

THE HAVEN
CEO's Report
Submitted to the Board by Aimee Graves
January 19, 2024

Finances, as of January 19, 2024

For December 2023, Cash; Investment; and net Accounts Receivable balances are \$4.5m with 248 days (8 months) cash on hand, down 8 days from November. The Current Ratio, current assets over current liabilities, is 4.85 to 1. At December's close, 95% of Client Accounts Receivable is aged at 90 days or less.

The Net Operating deficit for December was (\$13,848), a favorable variance to budget of \$3,492 (20%). Revenue for December was \$5,736 less than budget and Costs were less than budget by \$9,228.

Year to Date for the first quarter of fiscal 2024, the Net Operating deficit is (\$166,203) with Revenue \$53,962 (3%) less than budget and costs being \$37,368 more than budget (2%). Independent Contractors, Legal, Payroll Tax (related to ARPA bonuses), Overtime, and Employee Insurances are all over budget.

Accounts Payables and the credit cards are current. Units of service at Outpatient and Residential are less than budget.

Programs & Services

A new Targeted Outreach Team was developed in December that includes members from Executive Management, Admissions, Outreach, and Native Ways. This team was developed to ensure there is coordinated, specific, timely, and constructive planned outreach to community agencies, potential referral sources, and community stakeholders who have a vested interest in The Haven and its role in and response to the community.

Admissions for December

A story from Admissions regarding fraud and it's effects and The Haven's presence:

"I wanted to share with you the story of an intake that I recently completed. We had an indigenous women come into our services who was truly affected by fraud and dishonest harmful practices of some in the community. This woman is from another state that is quite far away and doesn't have the infrastructure in place to truly assist those in need. The member was looking online for help and found a "treatment center" in Arizona that offered to fly her out at no cost to her, "help" her

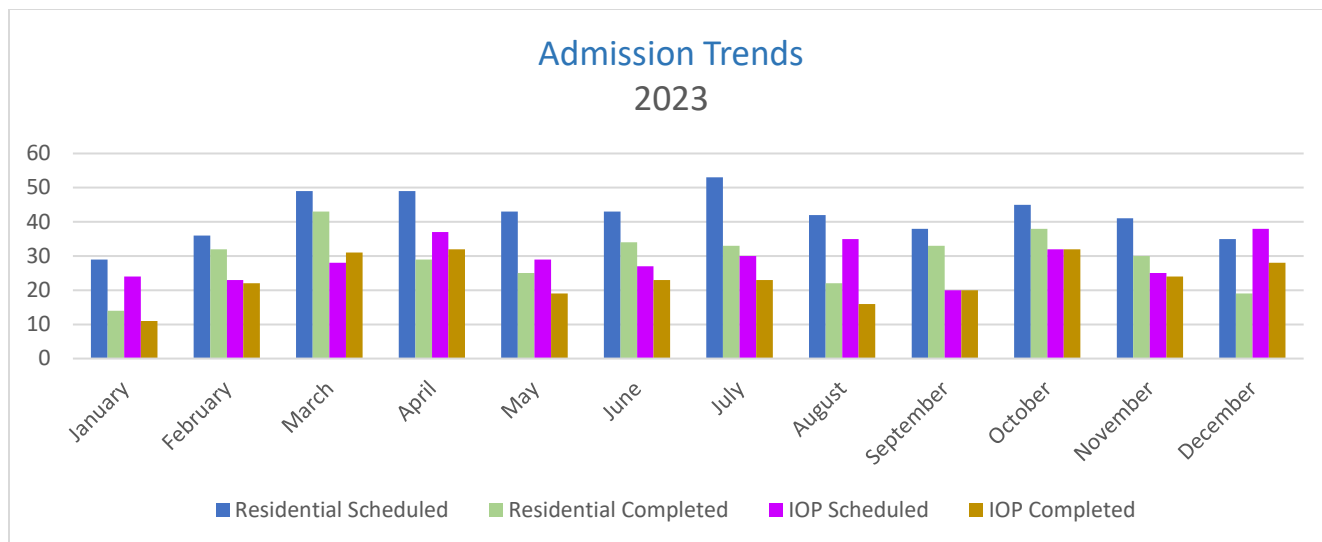
with her recovery, and assist her with finding resources. She was also told she would be flown back at no charge so she could reunite with her family. The member arrived and was placed in an "IOP" that was locked down and did not offer services.

