

ANNUAL REPORT

2020

*Serving our members through
agility, resiliency, innovation,
and growth*



Embarking on our 2020 fiscal year, we had no indication that our world would completely change – seemingly overnight.

While Southwest Network has navigated many obstacles over its 21-year tenure, those introduced by the global pandemic required new thinking. Wisdom, agility, innovation, resilience, stamina and many other traits of our staff lifted spirits and elevated our organization to find ways to persevere.

Through it all, our teams achieved milestones that not only enabled us to triumph over *new* hurdles, but also to achieve the objectives of our 2020 Strategic Plan. The following pages highlight the journey, with headlines that summarize some of these valuable traits.

Our motto, “Together, we are strong,” has never been more apt. **As we head into fiscal year 2021, we are indeed stronger than ever.**

Leveraging our leadership

Wisdom. Agility. Strength.

At the heart of every successful organization is outstanding leadership. Having an adept executive team and board of directors, Southwest Network has been continually able to navigate obstacles and inspire a culture that promotes excellence.

In fiscal year 2020, these skills became even more crucial, as our organization overcame unprecedented challenges and adversity. Our Executive Leadership, along with others from our Business Continuity Team, ensured effective buildout of three pharmacies, strategic expansion of our integrated healthcare model, and the addition of remote work and telehealth — all while proactively managing the pressures of COVID-19.



Our dedication to quality also led us to create the new executive leadership role of Vice President of Quality Improvement & Compliance. This key position is striving to bring more visible action and effort to ensure a quality mindset in everything we do.

Pictured left to right: David Williams, Holly Dedmon, Dr. Andrew Mebane, Amy B. Henning, Katrina Noyes, Michelle Fornoff, and Shari Sherwood

BOARD OF DIRECTORS

Helga Wilson, Chair
Gaye Tolman

Douglas Metzger, Treasurer
Phil Sawyer, Secretary

EXECUTIVE LEADERSHIP

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

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

Michelle Fornoff, *Chief Financial Officer*

David Williams, *Chief Information Officer*

Holly Dedmon, *Vice President, Operations*

Shari Sherwood, *Vice President, Human Resources*

Katrina Noyes, *Vice President, Quality Improvement & Compliance*

BUSINESS CONTINUITY TEAM

Amy B. Henning

Andrew Mebane

Michelle Fornoff

David Williams

Holly Dedmon

Shari Sherwood

Katrina Noyes

Kim Drexel

Crystal Domblisky-Klein

Ryan Bastman

John Hall

Maintaining financial strength

Responsibility. Efficiency. Prudence.

Southwest Network is proud to have a reputation for providing high-quality, cost-effective services and treatment. We maintain this distinction by exercising sound financial management and prudence.

Our revenues come from two sources:

- Health plan reimbursement and private payors
- Donations from our generous supporters, including those directed to us as an Arizona Qualifying Charitable Tax Credit Organization

We enjoy steady cash flow due to our ability to balance revenues with expenses and our diligence in expediting claims and accounts receivable.

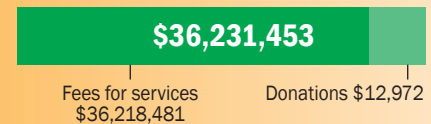
In fiscal year 2020, unusual circumstances caused by the pandemic increased expenditures by approximately \$300,000. This included the purchase of increased sanitizing and cleaning supplies, masks, sneeze guards, signage, gloves, and gowns to ensure the safety of our staff and members. A portion of these expenses was directed to mobilize Zoom teleconferencing, to support the launch and utilization of our telehealth capabilities.

Such expenses were offset by CARES ACT Provider Relief program reimbursements, which our staff sought expeditiously. Our finance department also worked to secure various equipment donations to reduce expenses and provide for uninterrupted operations at our adult sites.

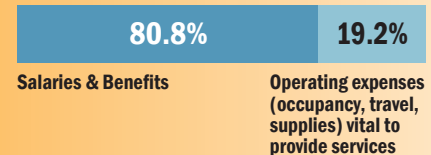
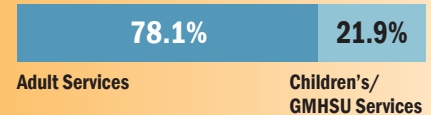
Fiscal year 2020 HIGHLIGHTS

October 1, 2019—September 30, 2020

Revenue



Expenses



Profit*



*Reinvested toward growth, business development, and employee recruitment/retention.

Growing our organization

Innovation. Development. Forward-Thinking.

Fiscal year 2020 was a time of growth for Southwest Network, improving our operations and bringing on new services to promote better health and continuity of care for our 6,500+ adults and 3,500 children and families.

