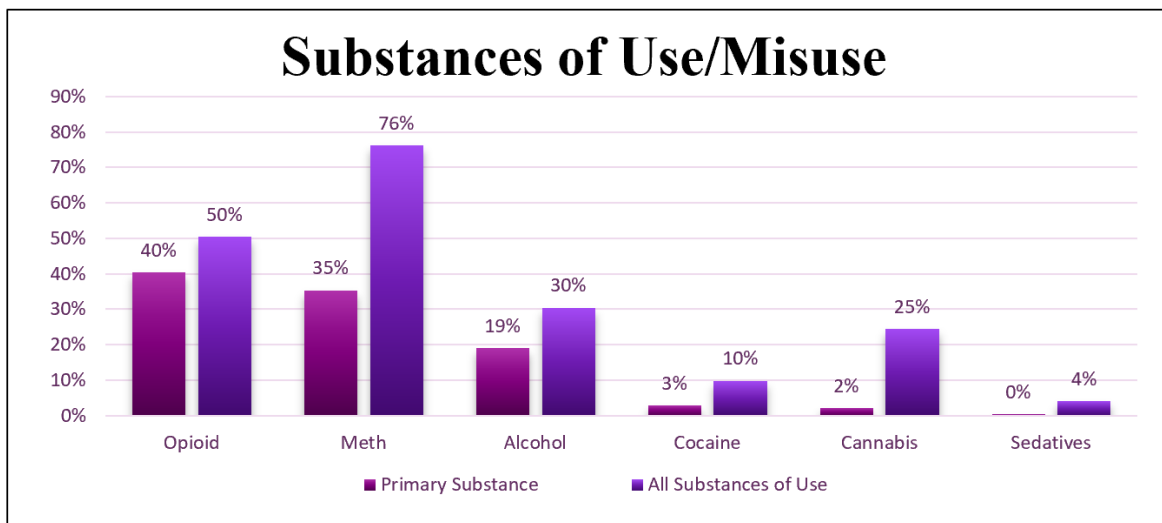


And for comparison, here are FY2021 Haven client characteristics from the most recent annual report:

Age	The Haven Number	The Haven Percentage	Arizona Percentage*
18-24	58	12.3%	11.4%
25-34	198	42.1%	33.1%
35-44	143	30.4%	24.3%
45-54	49	10.4%	17.1%
55-64	17	3.6%	11.9%
65+	5	1.1%	2.2%
Total	470	100%	100%



Average Age = 35
Minimum Age = 18
Maximum Age = 74



Assessment for the Month of May

Residential

43 scheduled intake appointments
29 Completed Residential intakes.

IOP

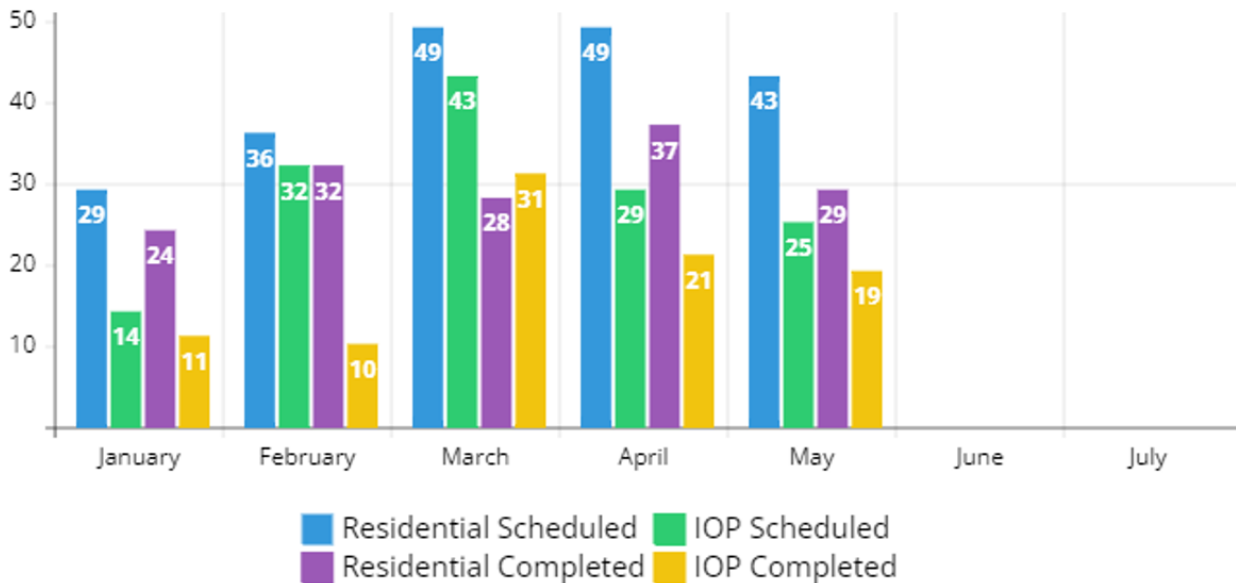
25 scheduled intake appointments- 8 no show/cancelled/rescheduled/detained.
19 Completed IOP intakes.