The treatment facility was shut down by the State and she was left homeless with no way to get back to her state and no real coping skills. The member was desperate and called a hotline that her state has set up. When she called and entered her information, she found out that she was listed on their Murdered or Missing Indigenous women's website. Thankfully, she was able to contact family to let them know that she was alive but of course not well. The member was put up in a hotel by the organization from that state but due to not having the coping skills or guidance lost her lodging due to substance use. The member found her way into another program and ultimately to us but not before she was severely assaulted on the streets in which she was hospitalized and required a craniotomy to remedy a brain bleed.

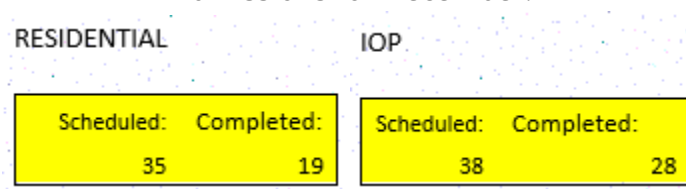
I share this with you as an example of how people, no matter how hard they try can fall through the cracks and end up worse than they began. I truly don't know if she is ready for this part of her journey, I believe she thinks she is however that doesn't guarantee success whatever that may look like. The fact that she made her way here to us is a testament to the Haven's reputation and dedication to helping all who are in need. When I speak with someone who says "I am ready this time" I truly believe that they feel that way at that moment. The cruel reality is that those feelings can change in an instant no matter how good the program is or how desperate the member is for help. Addiction is a disease. While we can look at statistics that encompass a wide range of demographics factors like, socioeconomic, race/ethnicity, family history, mental health, and so on, addiction and the thought process cannot be quantified. Trying to rationalize the irrational is a luxury only for the unaffected."

Chrstine Evans, BHT, CRCS
Admissions Specialist

The Admissions team is generally the first line of communication any potential and incoming member has before even joining The Haven and they are always the first a member sees upon their arrival. The steps taken and choices made to be courageous enough to enter the Admissions door cannot be understated, and it the professionalism and skill of our Admissions team that welcomes each person without judgement. Despite the business of holidays that comes within the month of December, the team still responded to all inquiries, referrals and prescreens within 24 business hours. All interactions with prospective members are being tracked and accurate records of all interactions are being maintained.

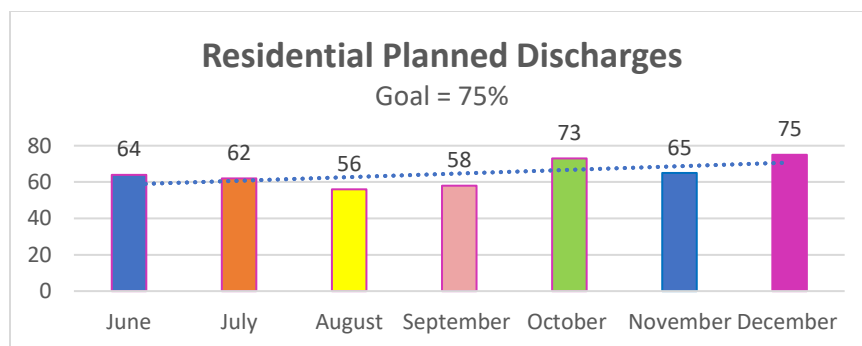


Admissions for December:



