

**The Haven**  
**FY 24 Proposed Bridge Strategic Plan October 1, 2023 – January 31, 2024**  
**Submitted to the Board by Aimee Graves**  
**August 24, 2023**  
**Update created by Key Leadership by Aimee Graves on July 12, 2023**

**OVERVIEW**

**Vision.** We envision healthy communities, without stigma towards those with mental health and substance use challenges.

**Mission.** To provide professional, holistic services to all women as they unlock their potential while recovering from substance use and while moving towards their best mental health.

**Values.** We Believe in and are Committed to:

- ▶ Recovery with Respect
- ▶ Supporting clients in achieving their goals
- ▶ Recovery that is possible for all and is limitless in scope
- ▶ Assisting our staff with professional and personal development
- ▶ Contributing to the health of the Tucson community

		<b>Goal 1:</b> Increase accessibility to residential services by utilizing 7-day intake model by responding to the needs of women at their time of need, decreasing the time from initial contact to admit date, and by instating a smooth admit load across seven days. <b>(What)</b>				
<b>Objective (How)</b>				<b>Original Timeline</b>	<b>Revised Timeline</b>	<b>Notes</b>
<b>G1, O1:</b>	Respond to the needs of women and at their time of need by decreasing time from initial contact to admit date and by facilitating a smooth admit load across seven days (not to coincide with weekend visitation at Residential).			No timeline	October 2022	6/2023 – Leadership is exploring creating PRN positions in both clinical and nursing areas, but this is a longshot due to fiscal considerations. The Customer Experience Workgroup determined that it is not feasible to provide 7 day admits at OP or Residential. OP because there is no staff working on

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					<p>weekends, Residential because there is no assessment staff working on weekends and they were not hired with weekend and on-call in their job descriptions.</p> <p>6/2022 – An “assessment deep dive” began in April and staff are now in the process of prioritizing and implementing the recommendations.</p> <p>Altered this objective to include Residential intakes that do not coincide with weekend visitation at Residential.</p> <p>4/1/22 - Outreach team providing pre-screenings by phone on weekends. This team also responds to provider calls on weekends.</p>
<b>G1, O2:</b> Establish intake processes at the residential site.			January 2022	October 2022	
<b>G1, O3:</b> Advise collaboration and partner agencies of the Weekend Model			February 2022	November 2022	
<b>G1, O4:</b> Promote the Weekend Model to the community.			April 2022	October 2022 – February 2023	6/2022 – Leadership and NWP staff have held several working meetings this spring to reaffirm the program and identify ways that The Haven

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					can “reboot” it after the past pair of years when it has atrophied.
<b>G1, O5:</b> Stagger schedules to ensure clinical and supervisory presence on weekends across OP, IOP & Residential services.			September 2022		6/2022 – This is a new objective. See notes in G14, O1.
<b>G1, O6:</b> Enhance clinical programming on weekends for both RES and IOP/OP				October 2022	6/2022 – This is a new objective. See notes in G14, O1.
<b>Goal 2:</b> Increase Intensive Outpatient and Outpatient services footprint by 25% more clients in these services who did NOT come through our current service continuum. <b>(What)</b>					
<b>Objective (How)</b>			<b>Original Timeline</b>	<b>Revised Timeline</b>	<b>Notes</b>
<b>G2, O1:</b> Increase Intensive Outpatient and Outpatient services footprint by 25% more clients in these services who did NOT come through our current service continuum.			February 2022	October 2023	8/2023 – This likely is not a realistic benchmark. To have a 25% increase in outside IOP admissions would mean 71% of the IOP clients would be non-Haven referrals. Does The Haven want to give Residential clients preference? 6/2022 – The number of clients served at any given time is dictated by the number of therapists on staff or contract. Due to the current and severe staffing shortage across the nation, the proposed revised timeline is October 2023. Subsequent objectives and timelines are based on this date, but may need to be revised, dependent on available workforce.

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					06/08/22 = 53 IOP clients, 54% referred by residential, 46 % referred by community
<b>G2, O2:</b> Identify most effective mechanisms to getting the message out about our services to the community.			Ongoing	June 2023	6/2022 – Filled Development & Communications Coordinator position. In process of developing a communications plan, agency brand guide, and conducting a development audit.
<b>G2, O3:</b> Ensure that we have staffing in place to cope with additional clients.			Ongoing	April 2023	6/2022 – See notes in G14, O1.
<b>G2, O4:</b> Using the identified mechanisms, promote and then provide Intensive Outpatient and Outpatient service to the wider community.			No timeline	May - October 2023	6/2022 – See notes in G14, O2.
<b>G2, O5:</b> Develop a referral/intake dashboard for performance improvement activities - August 2022			August 2022		6/2022 – This is a new objective.
		<b>Goal 3:</b> Offer Outpatient and Intensive Outpatient services, for both SUD and GMH, in the evenings and on weekends in the offices to cater to women (in general), and also to Native women, who cannot attend between the traditional 9-5 workday and who do not reside with us. <b>(What)</b>			
<b>Objective (How)</b>			<b>Original Timeline</b>	<b>Revised Timeline</b>	<b>Notes</b>
<b>G3, O1:</b> Design and reconfigure appropriate programs			November 2021	April 2023	8/2023 – GMH is generally not profitable. The Haven started doing this when it had too many OP therapist staff with nothing to do. Leadership suggests fazing GMH services out. The Haven can continue to offer GMH services, but it's not a path to profitability. 6/2022 – See note in G14, O1.

