

THE HAVEN
CEO's Report
Submitted to the Board by Aimee Graves
June 18, 2025

Finance

For May 2025, Cash; Investment; and net Accounts Receivable balances are \$3.3m with 173 days (5.66 months) cash on hand, down 10.98 days from April. The Current Ratio, current assets over current liabilities, is 3.92 to 1. All of the investments are included in this calculation and none of the long-term debt, \$1.6m. At May's close, 76% of non-American Indian AHCCCS Client Accounts Receivable were aged at 90 days or less. Banner Health Plan experienced a disruption in their claims processing that is being corrected in June.

29% of American Indian AHCCCS (AI AHCCCS or AIHP AHCCCS) Client Accounts Receivable is aged at less than 90-days. The net due at May's close is \$370,379. At the end of June all AIHP/AHCCCS claims will be in their court. We still have not received a "pre-authorization" from AHCCCS for AIHP members treated at Residential in April & May, no allowance for bad debt was booked on the May services (\$3k).

The Net Operating loss for May was -\$238,533, an unfavorable variance to budget of \$199,114 (-605%). Revenue for May was 66% of budget (under budget \$156,853 in earned revenue) and Costs were 101% of budget (over \$8,688 from budget). The annual invoice for Common Area Maintenance at Campbell was received in May. It was \$68k. SUBG grant funding for room and board and patients not covered by AHCCCS was low for May as we're nearing the funding limit for October – June. The average daily census at Residential was 19 with a budget of 48 and the average daily IOP day code billed was 36 (47 last month) with a budget of 59. Overall, OP units of service soared in May from a 6 month average of 3,838 to 6,354. This is related to unbundling the AIHP billing.

For the eight months ended May 31, 2025, the Operating deficit is -\$850,179 compared to a budgeted gain of 43,842. Last year at this time the Operating deficit was -\$157,540.

Accounts Payables and the credit cards are 69% current. Insurance premiums for liability and workers' compensation are being paid in monthly installments. Rent is being paid on the 1st day of the month. \$200k was pulled from investments in May to fund operations. We are paying the MetLife premiums (short and long term disability + group term life) as we are able, with four months' due at May's close (22k). The annual 403b non-participant contribution for calendar year 2024 will be \$22k.

We have drawn \$100k from investments so far in June.

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Residential YTD	Outpatient YTD	Program other (intake, NW)	Admin, Quality & Development YTD	Total YTD
-\$305,972	+\$298,727	-\$220,445	-\$622,489	-\$850,179

Workforce

Cost Savings Measures

- The residential therapists IOP caseload has been decreasing, as their members have completed or transitioned out of IOP. There are no current open positions at Residential.
- Residential Therapist Jared began cross-training at admissions so he can learn the process of completing Biopsychosocials and help support the Admissions team.
- We made a reduction in the Res Tech hours as a cost savings measure due to the low census. We will maintain a minimum of two res techs (or 1 res tech and 1 supervisor) on site at all times, and will adjust as the census fluctuates and for acuity reasons, as necessary.
- Res Tech Wednesday temporarily moved to Admissions to help with various tasks while one of the Admissions Specialists is on leave.

We finalized the new volunteer program. Key components such as volunteer applications, evaluations, and job descriptions were created to ensure regulatory compliance and consistency across the program. Efforts focused on refining the program's structure, aligning volunteer roles with organizational needs, and effectively matching each volunteer's skills and interests to appropriate opportunities. The new program is scheduled to go into effect in June 2025. It is designed to supplement the organization's current staffing needs by providing additional support where resources may be limited. In addition, the program will assist with the completion of special projects, helping to enhance overall efficiency and ensure that key initiatives are successfully implemented.

Human Resources continued its ongoing initiative to individualize interview questions for each position within the organization. By tailoring questions to the specific skills, experience, and qualifications required for each role, HR aims to

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improve candidate evaluation and ensure stronger alignment between candidates and positions. This effort remains in progress and will continue until all positions have updated interview questions. Once completed, the initiative is expected to streamline recruitment, shorten hiring timelines, and support more informed hiring decisions—ultimately strengthening teams across the organization.

We completed various HR compliance requirements including finalizing the 2025 Arizona Healthcare Workforce Goals and Metrics Assessment (AHWGMA) which is an annual requirement in conjunction with Arizona Department of Health Services and the Arizona Workforce Development Coalition. The assessment collects organization-specific workforce data, evaluating current and future workforce needs, and guiding funding decisions and strategic initiatives across the state. In addition, HR completed the EEOC-1 Report which is a mandatory annual filing required by the U.S. Equal Employment Opportunity Commission (EEOC). It collects workforce data categorized by race, ethnicity, sex, and job category. The purpose of the report is to promote equal opportunity in the workplace by helping the EEOC monitor compliance with federal anti-discrimination laws.

Diversity and Inclusion

The DEI Committee's initiatives include:

- Juneteenth presentations in Outpatient and Residential (presented by Lalita Arnold)
- Various Pride Month celebrations
- Haven-wide Spirit Week
- Nurses Appreciation Week

Open Positions

- 1- Facilities Manager

Development and Communications

As a result of the Stop Work Order issued in March for the SUBG ARPA (Substance Use Block Grant funded by the American Rescue Plan Act) we closed our Alumnae Program, Indigenous outreach, and many general outreach activities. On May 19, AHCCCS rescinded the Stop Work Order. The SUBG ARPA grant is

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cost reimbursement funding. We were able to return two employees to SUBG ARPA-funded positions with the intention of rebuilding what was deconstructed two months prior. We are waiting for written permission from AzCH to use funds in the approved project budget for a contractor to fulfill deliverables that were previously delivered by a Haven employee. This grant is scheduled to end on 9/30/25.

