

THE HAVEN
CEO's Report
Submitted to the Board by Aimee Graves
April 18, 2024

Finances, as of April 12th

For March 2024, Cash; Investment; and net Accounts Receivable balances are \$4.1m with 220 days (7 months) cash on hand, down 11 days from February. The Current Ratio, current assets over current liabilities, is 5.48 to 1. At March's close, 77% of Client Accounts Receivable is aged at 90 days or less; without American Indian AHCCCS the figure is 84% as Banner is continues to work through the place code change from January.

American Indian AHCCCS is aged 63% less than 90 days with \$63,000 aged greater than 90-days. As of this writing there is roughly \$90,000 in the AHCCCS claims processing system pending document review.

The Net Operating gain for March was \$23,224, a favorable variance to budget of \$4,425 (124%). Revenue for March was at budget and Costs were less than budget by \$4,359. Fast Pitch preliminary revenues were booked at \$19,500.

Year to Date for the six months ended March 31, 2024, the Net Operating deficit is (\$321,480) with Revenue \$207,620 (6%) less than budget and costs being \$85,171 more than budget (2%). Payroll, Independent Contractors, Technical Support, and Legal 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

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 March included the 3rd and 4th sessions of the 5 total 3-hour learning sessions. All staff have been scheduled into 4 different learning groups on Tuesdays and Thursdays.

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.

While hosting this level of professional development across the agency is likely to have many rewarding properties for member care and employee morale in the

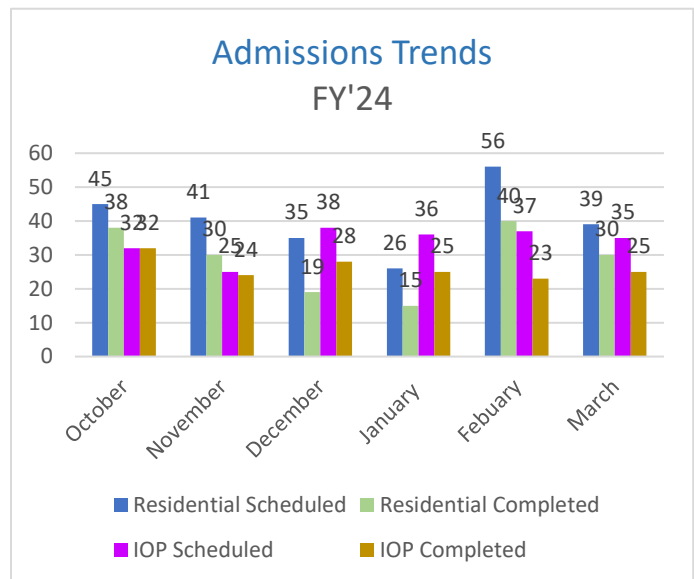
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long run, it has not been without its challenges. The multiple 3-hour offsite training sessions have had an impact on operations and productivity on Tuesdays and Thursdays as the time required for travel and training inherently impacts schedules and employee availability. Reduced capacity for intakes, individual therapy, and case management sessions, among the many other tasks of the day have impacted all departments.

Nevertheless, employees are encouraged to be practicing their MI skills in between learning sessions to continue the learning from each training sessions. Supervisors are encouraged to use MI with their direct employees. The impact this training has for every employee and the agency is yet to be seen and is of great appeal!

Admissions for March

Targeted Outreach has supported the Admission team increasing referrals to the The Haven as evidenced by numbers seen in March. 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. The Admissions team increased Residential scheduled



to completed intakes by 76% and IOP scheduled to completed intakes by 71% in the month of March compared to February's Residential completed intakes of 71% and IOP's completed intakes of just 62%. The programs combined, a 73% intake completion rate was achieved with **75 Scheduled and 55 Completed**.

The Residential bed space capacity changed in March from 52 to 49 to address the employee team needs of moving the Residential Technician Supervisors from the Admin Building down to Quad Room 3.

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While the referrals continue to come in for Residential, staffing Residential Technicians (RTs) has been of focus in order to accommodate a growing census, thus resulting in the careful planning and balance of referrals to ensure there is an appropriate number of RTs to meet member needs and SAFETY requirements. There have been employees from all over the agency stepping in and stepping up to cover RT shifts! Every single employee has demonstrated their dedication to supporting women in recovery and supporting the growing census of Residential.

