

Forward
Together

2021 Annual Report

Having adjusted to the “new normal,” Southwest Network dedicated fiscal year 2021 to accelerate progress.

We moved forward on our Strategic Plan, introducing new Mission and Vision Statements and achieving key targets. We moved forward in integrated care, opening a fourth, full-service pharmacy. We moved forward in professional development, fortifying our abilities to serve our growing population. We moved forward in diversity, equity, and inclusion, rolling out clear and purposeful actions to effect positive change.

Through these efforts — and the many others highlighted in this report — ***we moved forward.***

And we did it ***together*** with our team, members, partners, and alliances.

Forward *Direction*

Our Leadership Team is integral to our success. Together, they ensure our organization can capitalize on changing dynamics and move us forward.

In fiscal year 2021, our leadership strived to balance the delivery of services against protective and safety demands brought on by COVID-19. They also worked to achieve progress through initiatives leveraging teamwork, collaboration, diversity, and participation at all levels.



This included overseeing the development of new Mission and Vision statements through an employee workgroup. This initiative empowered staff in a range of roles to work together to plan for our organization's future.

As a symbol of its own unity, our Leadership adopted name changes so that all executive roles hold a "Chief" designation. This provides more congruity of titles, and equal representation of our operations, finance, information technology, human resources, and quality teams.

We also welcomed Ms. Patricia Bramer and Dr. Charles Villafranca to our Board of Directors.

BOARD OF DIRECTORS

Helga Wilson, *Chair*

Douglas Metzger, *Treasurer*

Phil Sawyer, *Secretary*

Patricia Bramer

Dr. Charles Villafranca

EXECUTIVE LEADERSHIP

Amy B. Henning, *President & Chief Executive Officer*

Andrew H. Mebane, M.D., *Chief Medical Officer*

Michelle Fornoff, *Chief Financial Officer*

Holly Dedmon, *Chief Clinical Operations Officer*

Katrina Noyes, *Chief Quality Improvement
& Compliance Officer*

BUSINESS CONTINUITY TEAM

Amy B. Henning

Andrew Mebane

Michelle Fornoff

Holly Dedmon

Katrina Noyes

Kim Drexel

Ryan Bastman

Crystal Dombilsky-Klein

John Hall

Heather Stears

Pictured (left to right): Holly Dedmon, Dr. Andrew Mebane, Amy B. Henning, Katrina Noyes, and Michelle Fornoff

Financial Responsibility

Southwest Network exercises prudent financial practices to ensure organizational health and integrity. This provides the ability to make important growth investments and the purchasing power to make those investments efficiently.

Our organization generates revenues primarily from:

- Payment for member services, received via health plan reimbursement, state funding, Medicare, commercial insurance, and private payment
- Donations from our generous supporters, including those directed to us as an Arizona Qualifying Charitable Tax Credit Organization

In fiscal 2021, we provided primary care to more members and sought improved reimbursement rates. We also achieved a 99% acceptance rate of our services claims submissions through our claims department's meticulous detail and accuracy. Additionally, we increased donations by participating in Arizona Gives, creating an AmazonSmile charity page, and promoting tax credit contributions amongst our constituencies.

Southwest Network exercises prudent financial practices to ensure organizational health and integrity.

While we still had some increased sanitization and safety expenses due to the pandemic, improved supply availability made it easier to locate these provisions more cost-effectively. We were also able to reduce expenses for medical labor by directly hiring more physicians as opposed to using staffing agencies (approximate \$1.4 million cost savings).

Revenues increased from \$36.2MM to \$38.8MM year over year, representing a 7.2% improvement. Expenses for the same period decreased from \$34.4MM to \$31.9MM, representing a 7.8% improvement. Net profits included the forgiveness of a Paycheck Protection Program loan.