Total

68 scheduled intake appointments
48 intakes completed.

Assessment Trends

2023



Outpatient/Intensive Outpatient/IOP-Housing

- Additional Peer Groups (H2016) scheduled to go live on Tuesday, 6/20/2023. New Peer Groups are being added on Tuesdays and Thursdays. This means that Certified Peers (Recovery Coaches) will facilitate Peer Groups on Mondays, Tuesdays, Thursdays, and Fridays of each week.
- We are evaluating clients' needs to determine which Peer Groups to add to the newest schedule for Tuesdays and Thursdays. On 6/12/23, IOP leadership spoke to all clients who were present. Leadership provided additional insight for clients about changes in IOP programming and what it means for them.

Our IOP-Native Ways clients asked about the implementation of Peer Groups that were specific for them and were advised that management is exploring group options for them.

Clients who were present responded very positively: smiling and saying *"The Haven is really thinking about us and how to individualize our care, they're getting us ready to get back into the community and it's great! I'm thankful for this opportunity."*

In the upcoming weeks, IOP leadership will gather feedback from clients on if/how the changes are impacting their recovery journeys.

- Randi Rhodes has now been paired in a dyad with Przha Chalabe, who as of 6/7/2023, has assumed the responsibilities of facilitating H0015 groups for the IOP-

External clients. The OP Program Manager is building Przha's caseload so that she may transition into the new IOP Business Model upon an increase of IOP with recovery housing clients.

Census Updates as of 6/9/23

- Intensive Outpatient (IOP)
 - IOP with Recovery Housing Census = 38 (57 maximum capacity)
 - IOP-External (without housing) Census = 2
 - IOP-Native Ways = 10 clients (with housing)
- Outpatient (OP)
 - OP Census = 44
 - Effective 6/20/2023, there will be 16 different groups that OP clients may attend.

Client Engagement Improvements

Since 5/12/2023, 10 clients have successfully completed IOP, 8 declined further services, 1 administratively discharged, 2 transferred to another provider to address mental health needs, and 2 were referred to a higher level of care.

We continue to see a marked increase in clients attending the full 3 hours of Group. Team members engage and support clients with the goal of engaging their fullest participation in the IOP level of care. This now includes documented wrap around support for clients who miss 6 minutes or more of a 3 -hour IOP group.

There was a total of 4 days with no write downs (no losses in billing H0004 instead of H0015) for clients missing 6 mins or more of group during the month of May. Leadership is reevaluating how success will be measured in light of the programmatic changes.

Nursing

- We held the first nursing-led group this month and are working on setting up a weekly nursing led group.
- We have scheduled our next Hep A/COVID clinic for the end of the month with the Health Departments vaccine equity team.
- Later this month, we will start the continuing medication education for staff.

Residential

May Residential Discharges - 34 Total

- 16 Successful completions, 47%
- 3 Transferred to another level of care
- 4 AWOL
- 10 Left Against Staff Advice
- 1 Administrative Discharge

- Still actively working towards the Key Performance Indicator of having 75% successful discharges
- 4 of the clients who left ASA spoke with their treatment team prior to leaving, the others left after hours or on the weekend. 1 spoke with her RC, agreed to stay, and then waited for her RC to leave so she could leave ASA.
- We passed a kitchen inspection, with 2 violations, Our Kitchen Manager is missing a specific certification and raw ingredients (eggs) were above ready to eat food; they should be below.