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

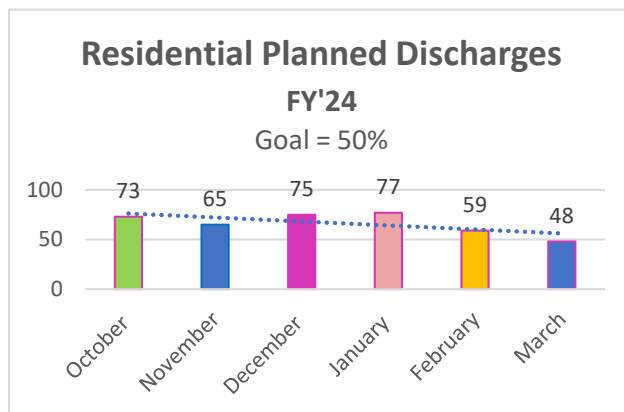
This month there were **10** successful Residential completions of care with **5** of those members discharging to The Haven IOP and the remaining 5 went to IOP programs that were more appropriate for their needs. Four members transferred to a more appropriate level of care. Just 2 members were discharged administratively due to not following program guidelines, even with intervention to help the member succeed, and 1 of those 2 was due to her legal involvement revoking her release after she left AWOL from the program.

Four members left AWOL in March and there was a slight decrease in members who left against staff advice (ASA) to 9:

- 5 left within 1 week of treatment (2 were the same day of their admission):
 - Most left due to not wanting or being ready to be in this level of care and focusing on external issues.
- 1 left after 2 days in treatment. Staff successfully prevented her from leaving ASA many times previously.

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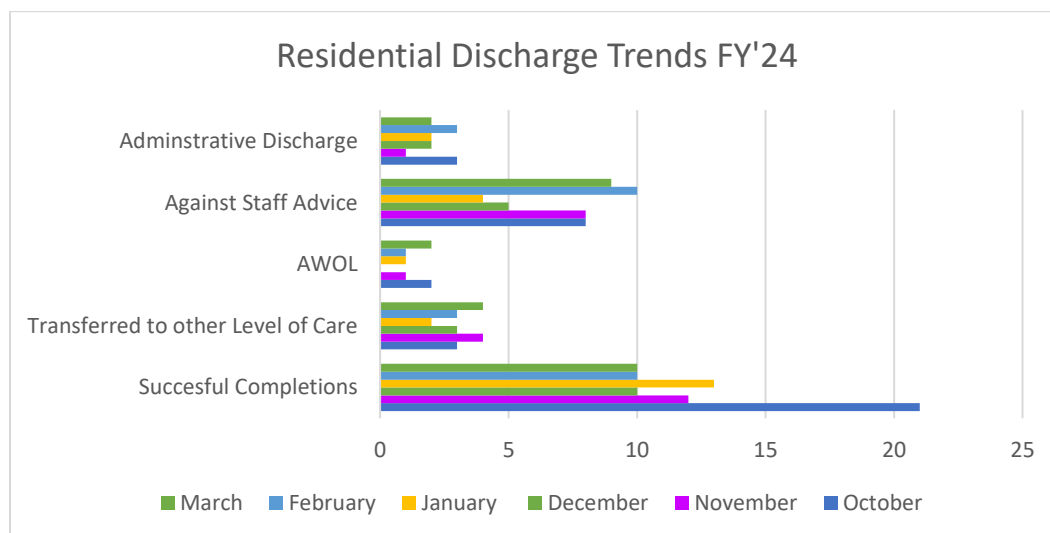
- 1 left after 16 days in treatment. She had previously left ASA and then returned within 24 hours.
- 1 left after 10 days to be with family. She had already planned on not completing treatment so she could move out of state.
- 1 left after 50 days because DCS was going to close her case and said she could return home to family.



As noted in last month's report, as a result of these reasons mentioned above, there was a decrease in planned discharges for March. 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 their stay. We have compared planned discharge data with The Haven's 2023 Annual Report and adjusted the goal knowing that Residential will continue to be working on clinical strategies to regularly meet and exceed this goal.

As always, we hope to see these individuals again and welcome them back when ready.