FISCAL YEAR 2021 HIGHLIGHTS

October 1, 2020–September 30, 2021

Revenue

\$38,761,918

■ Fees for Services	\$34,137,622
■ Other Revenue	\$4,619,580
■ Donations	\$4,716

Expenses

\$31,919,793

79.4%	20.6%
Adult Services	Children's/ GMHSU Services
79.2%	20.8%
Salaries & Benefits	Operating expenses (occupancy, travel, supplies) necessary to provide services

Net Profit

\$6,842,125

Forward Progress

Collaboration and partnerships were once again influential in our growth. We moved forward and made progress on a number of goals together with the support of our partners, as well as the innovation of our team.

In early 2021, we created the foundations for a new recovery program called Project H.E.R.O., improving support for adult members while increasing our focus on health outcomes. We also expanded our anti-human-trafficking program through a generous grant from Banner Health. By fortifying these and other services, we're improving our revenues while better answering the needs of our growing population.



Additionally, we continued to build out our integrated care model, with 450 adult members now utilizing Southwest Network for primary care. This has been especially important as many other services and transportation resources had been limited by pandemic concerns.

We closed the fiscal year with the grand opening of our pharmacy at our San Tan clinic, together with our partner, Genoa Healthcare (pictured above). Our 4th — and Genoa's 600th — this was a milestone for both of us. As we head into fiscal year 2022, we'll continue to find ways to grow and ensure excellence for the nearly 6,300 adults and 3,500 children/families we serve.

KEY ACCOMPLISHMENTS

- Launched new programs and services, including Project H.E.R.O.
- Expanded anti-human-trafficking program as one of a select few organizations receiving a Banner Health Community Reinvestment Program grant. Funding has provided for the addition of staff and the ability to serve more human trafficking survivors.
- Grew utilization for primary care and in-house pharmacy services, providing for a more comprehensive, integrated healthcare solution

Pictured (left to right): Genoa Sr. Vice President Strategic Growth, Theodore Flees; City of Chandler Mayor Kevin Hartke; Pharmacist Michelle Schuch; Genoa CEO Joe Douglas; Southwest Network CEO Amy B. Henning; Genoa Sr. Vice President of Pharmacy Operations Christy Barr; OptumRx CEO Heather Cianfrocco; Southwest Network Chief Clinical Operations Officer Holly Dedmon; Genoa Pharmacy Technician Rocio Avalos Rodriguez

Forward *Thinking*

We work hard to recruit top talent and equip them with skills and inspiration to help us build our future. In fiscal 2021, we:

- Promoted 30 staff to positions of greater responsibility.
- Launched a supervisor training program called *Empower*.
- Celebrated individual accomplishments, including honoring 50 staff for 3-, 5-, 10-, 15-, and 20-year service anniversaries, 70 staff for Pillars Awards wins, and three staff who were recognized by Mercy Care for their contributions to mental health.



- Added new benefits and employee discount options.
- Advanced our diversity and inclusion initiatives by recognizing more ethnic traditions and holidays, publishing a multicultural cookbook with employee contributions, and celebrating Pride Month. We continue to expand these initiatives through our Diversity, Equity & Inclusion Alliance.
- Provided health-enhancing opportunities through our Wellness Program, which received its second **Healthy Arizona Workplace Program Gold Award** in May 2021 for its potential in improving employee lives.
- Expanded recruiting efforts, including hosting a number of our own career fairs to best support our sites and teams.

“Southwest Network is a great place to work because you can truly feel the mission of improving quality of life for our members.”

— Case Manager Racheal, Saguario site

“I love my job because I have the absolute best coworkers. I can always talk with my supervisor and always feel supported by our leadership.”

— Case Manager Jessica, Saguario site

Saguario site Bobcat Team pictured (left to right):
Back row: Sajida Long, Jessica Baptiste, Jennifer Kelley, Adrian Lanier.
Front row: Taylor Stafford, Kem Kendig, Johnna Kyle.
Via teleconference: Bernard Nosanchuk

Collaborating for *Adults*

Southwest Network distinguishes itself through its talented, compassionate providers and dedicated team who strive to deliver services that best meet individuals' goals for recovery. With COVID-19 concerns looming for the majority of fiscal year 2021, we served our adult members at our four outpatient sites (Estrella Vista, Northern Star, Saguario, and San Tan) with a focus on health and safety. We also focused on delivering excellent care.