Two days after AHCCCS rescinded the Stop Work Order, Shawwna Lortz was able to return as our Alumna/Outreach Coordinator. She jumped right into action and has focused on strengthening existing referral sources and creating new ones. She has also helped the Admissions team with prescreens. Here's a list of all the organizations she has connected with during the past three weeks. Many of the organizations have toured our facility, or we have met at their location.

- El Rio
- TMC labor and delivery
- Banner labor and delivery
- Oro Valley Hospital
- Marana Health
- CODAC
- Charlie Health
- Sonora Behavioral Health
- CBI
- HOPE/Nogales
- Mariposa/Nogales
- Buena Vista
- Haven Detox/Green Valley
- Desert Star Addiction Recovery
- Gospel Rescue Mission

In addition, we sent a capacity update message to targeted community partners. We informed these organizations about the IOP expansion and having immediate bed availability in our residential program. The message was sent to the organizations below. We received positive feedback and congratulatory messages. For example, the Public Defender's office responded *"Great news and congratulations on your expansion! I will broadcast this far and wide to the social workers at my office, and to the specialty court teams."*

- City of Tucson
- Pima County Health Department

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- Pima County Attorney's Office
- Pima County Public Defender's Office
- Tucson Fire Department & TMC Foundation TC3 Team
- Community Health Associates
- Terros Health
- Emerge
- Sister Jose
- Primavera Foundation
- Old Pueblo Community Services
- HOPE
- La Frontera
- COPE
- Compass Affordable Housing
- YWCA
- Goodwill
- SAAF
- Pima Prevention Coalition

To increase our visibility and strengthen relationships, we participated in Pima County Behavioral Health Provider Conference on May 29. In addition, we tabled at VEN Centers National Hepatitis Testing Day event on May 19 and the Tucson Juneteenth Festival on June 14.

This past month, our team has been more focused on communications and outreach rather than development. Summer is traditionally a quieter time with fund development, but we are still working on our major gifts program as well as inviting donors to tour our facilities. We have submitted a grant application for Tohono O'odham Nation for the Native Ways cultural education site and are working on a capital grant application for Arizona Complete Health.

Our Native Ways members and staff were featured on KGUN 9's news coverage about the Missing and Murdered Indigenous Peoples Day of Awareness. The reporter interviewed two members who shared how important it is to talk about the topic and bring more awareness to it. You can read the article and watch the video at <https://www.kgun9.com/news/local-news/university-of-arizona-news/symposium-highlights-missing-and-murdered-indigenous-people>

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As part of the rejuvenation campaign, we have a brand-new mural at the Glenn housing complex. Over 20 members and employees joined the mural painting party on May 29. The new mural makes the outdoor area more welcoming and inspiring. We are planning to use the leftover paint to paint a plan wooden fence that is by the parking area. Mark's Ace Hardware said that they would be happy to support other upcoming projects, so we are hoping they will help us to cover the cost of three additional murals that are in the planning stages.



We launched our *55 Stories about The Haven* video campaign. Our first video featured Nati Cano as she is our longest serving employee and has impacted so many lives. You can view the video on our Facebook page and YouTube channel at <https://youtu.be/a3oxpxD0T10?si=S9hHHPGTpQQ3ezuA>

The video was our most popular social media post of the month. It gained 3,208 views and reached 1,875 people, far outperforming our regular content. The video was shared over 30 times, and it gained comments like "*Nati, you've left an indelible mark on The Haven and the lives of everyone you've touched - I'm forever grateful for the love, care, and compassion you've shown me and my*

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family" and "Nati!!! Thank you so much for the love and compassion and care you showed me and taught me to love myself! I always hear your voice when someone says healthy relationship."

As part of the 55 Stories campaign, we interviewed Chris O'Dell. She was the program manager and primary therapist at The Haven's Casa de Palmas and Casa de Linda in the early 2010's. Chris has lived a fascinating life as she has worked with everybody from the Beatles and Rolling Stones to Eric Clapton and Bob Dylan. Chris was very generous with her time, and we interviewed her for over an hour. We can't wait to share the video with everybody once it's edited. Fund Development report as of June 13, 2025

Breakdown	Year to Date	Goal FY 25	Progress
# individual donors \$1,000 +	11	25	47%
# individual donors \$1-999	255	175	135%
# individual in-kind donors	74		
Raised from individual donors	\$126,341	\$137,000	92%
Average gift (excluding gifts over \$1,000)	\$213	\$300	
Median gift	\$110		
# organizations/businesses	41		
Raised from organizations/businesses	\$42,476	\$40,000	106%
# Grants submitted	11		
# grants received	5		
Raised from grants	\$78,500	\$135,000	58.1%
Raised from awards	\$40,000	\$80,000	50%

Campaigns			
End of year giving	\$33,989	\$35,000	97.1%
Tax credit advertising	\$11,582	\$15,000	77%
Chrysalis luncheon	\$52,518	\$43,000	122%
Mother's Day	\$1,870	\$5,000	37%
Champions for Recovery		\$40,000	
House Parties		\$5,000	

