

THE HAVEN
CEO's Report
Submitted to the Board by Aimee Graves
March 14, 2024

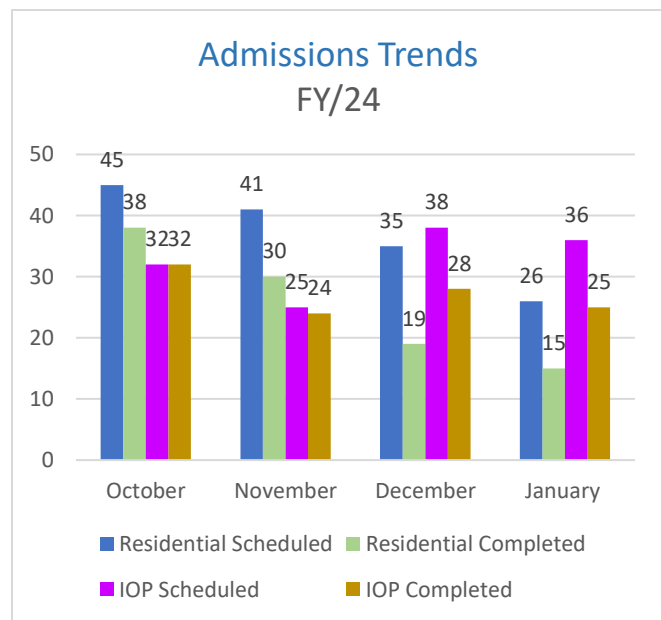
Programs & Services

All Haven staff continue the multiple month journey of learning Motivational Interviewing (MI) training with Mary Dillon of Motivational Interviewing Learning Exchange, LLC. Training in February included 2 of the 5 total 3-hour learning sessions. All staff have been scheduled into 4 different learning groups on Tuesdays and Thursdays. The training is being held at the ASU Tucson campus for FREE. We thank our ASU partners for this opportunity. Providing offsite training to the entire agency is such a pleasure and direct response from the most recent Employee Satisfaction Survey where employees requested offsite training opportunities.

MI is a collaborative, person-centered, and goal oriented gentle way to have a conversation with others to move towards change. As a leading evidenced-based practice around the world, MI is a way of being with and communicating with others and is not only used for substance use interventions and treatment, but also used in organizational change. Employees are encouraged to be practicing their MI skills in between learning sessions. Supervisors are encouraged to use MI with their direct employees. It will be exciting to see the impact this training for every employee of the agency may have in the near future.

Admissions for February

The Admissions team continues to work diligently to respond to referrals sources as quickly as possible, to schedule intakes for new members within a timely manner and reschedule missed appointments for those who are still interested in entering services. They are also the first people the community interfaces with to provide community resources to those who may not fit The Haven eligibility criteria. The Admissions team increased Residential and IOP scheduled intakes by 50% and completed.



62 Scheduled Intakes 40 Completed Intakes

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RESIDENTIAL declined services cancelled or no show.	IOP declined services cancelled or no show.
Cornerstone- 2 referrals rescinded	Buena Vista RTC- 1 declined services and 1 no show
Buena Vista detox- 2 referrals rescinded	ARC RTC- 2 declined services
Federal pretrial- 2 detained, 2 rescheduled	Federal pretrial- 1 cancelled
Drug court- 1 No show, 2 rescheduled	DTAP- 1 No show
DTAP- 1 detox	RAISE- 1 cancelled
Pima county adult probation- 1 rescheduled	Drug court- 1 cancelled
DCS- 1 rescheduled	Word of mouth- 2 No show
Word of mouth- 1 cancelled and 1 rescheduled	Stepdown-3 Cancelled