In fiscal year 2021, we worked together to serve adults by:

- Providing mental and behavioral health services and treatment, addiction treatment, and primary care via in-person, telehealth, and hybrid modalities, enabling us to meet members where they are at.
- Relocating our Osborn site to a brighter, more expansive, and modernized building that is more welcoming to our members and more appealing to employees in terms of both physical workspaces and geographic location. The site is now known as Northern Star.
- Increasing the number of members utilizing our full-service, on-site Genoa Healthcare pharmacies, improving medication adherence and health outcomes. Opened our 4th pharmacy at our San Tan site, enabling all adult sites to provide these services in-house.
- Launching our exclusive Project H.E.R.O. program at our Saguario site, with plans to expand this program to all Southwest Network locations. Published four "recovery stories," highlighting the progress and success of members.

ADULT SERVICES INCLUDE:

Psychiatric evaluations	Rehabilitation services
Therapy	Personal care
Substance abuse evaluations	Life skills development
Crisis intervention	Employment training
Suicide prevention and management of suicidal ideation	Peer and family support
Medication	Housing support
Nursing	Transportation assistance
Case management	Language services

"Southwest Network has been a lifeline for me. My treatment team helped me through hospitalizations and connected me to valuable resources. I always feel like I can reach out to my case manager and recovery coach."

— Lauren, Member

"Southwest Network gave me the confidence to open up and be myself again. It has relieved all my social anxiety and I find myself looking to help others when I can."

— Jess, Member

Supporting Children & Adolescents

Southwest Network was founded in 1999

as a provider of high-quality services and

treatment for children. Our legacy for excellence continues, and we supported nearly 3,500 children, adolescents, and families through three outpatient sites (Bell Road, Chandler, and Central Valley).

In early fiscal 2021, we provided a majority of services via teleconferencing. This provided for health and safety precautions as well as the opportunity for family members in varying locations to participate in care and interventions.

Together, we fostered hope, resilience, and independence by:

- Transitioning our Circle of Security caregiver program to online, and then hybrid, formats.
- Providing selected case managers and Team Leads training on the Collaborative Problem Solving® (CPS) approach, who then shared this knowledge with their teams. CPS is an evidence-based model used to support children and adolescents with a wide range of social, emotional, and behavioral challenges.
- Reopening clinics for limited, in-person visits to better support acute conditions.
- Growing the skill sets of staff through our Career Progression Program, promoting job satisfaction and loyalty to improve continuity of care.
- Expanding our anti-human-trafficking program and administering training to ensure staff are able to recognize potential trafficking and report it.
- Augmenting our Quality Assessment Measurement (QAM) process to ensure all services are aligned with the Child and Family Team (CFT) model, a best practice for providing physical and behavioral health services.

In September 2019, we launched a General Mental Health & Substance Use (GMHSU) business unit, providing these services at our Bell Rd., Chandler, and Central Valley sites — where we support our child and family members.

CHILDREN'S/GMHSU SERVICES INCLUDE:

- | | |
|--|------------------------------------|
| Case management to coordinate care and services | Counseling and therapy |
| Specialized care for ages birth to five | Parent and family support |
| Transition to Independence Program for ages 16½ to 22 (part of General Mental Health Services) | Rehabilitation and support |
| Psychiatric evaluations | Medication management |
| Substance abuse evaluations | Crisis intervention |
| | Human-Trafficking Survivor Program |
| | Transportation assistance |

“Southwest Network always allows me and my family to have a voice in the process. They consult me about the service plan and listen to input given.”

— Family Member

Enhancing Quality

Southwest Network strives to achieve the highest quality in all of its activities. The quality of treatment and services (accuracy, integrity of documentation, etc.) has a notable effect on outcomes. Organizational quality as a whole has an effect on our culture, reputation, staff, and operations.