Residential

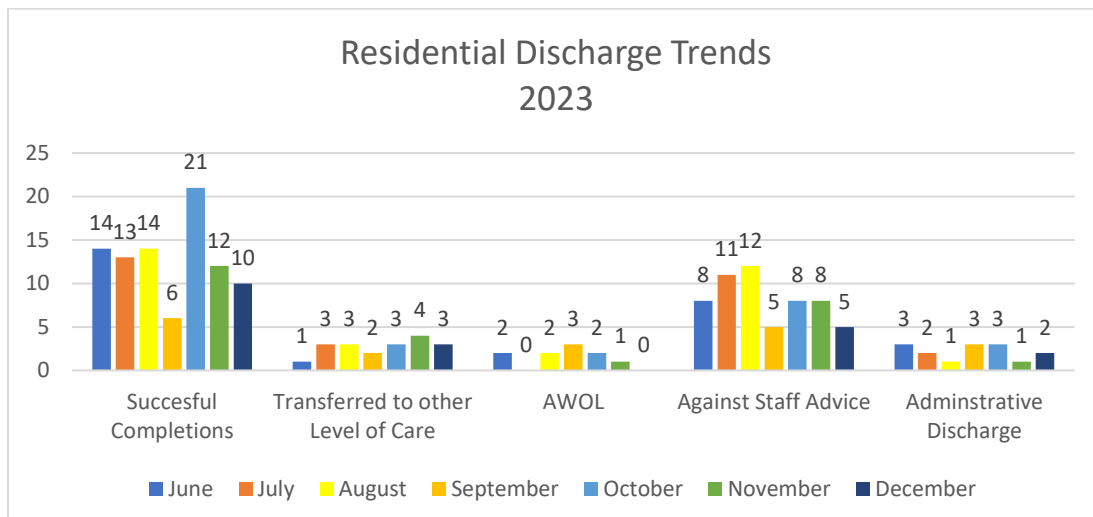
This month there were 10 successful Residential completions of care with 7 of those members discharging to The Haven IOP. There was an increase of planned discharges in December to 75% compared that 65% in November, meeting the monthly goal! Three members transferred to a more appropriate level of care. Just 2 members were discharged administratively due to not following program guidelines consistently and after multiple attempts to intervene and support the member by staff.



There were no AWOLS in December and there was a decrease in members who left against staff advice (ASA) to 5. Four of those 5 left within 4 days of starting treatment:

- 1 due to not wanting to be in treatment and she spoke with her treatment team prior to making the choice to leave.
- 1 due to wanting to use and had consistently wanted to leave since admission, staff were able to encourage her to stay and prevent her from leaving for 4 days until she ultimately left.
- 1 left the same day as her admission stating she just was not ready. She spoke with RTs and her health home Recovery Coach and ultimately did not want to stay after multiple attempts to intervene and prevent her leaving ASA.
- 1 left the same day as her admission because her medication bottles were mixed, had multiple types of meds in each bottle, and some of the meds were expired, so could not be approved for her to take. Per protocol those needed to be disposed of and she did not agree with that so chose to leave. Safety is always of utmost importance.
- 1 left after 25 days to be with a sick relative for Christmas.

We hope to see them again someday and welcome them back when they are ready.



Residential Events:

- 12/12-Holiday Dinner with the Board of Directors-They all had a wonderful time and were very appreciative of the meal and gifts.
- 21/21-Tamale day! The members and kitchen manager Amie made tamales for the property, they were delicious and it's amazing to continue to support a long-standing cultural tradition of having tamales for the holiday.
- 12/22-Residential Winter Formal-We hosted a winter formal, a suggestion from a member who did not get to experience her own formal or prom because of COVID. We had therapist Marquis DJ (with real DJ equipment) and educator Lalita Emcee the event. They had prizes, celebrations, and even a runway competition.

- 12/23-Residential members went to look at holiday lights on “Disney Lane” on the Northwest side of town.
- 12/23-12/25-Residential members celebrated the holiday with gifts from the Sober Sisters, going to NA and AA 24/7 “Alca-thon/Nar-athon” meetings over the weekend, and stocking stuffers provided by the Sober Sisters.
- 12/30-Several members of the Native Ways program participated in drumming at the Arizona Bowl.
- 12/31-New Years Eve-The members attended the annual New Years Eve NA dance at The Streams of the Desert and had a wonderful time!

Staffing:

- RT Brianna Cooper was promoted into the Res Tech Supervisor role!
- We currently have a couple full time RT positions open and will be continuing to actively hire for those roles.