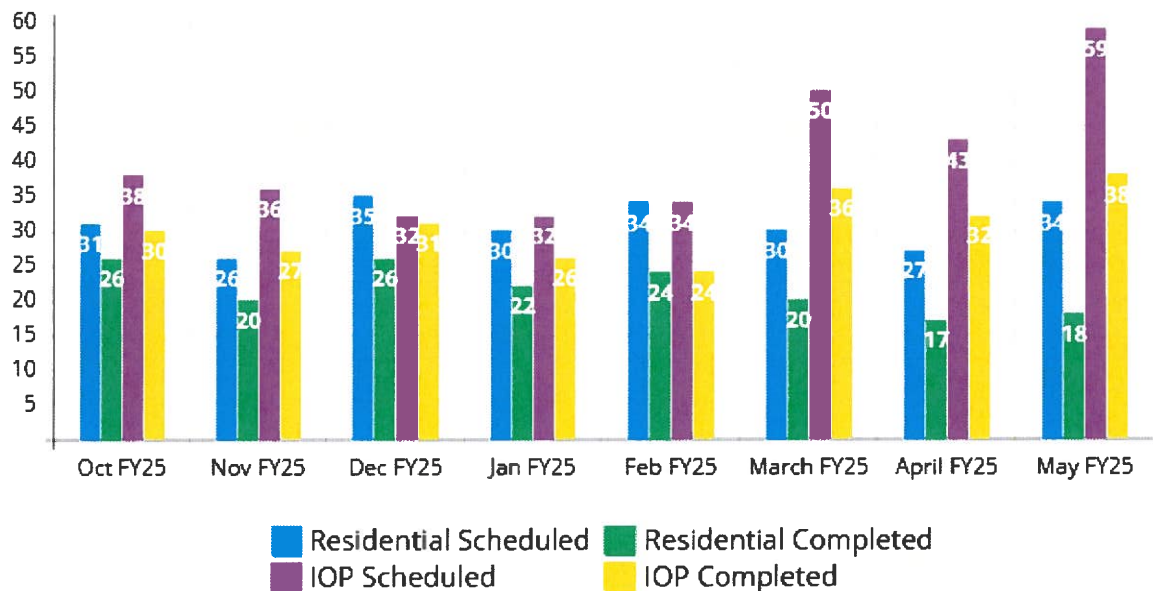
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Programs & Services

Latricia Clary continues to support the Clinical Management Team in the absence of a Vice President of Clinical Services, providing resources, guidance, and collaboration on staffing, training, and process improvements. She also took on sentinel compliance and quality tasks while we recruited for a Vice President of Quality Assurance and Performance Improvement. Her leadership during this period has provided essential stability and underscored the organization's commitment to upholding high standards in quality assurance, regulatory compliance, and clinical operations. These interim appointments are expected to conclude in June 2025 with the onboarding of permanent Vice Presidents for both Quality Assurance and Performance Improvement, and Clinical Services.

Admissions

ADMISSIONS TRENDS



- We had a 25% increase in referrals from April 2025 to May 2025.
- A total of 159 referrals were received in May 2025, marking the highest number recorded to-date.
- Of 159 referrals,
 - 66 were referred to and approved for IOP programming at The Haven.

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- 35 were referred to and approved for residential programming at The Haven.
- 58 were declined, referred outside of The Haven, or were incomplete referrals.
 - (1) Primary Diagnosis: Mental Health, (1) Primary Diagnosis: Medical, (1) Domestic Violence, (3) Primary Need: Housing Primary Diagnosis, (3) Referred outside of The Haven, (3) Member enrolled with AIHP and did not have prior authorization, (6) Member enrolled with Commercial Insurance (Health Choice/Mercy Care), (2) Member enrolled with Dual Commercial insurance, (3) Not eligible for AHCCCS, (17) Referred to detox or referred to seek medical clearance due to pregnancy, (1) Member's child(ren) over age 4, (17) Lack of contact from agency or member despite attempts to follow up.

Outpatient

- IOP is fully staffed at the time of this report!
- We began offering SMART recovery groups, an alternative to the 12-step model. Groups are well-attended.
- IOP hosted a job fair where Goodwill Industries and DKA provided resources and information regarding employment to our members.
- All IOP staff participated in a trauma informed care training facilitated by Ryan Olson. Staff explored ways in which trauma shows up in member behaviors and responses and how best to work with that in their roles.
- We worked with Millenium, the laboratory that manages UAs for our members, to facilitate an integration into our electronic health record, KIPU. This enables staff to track members' lapses in substance use and efficiently respond clinically and administratively.
- All members participated in Missing and Murdered Indigenous People Day activities.
- Members and their children participated in a mural painting party at Glenn to beautify the space and make it uplifting for people who live there.
- Members participated in a health fair at Glenn location which offered STI testing among other health-related options.

Member stories from May

Charlene has come through The Haven more than a few times; this is her first time completing the IOP program successfully! She has transitioned to OP services. Charlene inspired others with her determination to never give up. She

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stepped-down to a sober living program at AVANT. She is so proud of her success and sobriety because she faced relapse while with us and yet was able to dust herself off and keep trying. Charlene was known by the nick name Alaska because she always talked about going back home. This last time in treatment, Charlene let go of the Idea that she would go back to Alaska and instead is determined to build a sober future in Tucson.

While here, Charlene demonstrated having gained insight into her SUD and expressed desire to learn healthy ways of dealing with it. She demonstrated the ability to advocate for herself, learned coping skills that can help her overcome her urges/triggers, vocalized her challenges and successes, and implemented healthy forms of communication without minimizing herself or her needs. She learned emotional regulation skills to be able to interact with others.

Carly says, "I have made several attempts at sobriety and could not seem to get traction before coming to the Haven. When I arrived here from detox, I was really open to recovery, but fearful that this would just be another ending if I could not do it. From the moment I arrived, I was welcomed into a sisterhood of hope here where there is true community with standards that support long-term recovery. They have empowered me to succeed. This program helps me understand recovery and makes me want it more. The Haven provides me with the tools to achieve the small but vital changes that are needed to help me be a healed person. This is a place to discover the woman I need to be with a true sisterhood of women in recovery."