Residential

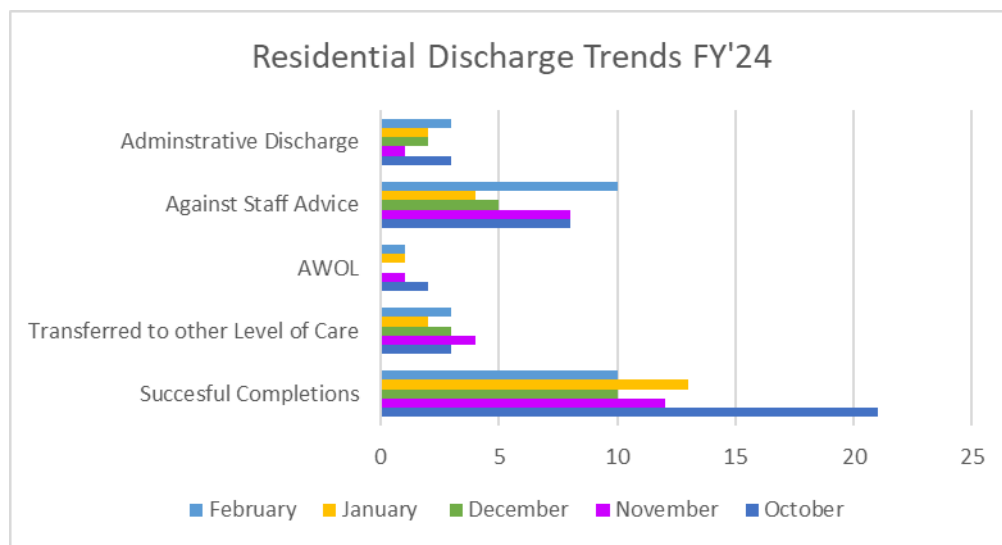
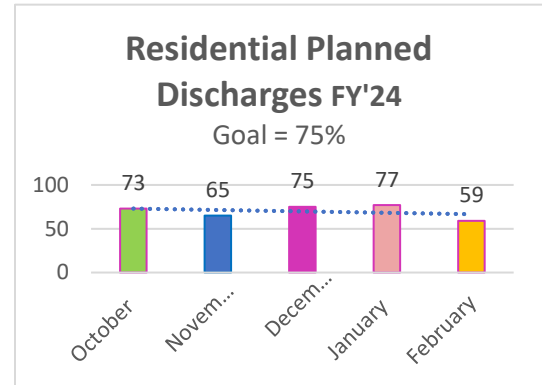
This month there were 10 successful Residential completions of care with 6 of those members discharging to The Haven IOP and the remaining 4 went to programs that were more appropriate for their needs. Three of those members transferred to a more appropriate level of care and 1 did not return to treatment after completing detox. Three members were discharged administratively all due to physical altercations.

There was just 1 AWOL in February and a sharp increase in members who left against staff advice (ASA) to 10:

- 7 left within 1 week of treatment:
 - Most of these left due to not wanting to be in this level of care, feeling overwhelmed with structure and expectations.
 - 1 left after almost 1 month in treatment, staff had prevented her from leaving ASA multiple times and she planned on transferring at 30 days.
 - 1 left after declining the recommendation for going to a higher level of care that would better support member's medical needs after 12 days.
 - 1 left to support a friend in Phoenix after 22 days.

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As a result of these reasons mentioned, there was a decrease in planned discharges for February. It is important to understand the reasons noted above to get a sense of why certain individuals do not stay longer or simply are not ready, honoring those individuals and their reasons and meeting them where they are. At the same time, we continue to explore ways to improve the experience for members during they stay. As always, we hope to see these individuals again and welcome them back when ready.



Residential Events

- Black History Month-We had multiple groups that focused on educating members about Black History Month.
- 2/14 Valentine's Day and Ash Wednesday-Our members were able to create Valentine's Day cards to send to a physical rehab center in town. All members were also gifted a quilt from St. Marks that were delivered to us. We also had the option of members who wanted ashes for Ash Wednesday to receive them. Nati also took our Native Ways members to Old Pascua to make Valentine's Day cards for the elders at Santa Rosa Church.

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- 2/18-Provided a tour to a journalist from the Economist who is writing a story on the fentanyl crisis and the border, and she learned about our program while doing research and requested a tour. Emilia and Allison provided her a tour, answered various questions, and she was able to meet with a member to interview her about her experiences.
- 2/16 and 2/23-We had 9-12 women attend Y Works to work on resume building.
- 2/22-Soul Food Lunch-We had a Soul Food Lunch lead by RT Ann, Dietary Manager Amie, Dietary Assistant Carol, QM Director Erisha, and HR Vice President Latricia. It was a very delicious meal, and everyone really enjoyed themselves!
- 2/27-Provided a tour to Aaron Avery with Avant Recovery and we will be exploring the potential of having members participate in some of the volunteer opportunities that they coordinate.



The Haven's Newest Program: 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.
- Week 9 of 16 of the curriculum was completed in January. We still have 9 members participating in the program, and some of their family members as well. The feedback has been great so far and we are seeing some of the positive impacts that the group is having on the family systems.