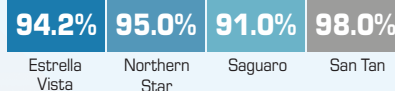
In fiscal 2021, we moved forward as an organization and worked to ensure and enhance quality through a range of efforts:

- Our Quality & Compliance Department provided numerous quality-related training sessions for staff at different levels.
- With Special Assistance Audits on hiatus, we conducted an internal assessment of our adult sites. This measured the accuracy and completeness of required documentation and involvement of the person receiving the special assistance in their service plan.
- In the absence of a System of Care Practice Review, we conducted routine Quality Assurance Management (QAM) audits assessing our fidelity with the Child and Family Team (CFT) practice model. Sites achieved a proficiency of 80% or higher in several categories, such as **Strengths, Needs and Cultural Discovery** (84% at both the Chandler and Central Valley sites) and **Engagement** (86% at the Bell Road site).
- We once again maintained exceptional fidelity to the model of care defined by the Substance Abuse and Mental Health Services Administration (SAMHSA) for our Assertive Community Treatment (ACT) program. ACT is an intensive and highly integrated approach for community-based service delivery to highly vulnerable members.
- We administered an annual Employee Satisfaction Survey to secure feedback on where we could improve. We also held Innovations meetings, providing a venue where we could gather all employees' input and strengthen our organization as a whole.
- We expanded diversity, equity, and inclusion actions through our Cultural Competency Committee, promoting a more positive and inclusive environment for staff and members from diverse cultures and backgrounds.

ADULT SERVICES AUDITS

Conducted internally in lieu of Special Assistance Audits, which were suspended due to the pandemic

July 2021 [measuring March 1–May 31]



ACT FIDELITY

Year 5 (2021) data



Measured on a 5-point scale; scores of 4+ are considered exceptional.

Building Community

Finally, as we move forward on our vision for our future, it's important that we do so together with our communities. By staying connected to broader needs, we can better serve our diverse member populations and our world at large.

In fiscal year 2021, we connected with our communities in many positive ways:

- For the 12th consecutive year, Southwest Network was a co-sponsor in the NAMIWalks Valley of the Sun event, bringing our “superheroes” team together with other mental health champions to raise awareness and support for individuals whose lives are affected by mental illness. With the event moving to an online format, we helped increase visibility by creating a fundraising video and a virtual booth for the local NAMI website. We also raised \$2,584 in donations.
- Our Anti-Human-Trafficking Coordinator, Shanna Parker, connected to healthcare professionals across Arizona, conducting a “Power Lunch” presentation via teleconference. The session not only raised awareness for our anti-human-trafficking program, but also expanded participants’ understanding of the realities of this topic so that they could better support their own patients who had been victimized.
- Representatives from our team attended and provided information at online career fairs through our relationships with various universities.
- We collaborated with our partner, Genoa Healthcare, to host a 600th grand opening event and create a public relations campaign for the new pharmacy at our San Tan site. Our efforts garnered strong media attention and the story was published in the *Phoenix Business Journal*, among other venues. We were also able to get the support of various dignitaries, including the Mayor of Chandler and City councilpeople who spoke at the event.

Through these and our other initiatives and actions highlighted in this report, we are moving forward — together. We embrace the road and challenges ahead, working in unison with our team and partners and continuing to build an organization that benefits our members and community.

NAMIWalk Donations

\$2,584 *

**Raised from a combination of individual fundraising pages, sites events, and site donations.*

“Thank you so much for the outstanding video and work on this year's walk. We're thrilled to have the support of a 5-star organization like Southwest Network.”

— Gloria Abril, NAMIWalks Valley of the Sun Coordinator

SOUTHWEST NETWORK'S MISSION & VISION

Mission Statement

To inspire hope and foster resilience through a diverse and comprehensive care approach.

Vision Statement

To be a trusted community healthcare provider that continuously strives to deliver an exceptional, individualized, and quality-driven recovery experience.

SEVEN LOCATIONS THROUGHOUT MARICOPA COUNTY

Administrative headquarters:
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www.SouthwestNetwork.org



A 501(c)3 nonprofit organization