Outpatient Census Updates (as of 5/31/25)

- Total Outpatient census = 62 members.
 - 8 - IOP-External (not in Haven Recovery Housing)
 - 54 (5 pregnant) - IOP in Haven Recovery Housing (Maximum capacity 66)
 - 23 - IOP-Native Ways (in Haven Recovery Housing)
 - 1 - IOP- Native ways (not in Haven Recovery Housing)
 - 17 - OP Census
- 7 Successful IOP completions
- 22 Unsuccessful IOP discharges
 - 7 - discharged due to lack of contact
 - 2 - administrative discharge
 - 8 - declined further services

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- 5 - IOP Transfer
- 3 Unsuccessful OP discharges
 - 0 - discharged due to lack of contact
 - 1 - administrative discharge
 - 0 - declined further services
 - 2 – OP Transfer

Residential

- Residential's target census is now 39 due to the Duplex being converted to IOP Recovery Housing.
- We redesigned our 90-day Residential program to a 60-day program. When clinically appropriate, we will advocate with insurance to extend a member's length of stay to 90 days. As part of the newly designed 60-day program, we have increased our Therapeutic Small Group to 3 times a week for 90 minutes each. This increases the amount of group time members spend with their assigned therapist. We also have included a Grief and Loss Group, Building Confidence Group, and Substance Use Education Group. This variety of groups will help solidify a strong foundation for members' recovery and in anticipation of a quicker step down to IOP.

Celebrating Families!

- We completed the 4th round of CF! The 5th round will begin on 6/25/25.
- A Blue Cross Blue Shield grant that covered training and meals costs ended. CF! has been popular program and we want to sustain it. Residential's Kitchen staff will assume economical meal preparation for families participating in the weekly CF! workshop series.

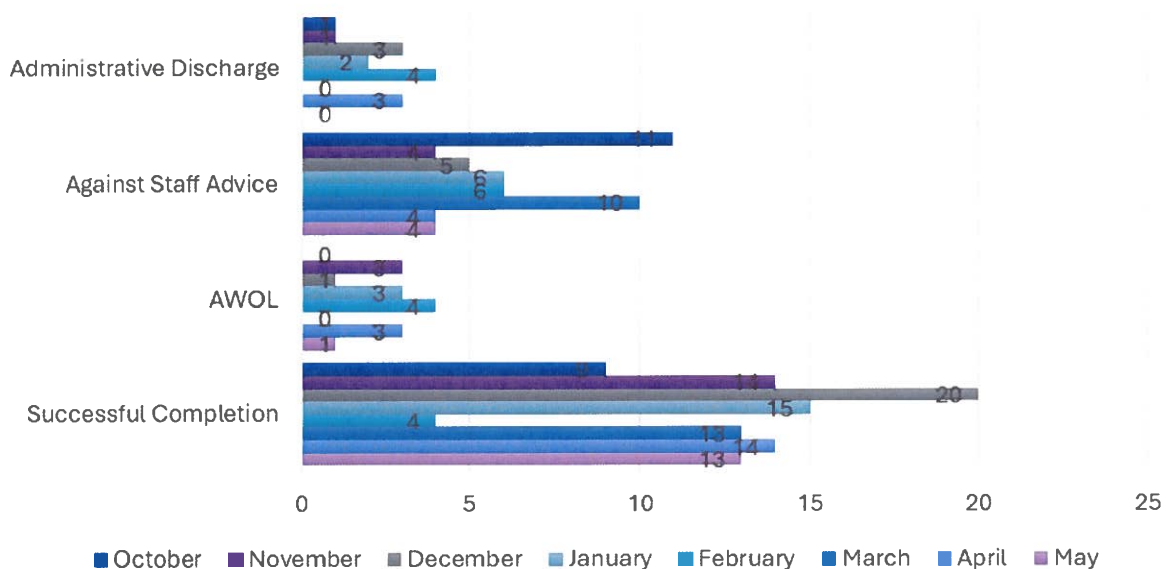
Residential Events

- 5/3/2025 – Members and some staff attended the Missing and Murdered Indigenous Person's (MMIP) Day 5K walk at Pima Community College.
- 5/7/2025-We held our annual MMIP events and neighborhood walk.
- 5/10/2025-5/11/2025-Mexican Mother's Day and Mother's Day, all members received a sunflower to celebrate motherhood.
- 5/23/2025-All members attended the Women's Day Event hosted by Tucson Indian Center at the Ramada by Wyndham on Cushing Street. They all had a great time!
- 5/26/2025 - Members relaxed on Memorial Day and remembered those who made the ultimate sacrifice while serving in the military.
- We had our 4th joint monthly potluck with IOP staff at Residential, the theme was Summer BBQ! Everyone really enjoyed the food, the

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gathering and the overall teamwork that has really strengthened between residential and IOP. At the potluck we honored Monica from U of A SIROW. She has been the facilitator for the Sexual Health Education group.

Residential Discharge Trends FY' 25



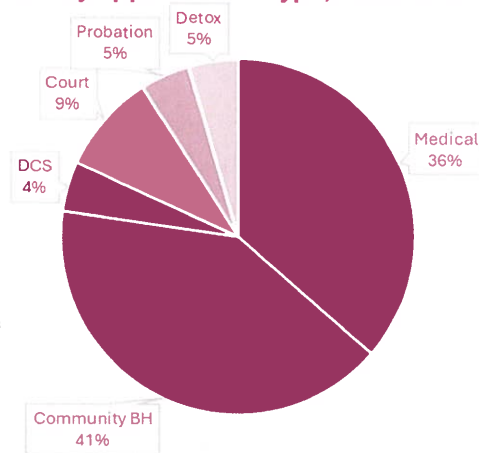
- 18 Residential Discharges
 - 13 were successful discharges. (11 went to The Haven's IOP; 2 transferred to external IOP programs)
 - 1 left AWOL
 - 4 Left Against Staff Advice
 - 3 left within five days of admission because they did not want to be in this level of care. We made attempts to retain members in treatment.
 - 1 left after 60 days of treatment because she did not want to follow the program guideline prohibiting co-sleeping with her child. Our member was aware of this guideline prior to her daughter coming to live with her. She initially agreed to this guideline, but then chose not to, even after the safety risks were explained to her.