In late 2019, we began the rollout of primary care at our Saguaro and Osborn sites. With this addition, members can now get their physical health checkups; preventive medicine and tests; immunizations; and support for conditions such as diabetes or hypertension at the same place they address their mental health needs. At September 30, 2020, we were providing primary care services for 218 members, and we continue to expand our reach.

Over the year, we also partnered with Genoa Healthcare to open full-service pharmacies at our Osborn, Saguaro, and Estrella Vista sites. Having this convenience on site means more individuals are getting the medications they need to manage their conditions and achieve better health. At the end of fiscal year 2020, nearly 1,500 members were utilizing these pharmacies.

Other key additions included the launch of telehealth/teleservices. While telehealth services had previously faced some obstacles in adoption and reimbursement, regulatory changes during the pandemic enabled our teams to provision services via phone or teleconference. Our Children's/GMH team transitioned entirely to telehealth in April 2020, while our adult services transitioned only members who could be seen through this modality. Not only has this provided enhanced safety against COVID-19 exposure, but it has also cut down on no-shows, as more families and adults have welcomed the new convenience in receiving needed services at home and not struggling with increasingly tight transportation availability.



Building our team

Dedication. Positivity. Advancement.

Southwest Network is proud to have an incredibly dedicated team of nearly 350 individuals who serve each other and our members. This multidisciplinary group was especially integral this year, working hard to achieve our goals while adapting to ongoing changes.

As we continue to grow our organization, we are focused on building a highly skilled and diverse workforce that can effectively support the needs of our changing populations.

We support our staff by providing ongoing training, a strong benefits package, and professional growth.

Specifically, in fiscal year 2020, we:

- Honored 75 employees who achieved 3-, 5-, 10-, 15-, and 20-year service anniversaries.
- Recognized more than 70 individuals through our Pillars of Excellence program. Adopted in 2014, this esteemed program rewards people who achieve excellence in our five “Pillars” categories of *People, Quality, Service, Community, and Stewardship*.
- Created a Career Progression Program to build skill sets and provide more opportunities for our hard-working case managers.
- Promoted 21 staff to positions of increasing responsibility.
- Forged a partnership with Grand Canyon University to provide scholarships and discounts for coursework and degree studies. The relationship also provides us access to newly graduating recruits.
- Delivered more than 566 live and online trainings to improve knowledge and abilities in such areas as motivational interviewing, therapeutic options, documenting care, and CPR.
- Launched a Wellness Program, which included an anti-tobacco initiative to promote better health. The program was awarded a Healthy Arizona Workplace Program Gold Award in May for its potential in improving employee lives.



Improving the lives of adults

Perseverance. Commitment. Passion.

More than 6,500 adult members trusted Southwest Network for their mental and behavioral health services and treatment in fiscal year 2020. Largely serving those with a serious mental illness (SMI), our work was even more critical this year, as many other supports (including job sites, schools, and some community facilities) closed in March due to the pandemic.

Despite the challenges, our team prevailed, enacting heightened health and safety measures and transitioning to telehealth services where possible. Our four outpatient adult sites (Estrella Vista, Osborn, Saguaro, and San Tan) all remained open, ensuring our most vulnerable members received necessary care.

We provide our adults with a range of services including:

- Psychiatric evaluations
- Substance use treatment, including support for co-occurring conditions
- Medication
- Nursing services
- Assertive Community Treatment (ACT) services
- Crisis interventions
- Counseling/therapy
- Special assistance
- Supported housing/employment
- Case management and rehabilitation services
- Personal care and life skills development
- Peer and family support
- Court-ordered treatment
- Language services
- Transportation assistance

Numerous adult members also began utilizing our primary care services and our new Genoa Healthcare pharmacies. These additions respond to individuals' total healthcare needs, driving better outcomes.

MEMBER SURVEYS

We conduct annual surveys to assess how well we are responding to member needs. According to our 2019 surveys (conducted in January 2020):

91% of adults say they feel confident in our ability to help them.

87% of adults feel that their lives have improved since starting services with Southwest Network.

93% of adults feel that they are a partner in their treatment planning.

We also receive compliments via social media:

"Southwest Network has changed my life in so many ways I could never thank you enough. I went from being homeless to having a steady job and becoming a fully functioning member of society!"

– Osborn member, via facebook

Supporting children & families

Positivity. Patience. Flexibility.

In Children's/General Mental Health (GMH) Services, we streamlined operations, bringing our three sites under one reporting structure. This has created new efficiencies in processes and more consistent management and training.

We continued our longtime partnership with the Department of Child Safety, supporting many foster families. We also developed a relationship with Desert Valley Pediatrics to support members' primary care.

We introduced two new programs — our *Inspiring Hope for Kinship* program to help those experiencing trauma and a *Circle of Security (COS)* program to help parents and caregivers better support their youth and families. Our licensed therapists found ways to reformat and deliver COS on Saturdays so that more working families could attend.