May Residential Events

- 5/4/23 we honored Missing and Murdered Indigenous Women and Girls/People by having various activities, including a walk around the neighborhood while drumming and singing, drumming and dancing on the quad, smudging, and more. It was a beautiful way to honor those individuals and bring awareness to others.
- 5/7/23 we had our "Triple Yolk" baby shower for 3 pregnant ladies, it was a great celebration! Thank you to Barbara and Phyllis for dropping off donations for the baby shower, and any other board members who contributed! It means so much to everyone.
- 5/12/23 almost all residential clients went to a Women's Day event hosted by TIC and had a wonderful time. They were able to access some community resources and came back with lots of goodies, like diffusers and yoga mats.
- 5/14/23 was our Mother's Day brunch for the clients, they all received a small gift and a quilt, and some clients had visitation with their families and kiddos.
- 5/29/23 the clients had a small Memorial Day celebration with a nice carne asada dinner.
- One of the RTs has now started a small fitness club with the clients and has been taking them to Tumamoc weekly.

General Updates:

- SIROW completed its 3rd round of the *New Dawn Warrior Women* curriculum. WE have received a lot of positive feedback from clients involved in this.

Missing & Murdered Indigenous Women and Girls MMIWG event at Residential



May 5 is Missing and Murdered Indigenous Persons MMIP Day and is widely recognized across the US and Canada. Every year, individuals wear red in solidarity to raise awareness for the MMIP cause. Native Americans are disproportionately subjected to violence and abuse. Homicide is the third leading cause of death for AI/AN youth 1-24 years old.

Additional facts and information can be found here:

[A Proclamation on Missing and Murdered Indigenous Persons Awareness Day, 2021 | The White House](#)
[NCUIH-MMIP-Fact-Sheet.pdf](#)



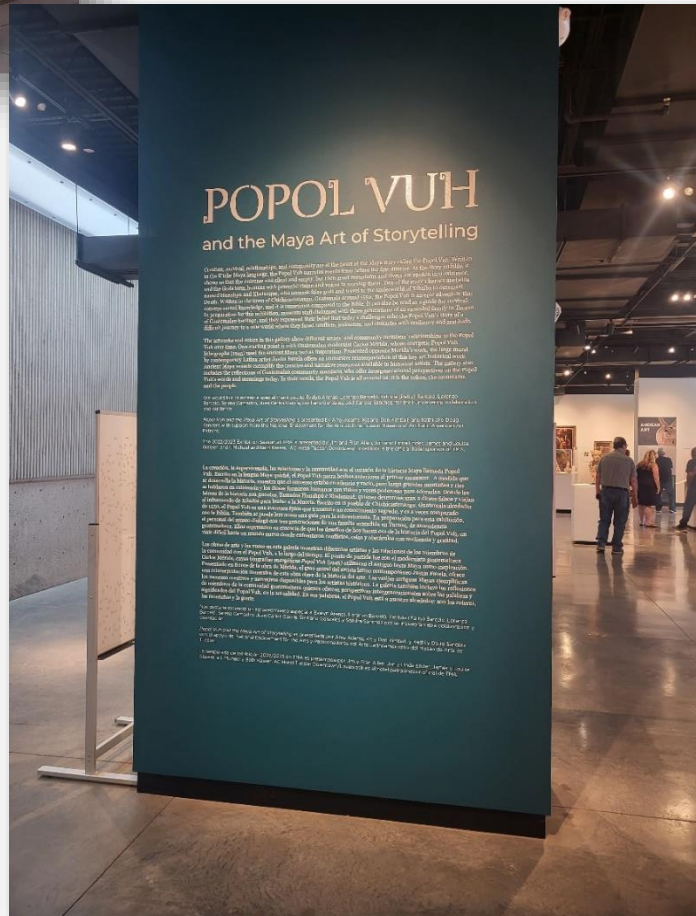
The entire Residential community came together to stand in solidarity for MMIP.

Opening Celebration of Popol Vuh and the Maya Art of Storytelling at Tucson Museum of ART for IOP



Clients in IOP were taken to The Tucson Museum of Art for a grand opening of a new exhibit.

Clients found that they enjoyed studying the art and exploring the rich history here in their own community. Not one of the clients had ever been to the museum before.



5/12
Women's Day Event
(Residential and IOP)



Clients in both Residential and IOP attended a Women's Day Event hosted by Tucson Indian Center to honor Indigenous women. There was food, incentives, fun and informative talks for the afternoon. Nearly half the overall participants came from the Haven! The women at both sites talked about the event for days afterwards and were extremely happy to be a part of this event. 25+ from residential and 10 IOP women were able to attend this event.



5/12

Haven Intern Graduates!