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Residential Events

- Women's History Month-Our program celebrates our amazing women every day in treatment!
- 3/5-A group of 4 Native Ways residential members attended the Chrysalis lunch, they had a wonderful time and were so grateful to have this experience, especially honoring Native Ways.
- 3/9-A group of members attended Artemiss Art Gallery and Events for an exhibit focusing on female empowerment. The owner invited us after learning about The Haven from Tucson Meet Yourself and learning about No More Stolen Sisters. It is a sober venue and the women really enjoyed themselves. One of the speakers was a former Haven member!
- 3/15-The Haven Quarterly tour was provided to allow stakeholders in the community to learn more about the services we offer.
- 3/22-Members attended the National Native HIV/AIDS Awareness Day
- 3/26-Residential members were able to watch Emilia during the SVP Fast Pitch viewing during a watch party, they were so excited to see the video and to hear how much money was raised and won!
- 3/31-Easter! The members had an egg hunt around the property and a special meal to celebrate. ***Thank you to the board members who provided donations to help them celebrate the holiday!***



Upcoming Residential Events

April	Occasion
Whole month	Sexual Assault Awareness Month
4/3	Tucson Sexual Assault Awareness Month (TucSAAM) Kick Off Event at SACASA
4/8-4/12	Residential Spirit Week
4/13	TIC's 2024 Spring Social POW-WOW at the U of A
4/17	SACASA Dine Out For Safety Fundraiser and Celebrating Families! Round 2 first group!
4/24	Denim and Teal Day in support of sexual assault survivors

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Nursing

- Nursing handled a significant medical situation on property very effectively. Huge kudos to RN Manager Savannah and RN Melissa for their swift response!
- RN Manager Savannah facilitated a Health Promotion group at residential with a focus on alternative pain management techniques, they were able to make their own heated rice socks.
- Nursing will implement a regular Health Promotion group in the next couple months for residential members on a variety of topics.
- Nursing will implement an ongoing med observation refresher for Res Techs to ensure they still understand all protocols and processes for covering med time.

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.

- We completed the first round of Celebrating Families! in March! There were 2 members who successfully graduated the program after attending all 16 sessions! The CF! team will begin the next round in April. There are multiple members interested in starting this program after hearing how much peers have benefitted from it and seeing others model the commitment required for the 16-week program.



Intensive Outpatient & Outpatient

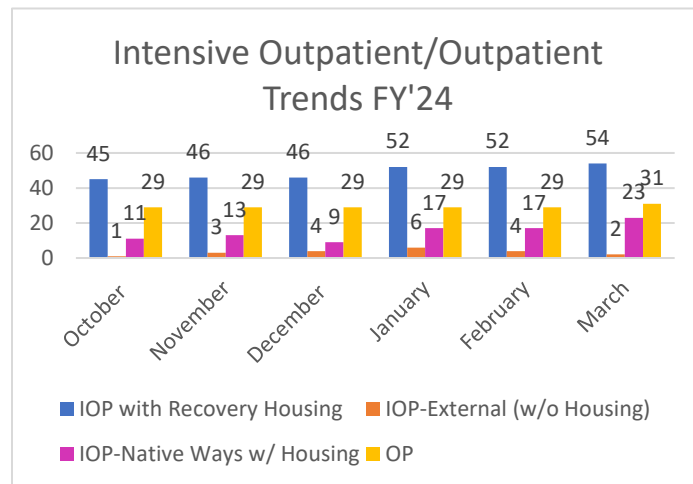
- The Outpatient Team is implementing Motivational Interviewing practices. Feedback on implementation from the team—including their increased use of *open-ended questions* that helps with exploring members' challenges, *reflections* that are creating positive responses because

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members are being heard and understood, and *affirmations*—are strengthening members' motivation and self-efficacy.

- Our Soul Food Potluck in honor of Black History Month was held on March 13. The team came together for bonding and team building. Employees reported enjoying fellowship with one another and coming together to connect.