Upcoming Residential Events

March	Occasion
Whole month	Women's History Month and National Social Work Month
3/8	International Women's Day
3/11 - 4/9	Ramadan
3/18-24	National Drug and Alcohol Facts Week
3/25	Holi
3/31	Cesar Chavez Day

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Nursing

- Savannah has been invited by Easterseals Blake Foundation child and family services department to present to their nurse home visiting programs about The Haven. Savannah and the nursing team have been integral to referring to their new, Maternal Early Childhood Sustained Home visiting (MESCH) program. MESCH aims to improve the health, development, and social well-being of families with new babies. This has been a great new opportunity for eligible Haven women and their families!
- In lieu of Valentine's Day, the nursing team facilitated for the members a group on self-love to focus on loving themselves before being able to love others.

Native Ways

To best recruit a new and dynamic leader for the Native Ways program, the Program Manager position was re-written and posted for the new title as Native and Indigenous Service Manager. The interest in this position was quickly demonstrated by a rush of applicants reaching out to share their interest, knowledge and skills as well as share their excitement to see a role such as this posted in the community. Interviews started and decision will be made to fill the role in March. The person selected for this position will be taking on the role of continuing the mission and vision of not only The Haven, but also the Native Ways program, growing and enhancing the external outreach to and internal experience of treatment to the native and indigenous population.

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.
- Weeks 10-13 of 16 of the curricula were completed in February. The number of members participating in the program has decreased, however, those members and their families who continue to attend continue to provide positive feedback about their recovery as a family together.

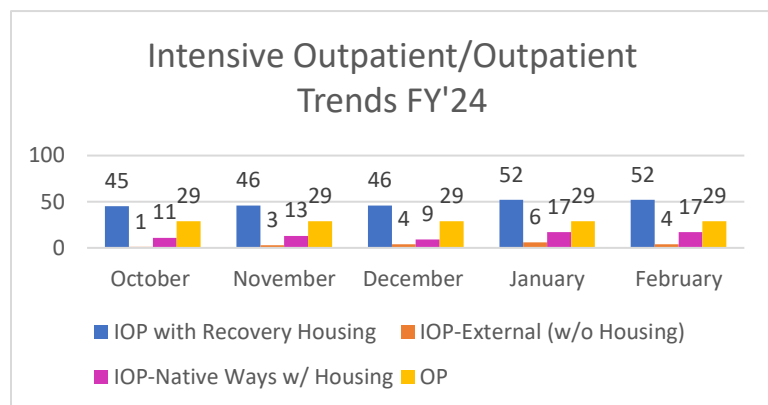
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- Plans are being made to celebrate the March completion of this first pilot round!
- We are already building the referral list for the second round of the program to start in April.

Intensive Outpatient & Outpatient

- New Recovery Coach Group: MRT & Recovery Ownership- group focused on helping women overcome challenges in their recovery by taking accountability of their actions, rebuild character, and find ways to grow in change.
- The team is learning to incorporate their learning of Motivational Interviewing to make this intervention natural and fit into their daily conversations with members.
- There are 2 staff vacancies we are recruiting for Peer Mentor (Outpatient) and Recovery Coach (Outpatient).

There were **56** members in IOP with Recovery Housing on the last day of February, Max Total Capacity of 56 members, that's right, IOP with housing was AT CAPACITY! The Native Ways program continues to have 17 members. With this, the Butterfly house continues to