Nati and Amber supported Native Ways Intern Sandra Preston after graduating with her Master's in Social Work from ASU campus here in Tucson.

Sandra hopes to work for the Haven soon and specifically the Native Ways Program. Amber recalled the day she graduated in 2018 and Nati coming to support her. The same love and support are still present and doubled now with Nati and Amber cultivating budding talent in the behavioral health field.



5/16

The Haven in Academia

Amber and Ryan took part in a stakeholder panel discussion with SIROW collaborator Brenda Granillo for a course that will be offered in a graduate program through the U of A in Spring 2024.

Amber discussed topics on understanding community context & history as well as capacity building and sustainability. Ryan took the lead on project implementation & performance.

University of Arizona
M.A. Program Design & Evaluation
The Practice of Project Management in
Community Settings
Eval 652 Course





5/23

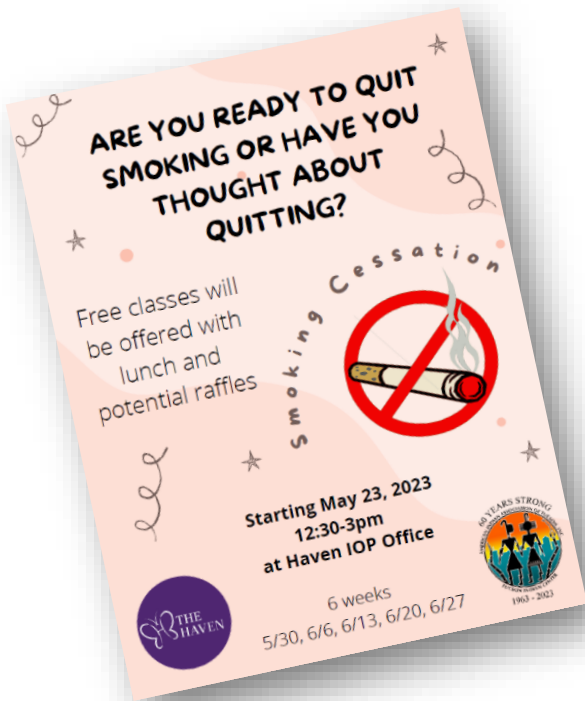
Launch of Alumni Program for Native Ways

Native Ways Program was excited to launch the Alumni Program this month to reconnect former clients to the Haven and the drumming that helped their recovery process. Former clients met at the Butterfly House and shared about their lives since leaving the Haven.

One graduate was able to gain back custody of her children, is living independently and working full time.

Another is currently enrolled at Pima Community College, close to graduating and going for her PRSS certificate. Another graduate works for the Pascua Yaqui Tribe and is giving back to her community every day. Everyone committed to continuing to meet every month and helping build the alumni program!





5/23 Community Collaborations

The Haven's Native Ways Program in partnership with Tucson Indian Center brought in a smoking cessation series to all women in the IOP program. Collaborations like this will usher in more education and enhancement of services being offered to all women of the organization. Amber is hard at work finding other partnerships and more potential community alliances to bring additional value to The Haven as a whole.

5/24 Distinguished Speaker Series

Melodie Lopez (Hopi/Navajo/Pueblo/Mexican) was our speaker for the month of May. Melodie is a founding matriarch of HONOR Collective (Honoring Our Nations, Offering Resiliency). Melodie spoke about the 4 R's of Respect, Responsibility, Relationship & Reciprocity as they relate to her personal and professional life as a social worker. We will have our next speaker in the month of July and offer these every other month moving forward.



Workforce

Performance Management

- InnovationHR has continued to meet with key leaders from Residential and IOP/OP to develop the Skills Competency forms. To date, competencies have been completed for Therapists, Peer Mentors, Recovery Coaches, Residential Technicians, IT Manager, Billing Manager, Facilities Manager, Facilities Assistant, and Assessment Representatives. During the month of June Innovation HR will be meeting with key leaders from Nursing, and Admin. to continue developing the Skills Competency form for their departments. 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.

- Fahrenheit Advisors and leadership have scheduled Initial training and information for managers on June 14th and 28th.
- As part of the performance management process, HR began reviewing all job descriptions. There were many job descriptions that were inaccurate or inadequate. Over the past several weeks HR and key leaders have met to review and rewrite job descriptions for several positions. This project will continue until all positions have been reviewed and updated as necessary. The goal is to have all job descriptions reviewed by August 2023.