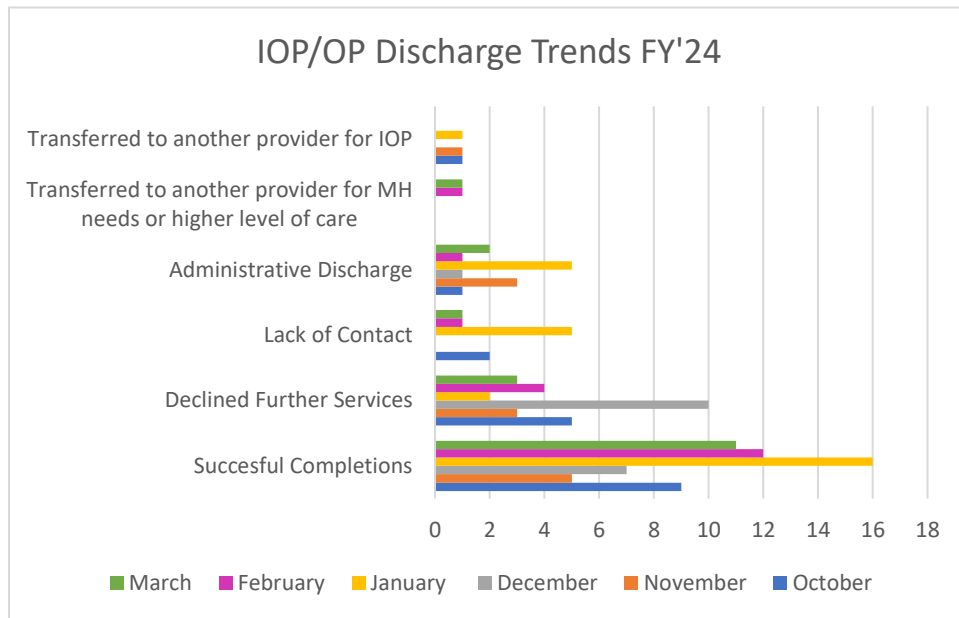
There were **56** members in IOP with Recovery Housing on the last day of March. Our maximum capacity is 56 members. IOP with housing continues to be at capacity! Of these 56, the Native Ways program has grown to 23 members. The



Butterfly House is at maximum capacity of 12 Native Ways members while another 11 Native Ways members reside in recovery housing at Glenn. It is wonderful to continue to see the house being used for what it was intended for in housing native and indigenous woman. There were just 2 members attending IOP externally without housing. 31 members were enrolled in outpatient level of care.

March celebrated 11 successful IOP completions. Just three members declined further services. There was just one discharge due to a lack of contact and two administratively discharged due to not following program requirements. Only one member that needed to transfer to another provider for mental health needs and two others successfully transferred to a needed higher level of care. No one opted to transfer to another IOP program in March.

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Member Success Stories

Nicole successfully completed IOP Treatment on 3/28/2024. She has enrolled in OP Services and will continue MRT and EMDR. Nicole continues to look for employment and is considering returning to college. Nicole has shared that she is leaving IOP with the gift of a clear mind.

Dawn completed IOP on 3/21/2024. She focused on taking ownership/acceptance of her journey and expressed gratitude for learning to hold herself accountable, be vulnerable, and learn to be comfortable with being uncomfortable. She is seeking employment and has interest in the Haven Alumni events. She received the “courage” steppingstone as she demonstrated good decision making and healthy boundaries with family members.

Jeanne completed IOP on 3/20/2024. She is continuing programming at Riverbend to further support her recovery journey. She has engaged in OP for individual therapy to allow her additional time to delve into how creating healthy relationships create change in her recovery. Jeanne was awarded the “courage” stone for stepping out of her comfort zone and approaching her recovery journey differently and it paid off in her successfully completing and securing housing at Riverbend, maintaining her sobriety was key in this goal.

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Fidelina successfully completed OP on 3/18. She plans to continue with an IOP program in Casa Grande, where she will be living with her mom and stepdad. She had strong group and individual attendance during her time in IOP.

Alie successfully completed OP on 3/17. She obtained employment at Jiffy Lube during her time at The Haven.

Toni completed IOP on 3/15. She completed 84 days of programming where she learned ways to maintain sobriety that could strengthen her recovery long-term.

Lacrecia successfully completed IOP on 3/13. She was able to secure housing and continuing programming to focus additional ways to support her recover. She is now with La Frontera's Milagro program.