We continued to provide a broad range of services and treatments, including:

- Psychiatric and substance use evaluations
- Behavioral health services
- Counseling/therapy, including trauma-based therapy
- Crisis interventions
- Specialized care for ages birth to five
- Medication
- Child & Family Team services
- Transition to Independence Process program for young adults ages 16.5 to 22
- Child Parent Psychotherapy
- Family support partners
- Sex trafficking recovery
- Case management and rehabilitation services
- Language services
- Transportation assistance

We also grew our GMH services, receiving referrals for 177 individuals in fiscal year 2020.

MEMBER SURVEYS

We conduct annual surveys to assess how well we are responding to member needs. According to our 2019 surveys:

98% of families say they feel confident in our ability to help them.

89% of families feel that their lives have improved since starting services with Southwest Network.

97% of families see Southwest Network as a partner in planning.

97% of families say that their cultural and language needs are being met.

SYSTEM OF CARE PRACTICE REVIEW

In fiscal year 2020, Southwest Network once again achieved high marks on the System of Care Practice Review audit, receiving an overall score of 5.26 out of 7. This audit verifies our fidelity to Child & Family Team (CFT) Practice, a model of care that has been shown to be highly effective in supporting children's and families' individualized needs.

Excelling in quality

Evaluation. Improvement.

Quality of treatment and services can significantly improve outcomes. In addition to best supporting our members, we uphold high standards for quality to strengthen our image, enhance employee pride, and bolster recruitment.

In 2020, we enhanced quality through a range of efforts:

- We merged our Quality and Compliance Departments to provide greater synergies, and build staff understanding for how these concepts are indelibly intertwined.
- Members of our Quality Department provided 36 quality-related training sessions that were attended by 145 staff.
- We conducted our annual Member & Family Surveys to assess our strengths and where we can continually improve. This year, we also surveyed General Mental Health members for the first time.
- We administered an annual Employee Satisfaction Survey to get feedback from our staff. We also held *Innovations* meetings with each site to identify and tackle barriers, while strengthening our organization as a whole.
- We participated in outside surveys and audits. While the *Special Assistance Quarterly Audit* was suspended in March 2020 due to the pandemic, our earlier scores show strong performance in providing quality service to our most vulnerable members.
- We used our Pillars of Excellence Program to inspire staff to go above and beyond in driving quality (and other ideals) to support our members, teams, and organization.

SPECIAL ASSISTANCE AUDIT

Percentage scores out of a total of 100%.
Special Assistance Audit suspended in March 2020 due to COVID-19.

	Oct 2019	Jan 2020
Estrella Vista	96	75
Osborn	100	88
Saguaro	97	91
San Tan	100	90

ACT FIDELITY REVIEW

Average scores for audits conducted during fiscal year 2020

Osborn	4.21/5.00
Saguaro	3.93/5.00
San Tan	4.5/5.00

Strengthening our communities

Involvement. Connectivity. Outreach.

Southwest Network continually strives to forge greater connections with community partners and expand our reach to help improve even more lives.

We worked to build community in numerous ways:

- For the 11th consecutive year, Southwest Network was a co-sponsor in the annual NAMIWalks Valley of the Sun event in October 2019, bringing our “superheroes” team together with other mental health champions to raise awareness and support for individuals whose lives are affected by mental illness.
- Staff at all sites worked with community partners including government agencies, the court system, health plans, halfway houses, and others to help improve lives.
- In late 2019, we forged a partnership with Grand Canyon University that provides discounted tuition for our staff and connects Southwest Network to potential new recruits.
- We continued to expand our presence on social media. This included growing our LinkedIn follower base from 1,885 at the end of 2018 to 2,345 at the end of 2019 (a 24% increase). Fiscal year 2020 was also our first full year on Facebook. In addition to showcasing organizational activities and staff accomplishments, we were able to leverage both channels to attract job candidates. We also worked with Genoa Healthcare and Ripclear to co-develop social media posts and cross-promote services.



ANNUAL NAMIWALK TALLIES

63 Walkers \$3,219 Raised

As we head into fiscal year 2021, we are well positioned for continued growth, innovation, forward-thinking, and development. Through the strength of our leadership, our teams, and our spirit, we will continue to be the very best place at which to work and receive services.

CORE VALUES

Be Innovative

Use creativity and ingenuity to reveal resources, nurture strengths, find answers and provide solutions

Collaborate

Galvanize each other, the people we serve, and the community to work together to improve peoples' lives and the behavioral health care system

Take Action

Deliver and expect nothing less than impassioned and unwavering dedication to helping people realize independence, be more resilient, achieve recovery, and have purpose and meaning in their lives

Be Strong

Search out strengths and abilities in yourself and in those around you, and share the strength and passion of our organization in every word and deed

SEVEN LOCATIONS THROUGHOUT MARICOPA COUNTY

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A 501(c)3 nonprofit organization