The Haven’s Newest Program Started: Celebrating Families!:

- Celebrating Families! (CF!) is a 16-week evidence-based, trauma-informed, skill building counseling program for the member, their children, parents, and caregivers. CF! addresses members and family needs dealing with/at high risk for SUD, multi-generational trauma, and safety by building healthy living skills, healthy relationships, and psychoeducation.
- The first group was held on 12/6 with 9 residential members participating and some of their family members as well that is including over 30 total participants each session!
- The members and their families have been very receptive to the program and really enjoy the content being taught.

Upcoming Residential Events:

1/3/2024	New Years Day
1/15/2024	Martin Luther King, Jr. Day

Nursing

- The Nursing team initiated contact with SAAF and engaged in an incredibly successful outreach meeting that will be leading to the coordination of HIV and Hep C testing on site for The Haven members. What a great connection that has been made while continuing to build community connections.
- Employees from Banner’s Neonatal Abstinence Syndrome (NAS) program and DCS enjoyed a tour of the Residential program with Allison and Savannah. The intention

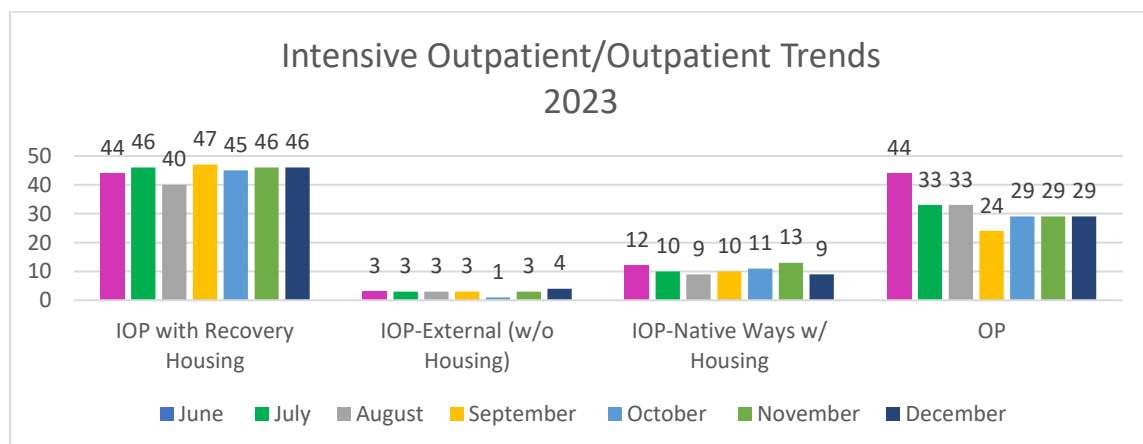
is to increase the comfort with DCS to place newborns with mothers at The Haven while they are in treatment.

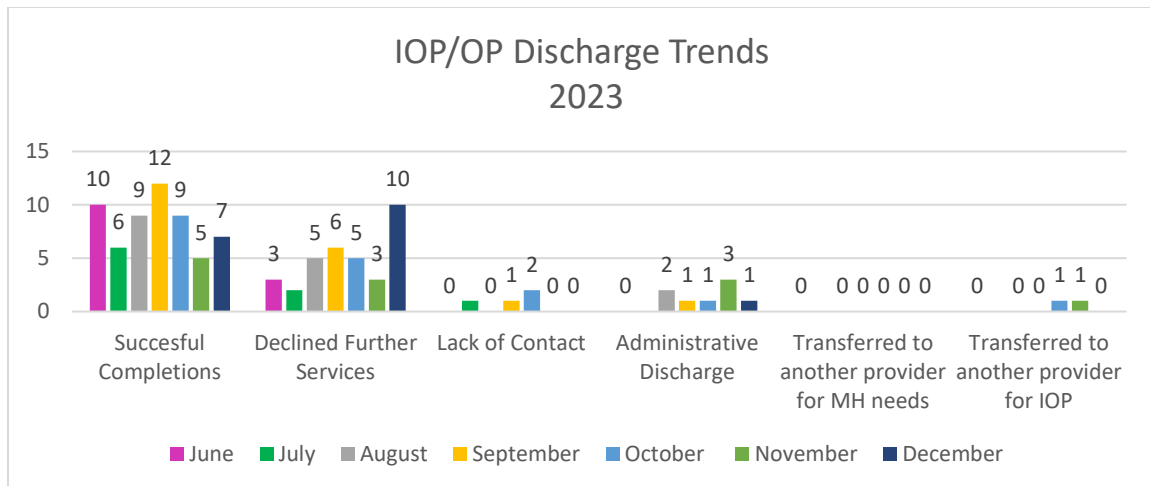
- Pima County's vaccine equity team came out to work with The Haven on vaccine distribution to both members and employees.
- Nursing has continued to contain and prevent the spread of COVID and other respiratory illnesses as there has been seamless teamwork surrounding intervention implementation.
- The Nursing team was vital to the coordination and advocacy with one member and the array of medical providers outside The Haven to ensure they were all in communication and engaging in safe prescribing practices. Nursing and all Residential staff worked tirelessly to ensure this member's whole health was addressed, from primary and mental health care to neurological care, and although she ultimately was not ready to complete treatment, they assured her that she is always welcome to return.