Kelley successfully completed IOP on 3/12. Kelley will be transitioning to Los Altos and continues to seek employment. Kelley built a strong friendship circle of sober friends while in IOP and she left quite the impression with her therapy group. Kelley demonstrated strengths and coping skills in her recovery. Kelley 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 become a mentor. Kelley received the rock of "Imagine" due to her hard work and ability to find hope and dream big. 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.

Brenda successfully completed IOP on 3/11. Brenda restored her relationship with her daughter and is happy to be able to be in her grandchildren's' lives. Brenda will continue with OP treatment.

Angelica successfully discharged on 3/10, completing 87 days of IOP. She found housing and a job. Her strengths lie in her desire to reunify with her children and create a safe home for them. She was given the rock "Believe" to remind her to continue believing in herself throughout her journey in recovery.

Shelly successfully completed IOP on 3/6. She was awarded the "love" stone as she demonstrated love for herself and others. She was able to give herself love and self-care. She reported, "I learned that I am capable and strong. I learned to set boundaries and that it is okay to be selfish in recovery." She expressed her intension to transition to The Haven's outpatient program.

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Martiza successfully completed IOP on 3/4 after 89 days in programming. She worked hard to overcome her challenges and find ways to set healthier boundaries.

Native Ways

- To best recruit a new and dynamic leader for the Native Ways program, the Program Manager position was re-written and posted as Native and Indigenous Service Manager. The person selected for this position will take 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.
- Both Native Ways Program Therapists completed The Center for Mind-Body Medicine training, which now allows for both to incorporate this intervention in their services at IOP and Residential.

Alumnae Program

The alumnae program's group attendance has remained low and we're still working through strategies to increase the group attendance. We're excited to organize an alumnae reunion picnic on April 26. The event will be a family friendly gathering and we hope to see a lot of old and new friends. Board members are welcome!

Currently, we're looking for new mentors to join the Havenette Buddy Program. We're advertising the program on our social media and hope to attract some new mentors at the alumnae picnic. At the moment, we have 14 OP/IOP members paired with a mentor.

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Development, Communications & Outreach

Fund Development report as of April 9, 2024

Breakdown	Year to Date	Goal FY 24	Progress
# individual donors \$1,000 +	10		
# individual donors \$1-999	148		
# individual in-kind donors	56		
Raised from individual donors	\$61,920	\$70,500	87%
Average gift	\$355		
# organizations/businesses	32		
Raised from organizations/businesses	\$30,814	\$42,000	73%
# Grants submitted	4		
# grants received	3		
Raised from grants	\$35,000	\$35,000	100%

Campaigns			
End of year giving	\$29,418	\$35,000	84%
Tax credit advertising	\$6,526	\$10,000	65%
Chrysalis luncheon	\$25,921	\$33,000	78%
Fast Pitch	\$19,500	\$10,000	195%
Mother's Day		\$5,000	

Our biggest achievement for the month was Fast Pitch. The event took place on March 26, and it was a great success. Emilia got on stage at the Fox Theatre

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and shared The Haven's vision and mission in three minutes. After the pitches, audience and sponsors got to choose which organization they want to support. The Haven received \$10,000 from Connie Hillman Family Foundation, \$7,500 from Arizona Complete Health, and \$2,000 Steve Goulding Celebration of Life Award.

In addition, the audience donated \$70,000 and Connie Hillman Family Foundation matched the donations up to \$40,000. We don't know how this \$110,000 will be divided among the organizations but are sure The Haven will get a part of it. In addition to great fundraising success, we got to share The Haven's mission with over 700 people who might not have heard about us before.

If you missed the event, you can watch the presentation on YouTube. Our section starts at 36:50. The section starts with a "sizzle" video and is followed by the 3-minute pitch and a judge's question.

https://www.youtube.com/live/E8D7q-M9h_w?si=H5xqTairajeyfWMw

We're in the middle of tax season and hope to receive some more tax credit donations by April 15. We sent out 200 postcards encouraging donors to make a tax credit donation. We've also advertised the opportunity on our newsletter and social media.

Our next fundraising campaign is Mother's Day All May. We'll send a letter to donors and will share information about the campaign on our social media and website. Furthermore, we're organizing a give back event with Kendra Scott. The event takes place on May 2 and 3 and people can participate either in person or online. The Haven will receive 20% of the proceeds.