New Hires

- Sarah Torgerson started as a Peer Mentor on 05/30/2023.
- Helen Fullmore started as a Peer Mentor on 05/30/2023.
- Amanda Jernigan started as a Peer Mentor on 05/30/2023.
- Przha Chalabe, LAC started as an IOP/OP Therapist on 05/30/2023.
- Sandra Preston, MSW started as the Native Ways Therapist at Residential on 06/05/2023.
- Diana Nunez accepted the position as Residential Technician. Start date pending clearance.
- Irene Jimenez accepted the position of Assessment Team Coordinator. Start date pending clearance.

Active Hiring

- 1 Quality and Compliance Director (Full-Time)
- 2 Residential Technician (Full Time 1, 6am-2pm; 1, 2pm-10pm)
- 1 Native Ways Recovery Coach
- 1 Kitchen Assistant
- 1 Assessment Representative (Full-Time)

Development & Communications

Fund Development report as of June 9, 2023

Breakdown	Year to Date	Goal FY 23	Progress
# individual donors \$1,000 +	8		
# individual donors \$1-999	160		
# individual in-kind donors	68		
Raised from individual donors	\$61,343	\$63,000	97.4%
Average gift	\$199		
# organizations/businesses	39		
Raised from organizations/businesses	\$41,876	\$42,000	99.7%

# Grants submitted	13		
# grants received	6		
Raised from grants	\$48,500	\$15,000	323%
Campaigns			
End of year giving	\$29,257	\$40,000	73%
Tax credit advertising	\$12,495	\$5,000	250%
Chrysalis luncheon	\$31,512	\$28,000	113%
Mother's Day	\$1,645	\$5,000	33%

We received a few more Mother's Day donations throughout May, but as a whole the campaign results were disappointing. We sent a postcard this year instead of a more formal letter and we think that might have impacted the campaign results in addition to our donor base being oversaturated with asks. We will return to the letter format next year and plan to organize the Chrysalis luncheon a month earlier so that the Mother's Day campaign and Chrysalis are not so close to one another.

We will kick off our summer "Thank-A-Thon" on June 22, when volunteers and staff are invited to make phone calls and write postcards to Haven supporters! The next in-person Thank-A-Thon dates are July 19 and August 25. You can participate remotely on any day that suits you.

We've worked on several grant applications in May and June. We submitted an application for the Rotary Club of Tucson to support our Native Ways Program and Alumnae Program and to implement a *Celebrating Families* curriculum. We asked for 12% gaming distribution from Tohono O'dham Nation to support our Native Ways Program, applied for a grant from Sundt Foundation to offset the cost of children staying at The Haven, and submitted a grant to The BlueCross BlueShield of Arizona Foundation for Community & Health Advancement to provide more training to our employees.

We received \$7,500 from Tucson Osteopathic Medical Foundation to support the Native Ways program and \$5,000 from the Pima County Attorney's office for Casa Mariposa repairs and upgrades.

Our most popular social media post was by far an employee spotlight highlighting our Assessment Team Supervisor Vondi Grijalva. The Facebook post reached over 3,000 people whereas normally our posts reach between 200 to 400 people. We've got positive feedback on staff highlights also in the past and plan on doing more of them in the near future. Our other popular posts featured information about the very first Native Ways alumnae meeting and a picture of the blooming plants in the garden. Our donor newsletter was opened by 32.5% of recipients.

We did not participate in community events during the past month as many organizations are taking a break for the summer. We've also had some staffing changes in our outreach team. We have a new Alumni Coordinator, and she has been busy expanding the Alumnae Program. In addition to organizing fun monthly outings, she'll be organizing weekly meetings to provide more support to recent graduates and current IOP clients. We're very excited for these changes and are looking forward to expanding our continuum of care.

The next Development Committee meeting is scheduled on July 24, from Noon – 1 PM via Microsoft Teams.

Foundation

As directed by President Barbara and The Haven Board at its 5/23/23 general meeting, on 6/7/23 Aimee sent to The Haven Butterfly Foundation's Board of Directors:

- A cover letter on behalf of The Haven Board of Directors
- The Haven Butterfly Foundation – Amended and Restated Articles of Incorporation (Haven as Member)
- The Haven Butterfly Foundation – Amended and Restated Bylaws (Haven as Member)
- A draft Service/Personnel Agreement

Please refer to the "Cover Letter from The Haven CEO to The Haven Butterfly Foundation Board 060723" for details of proposed next steps.