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<b>G3, O2:</b> Ensure staff numbers for the additional hours (or reconfigure current staff to work “staggered” hours).			November 2021	April 2023	6/2022 – See note in G14, O1.
<b>G3, O3:</b> Implement programs.			January 2022	May 2023	6/2022 – See notes in G14, O1.
<b>Goal 4: Develop Recovery Support Specialist training and certification for individuals, whether on staff or from the wider community. (What)</b>					
<b>Objective (How)</b>			<b>Original Timeline</b>	<b>Revised Timeline</b>	<b>Notes</b>
<b>G4, O1:</b> Identify staff best able to design and develop curriculum.			October 2021		COMPLETED, but loss of staff has put the PSETP on hold. These clients have to have an admit with a mental health diagnosis and a treatment plan. Notes about the treatment need to be entered into KIPU. We stopped doing these when Tucker departed after doing a whole bunch that The Haven couldn’t bill.
<b>G4, O2:</b> Launch and promote the certification internally and externally.			January 2022		COMPLETE 6/2022 – First cohort graduated in February 2022. The program is running consistently. Staff are proactively spreading the word about PSETP to other agencies, such as DKA, Connie Hillman and CMS.
<b>Goal 5: Increase retention of staff, especially Housing Managers. (What)</b>					
<b>Objective (How)</b>			<b>Original Timeline</b>	<b>Revised Timeline</b>	<b>Notes</b>
<b>G5, O1:</b> Hold town halls; having staff recognitions; disseminating newsletters and other forms of communication, all designed to increase staff engagement.			January 2021		8/2023 – COMPLETED but is currently being reconfigured as part of the new Performance Management and Employee Wellness initiatives.

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<b>G5, O2:</b> Promoting educational opportunities for staff, especially house management staff.			January 2021		COMPLETE
<b>Goal 6: Develop employees' understanding and application of Finance. (What)</b>					
<b>Objective (How)</b>			<b>Original Timeline</b>	<b>Revised Timeline</b>	<b>Notes</b>
<b>G6, O1:</b> Create job aids for policies and procedures in service(s).			August 2023		8/2023 – COMPLETE 6/2022 – This is a new Goal and Objective.
<b>G6, O2:</b> Monitor spending in real-time via QuickBooks online.			December 2022	November 2023	8/2023 – New Target Date for Completion is November 2023. 6/2022 – This is a new Goal and Objective.
<b>G20, O3:</b> Restart Finance Meeting for employees.			August 2022		7/2023 – COMPLETE 6/2022 – This is a new Goal and Objective.
<b>Goal 7: Establish The Haven's Compliance Program. (What)</b>					
<b>Objective (How)</b>			<b>Original Timeline</b>	<b>Revised Timeline</b>	<b>Notes</b>
<b>G7, O1:</b> Fill and train person in new Compliance and Training Coordinating position.			July 2022	September 2023	8/2023 – Position was put on hold due to fiscal constraints in Spring 2023. Add 'l cost reimbursement grant has been approved and so this position will be advertised in early September 2023.  6/2022 – This is a new Goal and Objective.
<b>G7, O2:</b> Update or develop compliance policies and written procedures.			January 2023		6/2022 – This is a new Goal and Objective.
<b>G7, O3:</b> Launch compliance program operations.			July 2022		6/2022 – This is a new Goal and Objective.
<b>Goal 8: Strengthen or create The Haven's positive visibility with donors, supporters, referral sources, and in the wider community. (What)</b>					
<b>Objective (How)</b>			<b>Original Timeline</b>	<b>Revised Timeline</b>	<b>Notes</b>

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<b>G8, O1:</b> Create a written agency communication plan.			August 2022	Updated annually	8/2023 – Updated plan and implementation is on target. 8/2022 – COMPLETE 6/2022 – This is a new Goal and Objective.
<b>G8, O2:</b> Create a written agency brand guide and train staff how to apply the guidelines.			June 2022		7/2022 - COMPLETE 6/2022 – This is a new Goal and Objective.
<b>G8, O3:</b> Create a written agency development plan.			October 2022	Updated annually	6/2023 – Updated plan and implementation is on target. 10/2022 – COMPLETE 6/2022 – This is a new Goal and Objective.
<b>G8, O4:</b> Create development, marketing and communications policies and written procedures.			January 2023	3/2024	5/2023 – Leadership began research and spoke with Community Foundation of Cochise County for TA. New due date set for 3/2024. 6/2022 – This is a new Goal and Objective.
<b>G8, O5:</b> Develop a volunteer management program to identify, train, place and support people who would like to give their time to The Haven.			January 2023	7/2024	8/2023 – Leadership began research in Summer 2022, but other initiatives have taken priority. New due date is 7/2024. 6/2022 – This is a new Goal and Objective.
<b>Goal 9:</b> Educate The Haven’s board about CARF governance standards and support them in their application of the standards. <b>(What)</b>					
<b>Objective (How)</b>			<b>Original Timeline</b>	<b>Revised Timeline</b>	<b>Notes</b>
<b>G9, O1:</b> Provide overview of CARF governance standards to the board.			February 2023		8/2023 – This has been IN PROGRESS the past 12 months and will now be facilitated in large part by the new Board Growth &

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					Advancement Committee, with TA from the CEO. 6/2022 – This is a new Goal and Objective.
<b>G9, O2:</b> Support the board in applying any standards it wishes to adopt.			September 2023	4/2024	8/2023 – This will now be facilitated in large part by the new Board Growth & Advancement Committee, with TA from the CEO. 6/2022 – This is a new Goal and Objective.