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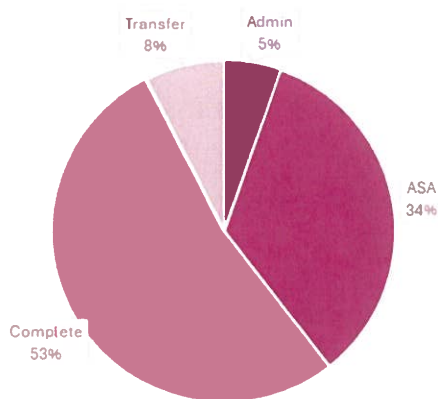
Quality Assurance and Performance Improvement

Members discharging ASA has risen since FY 2023, but not precipitously, increasing by 6%. ASA discharges are equally likely to take place from The Haven directly or from an outside appointment, but appointments to see community behavioral health providers were the most likely point of departure for outside appointments. Overall, members under 35 were more likely to discharge ASA. If staff or sober companions are available to escort some members to some appointments, it is recommended to prioritize younger members who have outside appointments to see community health providers.

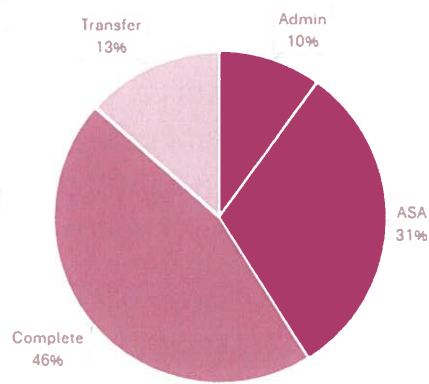
ASA by appointment type, 10/22-5/25



Discharges 10/22-9/23
Total Members: 317



Discharges 10/23-9/24
Total Members: 312



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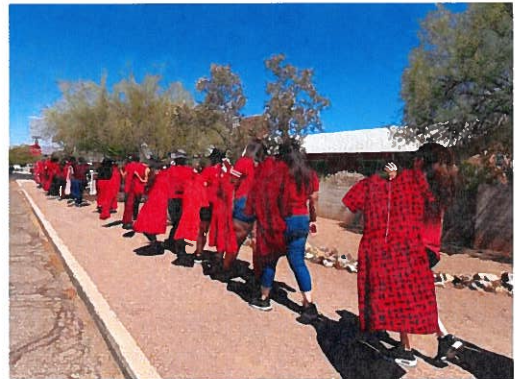
Native Ways

On May 27th, we hosted another successful Haven Health Party. 22 members participated by receiving STI testing through the PCHD and Hep C testing with VEN Centers.



May is recognized nationally as Mental Health Awareness Month, a cause that The Haven staff is deeply committed to year-round. This month also holds special significance for Indigenous communities and our Native Ways Program, as May 5th marks the National Day of Awareness for Missing and Murdered Indigenous Peoples (MMIP).

To honor this important day, Ms. Nati thoughtfully organized events across both the Residential and Intensive Outpatient (IOP) programs. On May 3rd, Ms. Nati brought members and staff to the 5th Annual Southern Arizona MMIP Run/Walk, a powerful community event honoring Missing and



Murdered Indigenous Peoples. The event featured powerful speakers whose stories and statistics left a lasting impact on participants, deepening awareness of the crisis affecting Indigenous communities. *"They weren't just a missing person. They were actually someone that had a soul and ambitions towards their life."*

Additionally, in May 2025, Arizona Governor Katie Hobbs enacted the Turquoise Alert—also known as "Emily's Law," in honor of Emily Pike. Unanimously approved, this new statewide alert system is designed to help locate missing Indigenous individuals who are believed to be in danger or who may have

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disappeared under suspicious circumstances. The implementation of this law marks a historic step forward in addressing the MMIP crisis in Arizona.

On May 21st, we welcomed our second presenter in the 2025 Distinguished Speaker Series: Caroline Antone of the Tohono O'odham Nation. She presented at Residential and IOP was able to join the presentation in morning group via Teams. Ms. Antone is a powerful public speaker and advocate for survivors of sexual abuse. She shared her personal journey of resilience, courage, and empowerment, highlighting how she found healing through martial arts, creative expression, and speaking her truth. Her presence offered inspiration and hope to both members and staff, reinforcing the importance of cultural connection and survivor-centered healing.



Administration & Facilities

Billing

- Billed 7,225 units of service for a net of \$473,167
- Posted \$437,831 in payments and \$210,263 in contractual adjustments and denials
- Received retroactive authorizations from AIHP for services provided at Residential in March
- Submitted March and April 2025 claims to AHCCCS for AIHP members.
- Began unbundling the IOP day code that seems to result in an automatic denial and billing 12 units of H0004HQ plus whatever billable services provided that same day
- Decided to call it a day with trying to work the AIHP/AHCCCS claims since they're now starting to time out. Worked with lawyer on Notice of Claim to State of Arizona.
- Recredentialed The Haven with Pascua Yaqui Tribe
- We received written confirmation from AHCCCS that it does not require implementation of the ASAM Continuum.

Information Technology

- Our company score is 648 of 800 in JNR's gamified micro-trainings.
- Researched how to maintain continuity of custody of recordings of meetings for notes.

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Facilities

- We reviewed resumes of potential Facilities Managers
- There were 93 tickets for repairs, maintenance, moving, and replacement in May.
- We installed fencing to the east of the Duplex to allow for the 10-bed IOP recovery housing expansion.
- We installed grant-funded live trees and assembled patio furniture for IOP housing.
- We acquired and installed kitchen appliances for IOP housing, as well as supplied things for Duplex IOP housing: TVs, everything for a kitchen, microwave, toaster, and more.