Outreach

The Outreach Coordinator position ended on March 29. The position was funded through a CRRSAA grant and unfortunately, we did not get an extension for Marcy's position in the new ARP grant.

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During her time at The Haven, Marcy made a big impact on the community. In just six months she

- Reached out to over 500 individuals to strengthen community partnerships.
- Gave presentations on substance prevention at 20 community agencies and 6 schools.
- Worked closely with Mothers Against Drunk Driving to create a substance use prevention training for high school students.
- Gave Narcan trainings to 25 agencies and handed out 68 kits of Narcan.
- Participated in 38 tabling events throughout the community, including at the Community Food Bank of Southern Arizona

Marcy will be missed, but we're glad that she will continue working in the behavioral health community.

Workforce

HR Initiatives

- Latricia Clary finished developing the new Recruiting dashboard for The Haven in Paycom. This dashboard streamlines the recruiting process across all departments and creates a more effective record keeping process for HR, managers, and candidates. In addition, the platform allows for job postings across various job boards with no added expense for The Haven. These will help decrease advertising cost for the organization. Managers and supervisors will receive training on the system in the coming weeks.
- In April 2024 VP of Human Resources Latricia Clary attended Arizona Complete Health's C3 Action Event. The C3 Action Event focused on eight cross-sector recommendations to decrease stigma and improve the health of our communities. While all eight recommendations and the supporting objectives are viewed as paramount to the health of our community, C3 Action Event participants voted on which details they were most interested in focusing on over the next two years. Latricia joined the Arizona Complete Health workgroup aimed to partner with educational institutions to fill the pipeline and influence the healthcare workforce and workgroup to enhance diversity in the workforce.

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- In April, Latrica Clary will attend the Arizona Healthcare Workforce Summit. The summit will bring together representatives from AHCCCS, DES, Educational Institutions, various health plans health plans, and providers to discuss the growing healthcare needs need in Arizona. The purpose of this year's event is to foster connects and pathways to coloration within Arizona's Healthcare system.
- Latricia Clary complete the 2024 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 The Haven's Human Resources. The Assessment will be released in April 2024
- Human Resources is still in the process of reviewing and updated all HR policies and procedures, including the Employee Handbook for 2024. 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.

Diversity and Inclusion

DEI Committee planned several events for the month of April including "Dine out of Safety" for Sexual Assault Awareness Month, Earth Day activities, and a presentation on Passover.

Of Note

Outpatient Program Manager Sharese A. Bailey Harris was curious about how team members see their impacts on our Outpatient Clinic. She asked three employees *"What positive growth have you experienced in the month of March? How has this impacted your role?"*

- Nora- "I've grown in my time management. It feels good because I'm finding my balance and I have leadership to thank for that."
- Tracey: "My time management has been great. It feels good because it has alleviated my stress and has helped me be more present with my members, good to give back."
- Cristina: "I was happy to do the photography for the Chrysalis Luncheon for the second year, and working at RES to support members which allowed me

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to support members stepping down to IOP. It has provided me with a sense of ease and familiarity as they transitioned, so far, I've been able to provide positive impacts to 3 members who came in smiling this week because they recognized a familiar face."

New Hires

- Wendy Ramirez started as a full time Residential Technician 04/01/2024.
- Cheyene Davis started as a full time Residential Technician 04/12/2024.
- Justin Caddell started as a PRN Residential Technician 04/12/2024.
- Jessica Buteau and Nicole Romero accepted PRN Residential Technician positions, start date 04/22/2024.
- Wednesday Adams, Jenet Piggot, Ariah Holden-Scharlemann, Allison Hosler, Elissa McGrew, and Laura Demidow accepted Residential Technician positions, start date pending pre-hire clearance.
- Brandye Ferguson accepted a Full Time Peer Mentor position, start date pending pr-hire clearance.
- Douglas Schumacher accepted a full time Facilities Assistant position, start date pending pr-hire clearance.

Active Hiring

- 2- Therapist (Outpatient Program)
- 1- Residential Technician(1-10:00am-10:pm)
- 1- Native and Indigenous Service Manager
- 1-Compliance, HR & Training professional