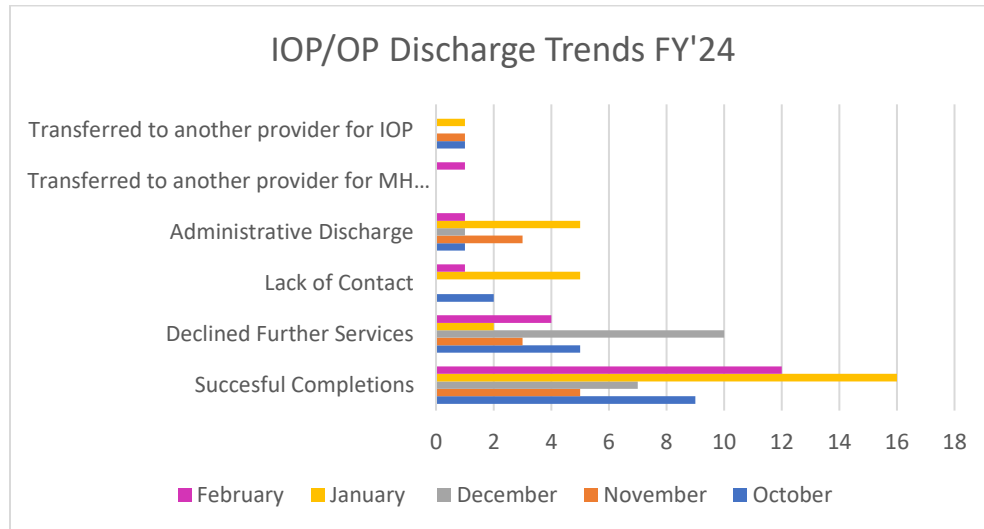


overflow with 12 Native Ways members while the other 5 Native Ways members are in recovery housing at Glenn. It is so wonderful to see the house being used for what it was intended for in housing native and indigenous woman. There are 4 members attending IOP externally without housing and 29 members being seen in outpatient level of care.

February celebrated 12 successful IOP completions. Four members declined further services. There was just 1 discharge due to a lack of contact and just 1 administratively discharged due to not following program requirements. There was just 1 member that needed to transfer to another provider for mental health

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needs and though 2 successfully transferred to a needed higher level of care. No one opted to transfer to another IOP program in February.



Member Success Stories

Olivia successfully completed IOP on 2/29/2024. She was awarded the “courage” stone as she demonstrated courage by working on difficult topics and finding resolve. She grew comfortable with the uncomfortable and found trust in the group to open up and share. She reported, “I learned a lot about myself, to never give up even when things are hard.”

Cora successfully completed IOP on 2/26/2024. She will be transitioning to OP in March. She built a strong friendship circle of sober friends while in IOP and she left quite the impression with her therapy group. She demonstrated strengths and coping skills in her recovery and as a new mother. She was 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 after she completes OP. Cora received the rock of “Believe” due to her hard work and ability to find hope and the silver lining as she was faced with numerous challenges and face them head on finding self-acceptance and self-love. Her strength lies in her ability to hold herself accountable and in sharing her experiences with others. She is honest in her journey empowering herself to have faith despite all odds.

Ashly successfully completed OP on 2/26/24. She has gained employment through caregiving, and she plans to become licensed. She is going to school for

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her GED. She has sustained her recovery through involvement in OP groups and individual sessions. We are so proud of her! She will join the Alumni Group.

Melanie discharged from OP successfully 2/26/2024 and has shown interest in continuing with The Haven Alumni services.

Sarah successfully completed IOP treatment on 2/22/2024. She was awarded the "believe" stone as she never stopped believing in herself and striving for her goals. She shared, "I learned to let go and trust the process. To be more cautious of the choices that I make. I can play the tape forward with ease. It is okay to sit in discomfort and learn to grow."

Wendy successfully completed IOP on 2/21/2024. She has been awarded the "faith" stone as she demonstrated immense faith in her higher power. She focused on setting and reinforcing her boundaries and being comfortable with asking for help. She shared, "I learned that it is okay to advocate for myself and to always have faith that things will work out."

Linda successfully completed IOP treatment on 2/20/2024. She was awarded the "joy" as she was able to see the joy in all things and look to the positive. She shared, "I have found peace within myself."

Hannah successfully completed IOP on 2/16/2024. She has been awarded the "believe" stone as never stopped believing in herself and others. She focused on resolving past traumas and being mindful of the present moment. She shared, "I learned to love myself by setting boundaries."

Cupi successfully completed IOP as of 2/6/2024. She will be moving in with her mom until she is able to move out on her own. She worked on setting boundaries with her family and friends. She gained insight in learning how to communicate assertively. Member received the rock of "believe" because she believed in herself and accomplished her goals. We are proud of her progress!

Jasmine successfully completed IOP on 02/05/2024. She has been awarded the "inspire" stone as she was a true inspiration to the group. She focused on resolving loss and growing in independence. She shared, "I learned to never stop working for what I want. I am stronger than I thought."

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Finances, as of March 11th

For February 2024, Cash; Investment; and net Accounts Receivable balances are \$4.3m with 231 days (8 months) cash on hand, down 2 days from January. The Current Ratio, current assets over current liabilities, is 4.87 to 1. At February's close, 84% of Client Accounts Receivable is aged at 90 days or less.