Other

- 403b funds will move from Nationwide to Capital Bank and Trust in early August. This is motivating some employees to consult with our new investment advisors at New York Life
- We created and analyzed break-even analyses with different scenarios for Residential and Outpatient.

Aimee Graves

From: Aimee Graves
Sent: Thursday, June 19, 2025 11:03 AM
To: Rex Scott
Cc: cespino@azcouncil.com; Emilia Honkasaari; Aimee Graves
Subject: RE: Introduction: Candy Espino & Supervisor Rex Scott

Rex,

Thank you again for taking the time to meet with us and tour our residential facility on June 5. As promised, here's some additional information about our current situation.

The Haven was founded 55 years ago to help women heal from substance use disorders. We are the only treatment facility in Tucson designed for women and welcome pregnant women and mothers with children up to 4 years of age. We serve about 500 women each year through our Residential and Intensive Outpatient Program (IOP). In 2024 we served nearly 600 women, a 23% increase from the prior year that reflects community need. 90% of our funding comes from Medicaid and we accept all the local AHCCCS plans as well as American Indian Health Program (AIHP).

It has become increasingly more difficult to operate our residential facility over the last three years. Operating costs, including food, utilities, and salaries have increased by over 20% since 2020, but behavioral health rates have not increased materially.

We have observed a significant shift in treatment trends, with payors increasingly prioritizing IOP services over residential care. Many are requiring women to begin with IOP or limiting residential treatment to 30 or 60 days instead of the traditional 90. In addition, recent changes to the prior authorization process have significantly increased the administrative burden on our admissions team, requiring substantial time and effort to secure approvals. To make matters more challenging, an increasing number of members have dual coverage with commercial plans—unbeknownst to some of them, which prevents them from obtaining prior authorization through their Medicaid provider. This frequently prevents women from entering treatment until they are able to disenroll from the commercial plans, which unlike Medicaid, have deductibles and copays.

Beyond the broader system-level challenges outline above, we're facing significant difficulties serving members covered by AHCCCS/AIHP specifically.

One thing that makes The Haven unique is its "Native Ways" program. The Haven's Native Ways Program was created by, and is led by, professionals with deep roots in local Indigenous cultures. The program incorporates the teachings of the White Bison Wellbriety Movement, offering a culturally grounded approach to recovery. This unique program allows The Haven to offer culturally competent care to Arizona's native populations. This sort of care is desperately needed. Southern Arizona, particularly in rural and tribal areas, experiences an acute shortage of substance abuse treatment providers, making it a medically underserved area. Women and tribal communities have limited access to healthcare resources and are disproportionately affected. These populations face barriers to access due to geographic distance, lack of transportation, lack of culturally competent care, and other social

determinants of health. <https://www.azdhs.gov/documents/prevention/health-systems-development/data-reportsmaps/reports/azmua-biennial-report.pdf>. The Haven helps fill this need.

The Haven has been contracted with, and billed AHCCCS for its provider services, since 2011. This includes service to members with the AIHP, among other plans. As a nonprofit, safety net provider organization, The Haven is largely dependent on payments from AHCCCS in order to operate. In the past, the payments have been processed in the usual course, allowing The Haven to operate in its usual fashion. We have viewed AHCCCS and AIHP as partners in fulfilling our mission.

All of this came to a halt in 2023 when AHCCCS discovered widespread fraud in the substance abuse recovery system. While The Haven has never been on a suspension or termination list, or otherwise accused of any sort of fraud or malfeasance, its AHCCCS payments have dwindled. The Haven weathered the storm hoping that payments would come through given time.

However, this has not been the case. At our Residential program, prior authorizations are often delayed for extended periods. In our Intensive Outpatient Program, we're encountering major issues with delayed payments. The Haven has not received payment for services, some that were provided over two years ago. Many of our claims remain adjudicated from this same time period. These delays create serious concerns, including native and Indigenous women being deterred from accessing treatment and losing contact with potential members due to prolonged administrative wait times.

We want to continue offering high quality of care and help women heal from substance use disorders. Due to declining referrals, frequent denials of prior authorizations, and reduced lengths of stay, The Haven's ability to sustain its residential program is in grave jeopardy. We understand that many other behavioral health organizations are facing similar struggles. Our field has long suffered from chronic underinvestment. We're also dealing with workforce shortages and increasingly complex documentation and billing demands. As a result, many organizations across Arizona are operating at their limits, and some have even been forced to shut down. The Haven is doing everything it can so as not to be counted among them.

In response to system-level changes, we are evolving to meet current needs by expanding our IOP services with Recovery Housing. On May 27, we expanded our IOP Recovery Housing with ten additional bed spaces. To support this growth, we have also created additional programming in the afternoon hours for women who work or are in school during the morning.

Thank you again for your interest in learning more about the services The Haven provides for women in Pima County and Southern Arizona. If you would like additional information or to set up a meeting to discuss the concerns describe here further, please let me know. The Haven's governing board, leadership team, and I are eager to find solutions that will ensure women receive the care they need, when they need it.

Best regards,



Aimee L. Graves she/her/hers – [Why Pronouns Matter](#)
Chief Executive Officer

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From: Rex Scott <Rex.Scott@pima.gov>

Sent: Thursday, June 5, 2025 4:08 PM

To: Aimee Graves <AimeeGraves@thehaventucson.org>; cespino@azcouncil.com

Cc: Emilia Honkasaari <EmiliaHonkasaari@thehaventucson.org>

Subject: RE: Introduction: Candy Espino & Supervisor Rex Scott

CAUTION: [EXTERNAL EMAIL]

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Aimee, thank you very much for the tour today and for the introduction. I am copying Emilia on my reply. Any detailed information the three of you can share that will help me to follow up with the people we discussed today would be helpful and appreciated.