Intensive Outpatient & Outpatient

- Outpatient (OP) has added a new Peer Mentor group to the existing schedule of groups (Fireside, Time Management, and Living Skills) with White Bison groups.
- Handbags of Hope: Friday, 12/8/23 & Gift Basket Raffle honoring our members- went well. The members were very responsive and uplifted with this special holiday treat.
- The NEW Outpatient Relapse Prevention Group started on 12/8/23. We are focused on continuing to build this group to help strengthen our members recovery journey with more advanced skills that support them post IOP.

IOP with Recovery Housing as of 1/8/24: 46
Max Total Capacity = 56





Member Success Stories

Tiffany successfully completed IOP on 12/4/2023. Tiffany continues to look for work, with her RSS in hand that she worked hard for to educate and prepare herself for a future in helping others in their recovery journeys. Tiffany built a strong friendship circle of sober friends while in IOP and she left quite the impression with her therapy group. Tiffany has high hopes of restoring lost relationships and continues to build new relationships/friendships with sober friends for added support. Tiffany demonstrated strengths and coping skills in her recovery. Tiffany has been a great asset in groups, demonstrated by her empathetic nature and compassion toward her peers. She hopes to someday join The Haven Alumni Group and hopes to someday be a mentor.

Denise successfully completed Native Ways IOP on 12/4/2023. Denise was accepted into another IOP, Riverbend. She continuously showed commitment to her Recovery Journey. Denise persevered through many job interviews and shared with her peers that she did not let the “no’s” get her down. Denise secured a job as a caretaker and showed such gratitude when sharing about her work. Denise received the rock Dedication to reflect her ability to stay focused on her recovery goals.

Jessie successfully completed IOP on 12/5/2023. She reports 6 months of abstinence from substances. Jessie has made tremendous progress with her DCS case and hopes to regain custody of her daughter soon. She has transitioned to the Oxford House and plans on continuing with aftercare through The Blake Foundation. Jessie expressed her interest in the Haven Alumni Group. We wish her all the best!

Margie successfully completed IOP on 12/14/2023. Margie shared that she is so proud of herself for making it through this program and “Not giving up before the miracle”. Margie will continue with OP SUD. Margie received the rock of “Blessings” for always recognizing what her blessings were despite what she has been through.

Melissa successfully completed IOP on 12/14/2023. Melissa started working at Afni and is excited to start rebuilding her life. Melissa shared how she had learned some much about boundary setting and is happy to learn these skills. Melissa will continue with OP SUD. Melissa received the rock of "faith" for being able to have faith in her own recovery journey.

Elena has successfully completed IOP on 12/22/2023. She has been awarded the "breathe" stone because she showed her ability to be mindful and continue to remain in the present moment. She shared she learned "recovery is about healing." She shared she's taking away from IOP healing from past traumas, coping skills, and self-confidence. She will continue in The Haven's Outpatient Services.

Quality Management & Compliance

Successes

- United Healthcare Audit was completed.
 - IOP Results- 94%
 - Residential- 96%
- We are hearing positive feedback from the staff regarding some of the new changes.
- Majority of the company except for about 4 staff have all been trained on Incident Accident and Death Reports. All trainings were in person.
- Started working on the Compliance and Quality Plan for 2024.
- Banner PIP Audit Occurred- Results are pending as of 1/17/2024.