The Net Operating deficit for February was (\$46,067), an unfavorable variance to budget of \$43,890 (2,116%). Revenue for February was \$51,249 less than budget and Costs were less than budget by \$7,359.

Year to Date for the five months ended February 29, 2024, the Net Operating deficit is (\$318,916) with Revenue \$211,526 (7%) less than budget and costs being \$68,965 more than budget (2%). Payroll, Independent Contractors, Legal, and Employee Benefits are all over budget.

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

Development, Communications & Outreach

Fund Development report as of March 11, 2024

Breakdown	Year to Date	Goal FY 24	Progress
# individual donors \$1,000 +	8		
# individual donors \$1-999	126		
# individual in-kind donors	42		
Raised from individual donors	\$53,764	\$70,500	76%
Average gift	\$336		
# organizations/businesses	24		
Raised from organizations/businesses	\$26,323	\$42,000	62%
# Grants submitted	3		
# grants received	3		
Raised from grants	\$35,000	\$35,000	100%

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Thank you all for making our Chrysalis luncheon a great success! We're so grateful to all of you for purchasing tickets, making donations, creating the raffle baskets, and welcoming our guests!

We raised close to \$43,000. However, we're still waiting for the catering bill and there might be some donations coming in as well. Here's the breakdown of the fundraising so far.

Sponsorships	\$25,000
Ticket sales	\$7,935
Raffle tickets	\$1,885
Donations	\$7,635

Total \$42,455

We have received a \$20,000 grant from the Tucson Federal Credit Union. We did not apply for this grant, so the news came as a very pleasant surprise. We assume that the grant is a result of some networking that Aimee has done and getting in their radar in 2022 when we applied for a grant.

The Fast Pitch program has been a great experience, and it has already increased The Haven's visibility in the community. For example, The Arizona Daily Star published an article about the program on March 5. You can read the article here: https://tucson.com/news/community/tucson-fast-pitch-event-to-help-fund-local-nonprofits/article_ab3d8436-d96a-11ee-b776-7334c96ce12b.html?

Emilia is getting ready to deliver her pitch on Tuesday, March 26th. The Fast Pitch event takes place at the Fox Theatre in Downtown Tucson. You can purchase tickets here: <https://foxtucson.com/event/fast-pitch/>

The alumnae program's group attendance has remained low. Starting in April, we are eliminating the 1-2pm group and will focus on just the 5-6pm group as the group attendance is higher in the evenings. In addition, we're planning to reintroduce the recreational outings since the alumnae seemed a bit more engaged in social activities. Our first recreational outing, or a mini reunion, will be a picnic in the park. We haven't confirmed the date yet but are planning to host the picnic in April before the weather gets too hot.

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We are holding a mentor mix and mingle the first Monday of every month. The event gives mentors and our members an opportunity to get to know one another and pair up for the Havenette Buddy Program. Since the beginning of the year, we have gotten 4 new Haven Alumnae to sign up to be mentors, bringing our grand total of mentors to 13. At the moment, we have 14 OP/IOP members paired with a mentor and hope that the number of ladies with mentors will continue to grow each month.

Our Outreach Coordinator Marcy gave several presentations about substance prevention and The Haven. The biggest audience was at Parents of Upward Bound meeting at Pima Community College with approximately 55-60 participants. She gave presentations also at Gap Ministries Warehouse for 14 people, Novis Vista for 4 people, Pima County Community Prevention Coalition MAPIC meeting for 18 people, and Community Medical Services East for 5 people.

In addition, Marcy partnered with Mothers Against Drunk Driving (MADD) to give substance prevention presentations to high school students. She partnered with MADD at Sunnyside High School, Alta Vista High School, Power Of Youth, and Upward Bound Program. She also spoke to the students at Desert View High School on her own.

Marcy has received lots of positive feedback about the presentations. A great example was how one 15-year-old boy thanked Marcy and said he and his friend had listened carefully and had learned so much about Fentanyl. The boy thanked Marcy for sharing her knowledge. Tony Garcia, Supervisor of the Upward Bound Program said he had heard only good things about her presentations.

Marcy met with Carondelet and Crisis Response Center to discuss potential partnerships and attended monthly networking meetings at Faith Community Collation, Connection Café, Family Support Alliance, and Arizona Trauma Inform Community.

She participated in community tabling events at Vineyard Church, Community Food Bank for Southern Arizona, CMS East, Northminster church, and Grace St Paul's Church. Marcy gives Narcan trainings at the tabling events and substance prevention presentations for adults. Recently, she received feedback from one man who had used a Narcan kit she gave him to save someone's life.