Rex Scott

Pima County Supervisor, District 1

Board Chair

520-724-2738 (Office)

520-724-8489 (Fax)

Rex.Scott@pima.gov

www.pima.gov/district1

From: Aimee Graves <AimeeGraves@thehaventucson.org>

Sent: Thursday, June 5, 2025 1:02 PM

To: Rex Scott <Rex.Scott@pima.gov>; cespino@azcouncil.com

Cc: Aimee Graves <AimeeGraves@thehaventucson.org>

Subject: Introduction: Candy Espino & Supervisor Rex Scott

CAUTION: This message and sender come from outside Pima County. If you did not expect this message, proceed with caution. Verify the sender's identity before performing any action, such as clicking on a link or opening an attachment.

Dear Candy and Supervisor Scott,

I hope this message finds you both well.

I'm pleased to introduce you to each another, as I believe there's a great opportunity for collaboration between your work and shared interests.

Candy Espino serves as President and CEO of the [Arizona Council of Human Service Providers](#). Under her leadership, the Council recently initiated a Provider Sustainability workgroup in collaboration with AHCCCS, aiming to reduce administrative burdens and address unfunded mandates impacting health and human services providers *statewide*.

Supervisor Rex Scott represents [Pima County's District 1](#). He toured The Haven's residential campus this morning and heard about some of the funding and regulatory challenges we—and many other providers—are facing today. Drawing from his experience as a former educator and school administrator, he has been a strong advocate for addressing intergenerational poverty and the multifaceted challenges associated with it. His leadership has helped shape local policies that directly benefit the communities served by providers in Southern Arizona such as The Haven.

Given your shared commitment to enhancing systems that underpin community well-being, I believe a conversation between you could foster valuable insights and collaborative opportunities.

Please let me know if you'd like assistance in coordinating a meeting or providing additional information.

Kind regards,



Aimee L. Graves she/her/hers – [Why Pronouns Matter](#)
Chief Executive Officer

AimeeGraves@thehaventucson.org

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Kathryn Robin Owen, M. Ed, CPHQ

(520)403-5060

KRO.Saliba@Gmail.com

Certified Professional in Healthcare Quality and master's level educator with twenty years of experience in behavioral health.

WORK EXPERIENCE

Easterseals Blake Foundation

Director of Quality Improvement

July 2024-Current

Responsibilities: oversight of the Quality Improvement department and subsidiary departments, including medical records and data validation. Maintenance of CARF accreditation and compliance with AHCCCS Differential Adjusted Payment (DAP) and Targeted Investments 2.0 Programs. Maintenance of licensure and licensing of new sites and programs. Education of staff on continuous quality improvement, and collaboration across departments on implementation of quality improvement tools for advancement of key performance metrics. Investigations into potential issues with patient care or safety.

- Establishment of satisfaction feedback process for stakeholders and members.
- Creation of agency-wide CARF-required performance measurement and management plan with collaboration of all departments and dissemination of results to various departments, the board, and other stakeholders.
- Revision of sentinel event, root cause, and investigation protocols to utilize evidence-based principles and a systems-focus.
- Expansion of Quality Improvement department support to all programs, including those that had previously had little contact with QI.

Quality Improvement Specialist

January 2024-Current

- Wrote agency-wide performance analysis for presentation to internal and external stakeholders and the board.
- Assumed interim directorship in July 2024 and full directorship shortly after.

Arizona State University

Master's level education intern/resident

January 2022-May, 2023

- Maintained accelerated master's level course load throughout internship
- Graduated with distinction with a 4.0 average

Desert Star Addiction Recovery Center

Clinic Manager

October 2017 - October 2021

- Coordinated total operations of a busy mental health and addiction treatment clinic.
- Lead development of 2 new programs: sober living housing and eating disorders treatment.
- Successfully negotiated rate increases with 9 different health insurance providers annually.

- Coordinated transition to fully virtual provision of treatment services in a two-week period.

Office Manager/Human Resources

June 2016 - October 2017

- Created employee handbooks for entire agency.
- Created and implemented trainings on compliance and quality for all levels of staff.
- Promoted to highest level management after one year.

Regulatory Compliance Specialist

January 2012 - June 2016

- Successful annual licensure with state of Arizona with no lapses or sanctions.
- Responsible for successful maintenance of continual CARF accreditation.
- Creation of policy handbook to comply with organization, state, and federal regulations.

Intake Coordinator/Administrative Assistant

May 2009 - January 2012

- Founding employee.
- First employee to be promoted from part to full-time.

EDUCATION

May, 2023 - Arizona State University. Master of Education with distinction.

December, 2007 - University of Arizona. Bachelor of Arts in Psychology, *magna cum laude*.

CERTIFICATIONS

Certified Professional in Healthcare Quality (CPHQ)

SKILLS

- Deep familiarity with the standards of the Commission on Accreditation of Rehabilitation Facilities (CARF), resulting in successful 3-year accreditation through four audits.
- Adept in the usage of quality improvement tools such as plan-do-study-act cycles, process mapping, and root cause analyses to effect real and demonstrable success.
- Experienced in leveraging training, education, and activities to shift agency culture to better understand systems focus and just culture principles.
- Educated in best practices of lesson planning and learning principles.
- Seasoned in adapting communication to relay vital information in an understandable format to various audiences, including direct service employees, leadership staff, chief level staff, the board of directors, members/clients and their family members, regulatory bodies, and other stakeholders.
- Proficient in office applications and word processing software including Word, OpenOffice, Excel, Access, Outlook, Publisher; various electronic medical records systems, and various online data management applications.
- Quick to adapt to new software and technology.
- Able to work efficiently in crisis situations and under pressure from a deadline.
- Accustomed to adhering to complex regulatory standards, including operating under strict HIPAA privacy rules and within state and federal regulations.