Challenges

- The department is currently playing catch up and some things have gone unreported for so long there is a backlog.

Pending

- Update all policies and procedures to ensure they meet company needs and contractual requirements.
- Internal Audit Process
- Starting to track note errors, productivity for IOP and completed assessments.

Development & Communications

Fund Development report as of January 9, 2024

Breakdown	Year to Date	Goal FY 24	Progress
# individual donors \$1,000 +	4		
# individual donors \$1-999	77		

# individual in-kind donors	29		
Raised from individual donors	\$33,737	\$70,500	47,9%
Average gift	\$403		
# organizations/businesses	12		
Raised from organizations/businesses	\$1,430	\$42,000	3,4%
# Grants submitted	2		
# grants received	2		
Raised from grants	\$15,000	\$35,000	42,9%
Campaigns			
End of year giving	\$29,418	\$35,000	84,1%
Tax credit advertising		\$10,000	
Chrysalis luncheon		\$33,000	
Mother's Day		\$5,000	

Emilia is back from her maternity leave and we're ramping up our development and communications programs after three quieter months.

At the moment, it looks like we fell almost \$5,600 short of our end of the year fundraising goal. We sent individualized holiday card to over 650 donors and shared the fundraising ask also via our newsletter and social media. Some donations might still trickle in, but it's unlikely that we will hit the goal.

We're busy preparing for the Chrysalis Luncheon which will be held on Tuesday, March 5. So far, we have secured three sponsors – El Rio Health, National Bank of Arizona, and Holualoa Companies. We have several pending sponsorship requests and are encouraging the board members to reach out to any contacts they have.

The event website and ticket purchasing system are live and board members are welcome to share the link with their contacts. We are currently working on the invitation and guest list and will send official invitations by the beginning of February. Here's a link to the website and ticketing system:

<https://thehaventucson.org/chrysalis-luncheon/>

The Haven has received a \$10,000 grant from Arizona Complete Health for infrastructure projects and a \$5,000 grant from the Arizona Diamondbacks Foundation to offset the cost of children staying at The Haven. In addition, we have applied for an AHCCCS ARP grant for IOP Recovery Housing infrastructure projects.

The Haven has been selected to participate in Tucson Social Venture Partner's Fast Pitch program. The training program started in January, and it will culminate in a high-energy, quick-fire presentation where The Haven and seven other nonprofits share their organization's mission and vision in three minutes. The main event will be on Tuesday, March 26th, 2024, at 7pm at the Fox Theatre in Downtown Tucson. Please see the attachment for more information.

Our Outreach and Alumnae Coordinator have been busy representing The Haven at different events, creating new connections, and strengthening our relationships with referring organizations.

During the month of November and December, our Outreach Coordinator Marcy Kumer reached out to over 95 agencies through email, phone or in person. She attended the monthly meetings of Tucson Professional Networking, Arizona Trauma Faith Collation, PPEP, and Southern Arizona Trauma Informed Network (SATIN) for networking and learning experience.

She spoke at a Superior Court training hosted by Kendra Escudero, NAMI's Family-to-Family class, and Parents of Addicted Loved ones (PAL) meeting about The Haven, substance use disorders, prevention, Narcan, and her own experiences depending on the audience and what each agency required.

Marcy gave presentations about The Haven at the City of Tucson's Community Safety, Health, and Wellness Program, Community Medical Services South, Hand in Hand, downtown police station, and Transition Center Pima Courts. She also had a resource table at Northminster Presbyterian Church, Connections Vineyard Church, Grace St. Paul's Church, and Southern Community Food Bank. Furthermore, she participated in the MADD Walk on December 2 (please see pictures below).