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In the light of all the wonderful work and positive feedback, we are sad that the Outreach Coordinator position will end on March 29. The position is funded by a CRRSAA grant and unfortunately, we did not get an extension for Marcy's position in the new ARP grant. She will be missed!

Workforce

Diversity and Inclusion



DEI Committee planned several events for the month of February including "Soul Food" Lunches at both Residential and Outpatient, Trip to African American History Museum (rescheduled for March), and a Self-Love and Appreciation group for Valentine's Day. Members also created Valentine's Day cards that were given to elderly Residents at Catalina Post-Acute Care and Rehabilitation.

Performance Management

- In February 2024 we developed and submitted The Haven's 2024 Workforce Development plan to AZAHP. This plan discussed The Haven's successful implementation of the 2023 Workforce Development goals and outlined its goals 2024. This year's workforce development goals are aligned with the recently developed strategic plan. The goals include succession planning for key positions, creation of a training and development program, and redeveloping an Employee Appreciation Program.
- Human Resources is in the process of reviewing and updating all HR policies and procedures, including the Employee Handbook for 2024. This process is meant to ensure that all policies and procedures meet federal, state, and local regulations and are in line with payor requirements. This

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project will continue until all documents have been reviewed and updated.

- We are preparing for 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. AZAHP has planned several pre-planning workshops during the month of March that will be attended by Human Resources. The Assessment will be released in April 2024

OSHA

New OSHA training regulations were released for 2024. The training material was ordered. Employee training will begin in March 2024.

HRIS System Migration

In February Human Resources and Paycom wrapped up the benefits implementation. While this process is complete, the next step is to set up EDI feeds with the carriers to ensure communication with the carriers regarding new hire elections and benefit changes for current employee. Paycom is in the process of working with the carriers to implement this feature.

Schedule Restructuring

In December 2023 we 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.

On February 11, 2024, Residential Technicians began working 12-Hour Block schedules.

Per management at Residential, it is difficult to determine the success of the transition as they are not fully staff. However, discussion with employees show that there have been issues with transition to this model. Specifically, the 6:00pm-6:00am employees have expressed the need for additional support from 6:00pm-10:00pm. Members of leadership are discussing revisions.

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Staffing

New Hires

- Kaitlin Martin started as a Residential Technician II (PRN) on 02/05/2024.
- Catherine Biggs started as a Residential Technician II (full time) on 02/26/2024.
- Delanie Costello started as a Residential Technician III (full time) on 03/11/2024.
- Kaylee Hill accepted the position of Residential Technician II (full time). Start date pending pre-hire clearance.
- Lorri Carrico accepted the position of Native and Indigenous Service Manager. Start date pending pre-hire clearance.

Active Hiring

- 1- Therapist (Residential Program)
- Residential Technicians (3- 6:00a-6:00p and 1- 6:00p-6:00a)
- 1- Recovery Coach (Outpatient Program)
- 1- Peer Mentor (Outpatient Program)

Quality Management & Compliance

- Priorities in this area continue to be:
 - Assessing The Haven's existing compliance indicators and activities.
 - Designing a Compliance and Quality Plan that aligns with The Haven's new strategic plan.
 - Identifying our performance indicators to trend performance on goals over time.
 - Updating all policies and procedures to ensure they meet company needs and contractual requirements.
 - Establishing an internal audit process, targeted to begin in April.
- We completed all required reporting to address the security breach. We are currently waiting on a call from the OIG to complete its investigation. When Erisha received calls from former Haven members what wanted to be enrolled in the credit monitoring system, they told her they are still doing well. They thanked The Haven for playing a part in their success.

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- We have begun tracking clinical note errors, productivity for IOP, and completed assessments.
- Erisha attended the CARF: 2024 Transforming Outcomes Data Conference.
- We prepared for the 3/4/24 the AzCH Adult BHRF and BH Audit. Preliminary findings are quite positive!

The Haven is playing catch up in the areas of quality management, compliance, and risk management. The Board's Executive Committee gave Aimee the go-ahead to fill a full-time position that will help address the volume of work in these areas in both Quality & Compliance and Human Resources. As a result, leadership is reworking a job description former QM Director Kristin Lindberg created, and considering where cost savings might be found to help cover this unbudgeted FY24 expenditure.