SARA COTHERN, LCSW

CONTACT

--- 217-520-1875

✉ sarakate@lovelltroj.org

EDUCATION

North Central College; Naperville, IL

BA, Psychology: 2004; Cum Laude

University of Illinois; Champaign, IL

Master of Social Work; 2011

CERTIFICATIONS

- Licensed Clinical Social Worker, Arizona
- Clinical Supervisor, LCSW - Arizona
- Licensed Clinical Social Worker, Illinois
- Mental Health First Aid Instructor
- BLS/First Aid Instructor
- Recovery Oriented Cognitive Therapy Trainer - Beck Institute
- Montreal Cognitive Assessment

PROFESSIONAL AND COMMUNITY LEADERSHIP

Illinois Coalition Against Sexual Assault

- Member Statewide Program Committee
- Chair South and Central Region Counselor Meeting

HSHS St. Mary's Hospital

- Named Nursing Partner of the Year, 2018
- Served on the inaugural Diversity and Inclusion Committee (2018)

- Selected for Emerging Leaders Program initially scheduled fall 2020

Decatur Public School District #61

- Boundary Committee Member

PROFILE

Results-oriented behavioral health executive with expertise in clinical leadership, quality assurance, and staff development. Passionate about trauma-informed care and creative problem-solving to enhance service delivery and patient outcomes. As Clinical Administrator at Buena Vista Health and Recovery, oversees clinical operations, quality assurance, and training across four sites. Serves as the primary clinical leader, driving system-wide initiatives in policy development, compliance, and performance improvement. Previously served as Director of Community Integration at Heritage Behavioral Health Center, managing compliance, grants, and clinical supervision. Holds an MSW, LCSW, and multiple instructor certifications, including Mental Health First Aid, BLS/First Aid, and Recovery-Oriented Cognitive Therapy. Recognized for leadership, innovation, and community contributions.

PROFESSIONAL EXPERIENCE

Buena Vista Health and Recovery

Clinical Administrator

2024 - present

- Executive team member and lead clinical authority, overseeing all levels of clinical care across four sites.
- Spearheaded the transition from ASAM to ASAM CONTINUUM, including policy review, EMR integration, training, rollout, and quality monitoring for over 40 team members.
- Responsible for oversight and quality assurance of all levels of clinical services and clinical sites.
- Developed and implemented clinical policies and performance monitoring tools to enhance service delivery and compliance.
- Revamped clinical audit processes to improve feedback loops and drive quality improvement.
- Designed and led clinical training programs, ensuring professional development and adherence to best practices.

Heritage Behavioral Health Center

Director of Community Integration

2022 - 2024

- Led and cultivated a multidisciplinary team of 25 individuals, strategically fostering an environment of high team cohesion, minimizing burnout, and prioritizing robust internal communication channels.
- Successfully directed implementation of 5 grants over 4 years, ensuring targets and fidelity reviews among top performers statewide.
- Ensured good stewardship of grant and agency funding across 5 grants
- Provided clinical oversight and supervision for leadership program managers and direct care staff.
- Facilitated comprehensive training programs for onboarding and ongoing staff development agency wide, covering Mental Health First Aid, BLS, CT-R, and additional modules.
- Partnered with senior leadership to identify unmet client needs, develop and implement new positions

SARA COTHERN, LCSW

SKILLS

- Quality Monitoring
- Training Development
- Policy Development
- Process Improvement
- Trauma-informed care
- Emotional Intelligence
- Conflict Resolution
- Mentoring
- Motivational Interviewing
- Boundary setting
- Prioritization
- Clear, kind feedback
- Facilitation
- Delegation

Program Manager, Williams Transition Program

2020-2022

- Provided direct oversight for all activities required within the consent decree.
- Conducted weekly direct supervision for multidisciplinary program staff, covering ongoing training, employee wellness, clinical skills, deliverables, and staff development.
- Ensured responsible use of programmatic funds, balancing class member safety, program goals, and fiscal responsibility

HSHS St. Mary's Hospital

Case Manager

2014-2020

- Conducted comprehensive patient assessments to identify discharge requirements, facilitated essential services, and collaborated with a diverse healthcare team to ensure seamless and compliant patient discharges, optimizing length of stay within CMS guidelines.
- Spearheaded the creation and implementation of a robust social work protocol for the labor and delivery unit, emphasizing safety assessment and patient education on postpartum disorders, while actively conducting assessments for postpartum depression.

Growing Strong Sexual Assault Center

Counseling Supervisor

2012-2014

- Supervised, coordinated, evaluated, and trained counseling personnel
- Represented the agency to the local Human Service Agency Consortium (HSAC).
- Maintained counseling, crisis intervention and advocacy services

Sexual Assault Counselor

2009-2011

- Counseled victims of sexual assault/abuse and their significant others; provided crisis intervention and advocacy through on-call rotation
- Delivered impactful training sessions, empowering clients and community members with comprehensive knowledge about sexual assault and related issues.

Webster-Cantrell Hall

Foster Care Case Manager

2006-2009

- Conducted monthly home visits, designed and supervised client service plans, maintained detailed case records, and interacted with court personnel

Kemmerer Village

Child Care Counselor

2005-2006

Monitored client behavior and safety, designed and led group therapy sessions, diffused potential crisis situations, and modeled positive social and problem-solving skills

Office of Congressman Lane Evans

Congressional Intern

2003

Researched legislation to craft policy letters to constituents. Analyzed and recommended responses to constituent requests.