Marcy participated in a podcast with Lisa Hansen, CEO of Power over Predators. This was her first time taking part in a podcast. The purpose of the podcast was to make people aware of The Haven and other agencies that are available to help. The podcast discusses a family facing substance use disorder, death of a child, living with a child in prison, suicide attempts, and how you can turn your life around and find with happiness and grace. The podcast is very straight forward and graphic at times. Link to the podcast: <https://youtu.be/hfkvMbg5s04?si=8pLne5bVMqJV9Zip>

The month of December proved to be a difficult month to engage Alumnae in groups and activities presumably because of personal holiday activities. No one attended a single group offered during the month of December and even with all the RSVP's received for the holiday party, only five Alumnae attended. The participants made the best of it and shared some great conversation and food and made pipe cleaner crafts with the few children that were present.





Communicating with Alumnae via phone and text continues to be viable and our Alumni Coordinator Shawna Lortz speaks with many Alumnae throughout the month on a regular basis. She also reaches out to new potential members who could benefit from the program. Shawna attempts to engage with new outpatient members and people who have graduated from The Haven to share information about the Alumnae Program.

Successful Alumnae Communication

2023



The next Development Committee meeting is scheduled on February 6, from Noon – 1 PM via Microsoft Teams.

Workforce

Performance Management

- The Haven's initial Performance Management Project, which began in August 2022, has officially concluded. The Haven has now moved into the continuation phase with Human Resources and Key Leadership ensuring that new employees receive their 90 Day Evaluations and Skills Competencies. The annual evaluation process will begin in September 2024.
- HR and the Key Leadership team continue to work on revising all job descriptions as necessary to ensure they represent those standards and expectations of each position. As positions are vacated, job descriptions are being review and updated as necessary. This will continue throughout the year.
- Human Resources is still in the process of reviewing and updated all HR policies and procedures, including the Employee Handbook. This process in meant to ensure that all policies and procedures meet federal, state, and local regulations and are in line with payor requirements. This project will continue until all documents have been reviewed and updated.
- Human Resources continues working on the 2024 Workforce Development plan due to AZAHP in February 2024. This plan discusses The Haven's successful implementation of the 2023 Workforce Development goals and outline its goals 2024.
- Human Resources is preparing to begin 2024's Arizona Healthcare Worker Goals and Metrics Assessment (AHWGMA) required through AZAHP. The AHWGMA is a statewide data collection tool used to help the Arizona Network by gathering information, analyzing data, and assessing the current and future needs of the workforce. This is a new requirement for 2024 and very little information has been released. More information about this assessment will be released in April 2024.

OSHA 300A

- HR completed the required OSHA 300A reporting for 2023 and submitted it electronically to OSHA in January 2024
- In addition, The Haven was selected to submit a Survey of Occupational Injuries and Illness to the Bureau of Labor Statistics. This information was submitted in January 2024

HRIS System Migration

- In December 2023, The Haven begin migrating its HRIS System from Paycor to Paycom. This was an extremely large undertaking that required coordination from all departments of The Haven and the employee. The system was developed and migrated over in a span of 3 weeks. Paycom went live on December 17, 2024. While this has been a significant change, most users,

including managers and employees, have expressed satisfaction with the Platform

- In mid-January Human Resources and Paycom will begin migrating the employee benefits platform in to Paycom. This will combine HR, payroll, and benefits into one system, decreasing the margin for error in benefits administration.

Schedule Restructuring

- In December 2023 Human Resources began working on a plan to restructure the Residential Technician schedule at Residential. This was done in an effort to ensure adequate coverage and support for the members while reducing overall payroll costs.
- Effective February 11, 2024 Residential Technicians will begin 12-Hour Block schedules.

Diversity and Inclusion

DEI Committee met for its monthly meeting in late November. Representatives from each department were present to ensure input and participation across the organization. Events for the month of December were planned including a door decorating contest, cookie exchange, and ugly sweater contest. In addition, the committee discussed training needs and opportunities for 2024. Key leaders and employees from various departments will continue to spearhead various DEI projects and activities across the organization.

New Hires

- Joni Hubbard accepted the position of Peer Mentor. Joni began her position 12/07/2023
- Carol Adrian accepted full time Dietary Assistant. Start date 01/22/2024

Active Hiring

- Program Coordinator (Native Ways)
- 2- Residential Technicians (1- 6:00a-6:00p and 1- 6:00p-6:00a)
- Peer Mentor (Residential)
- Educator (Residential)

