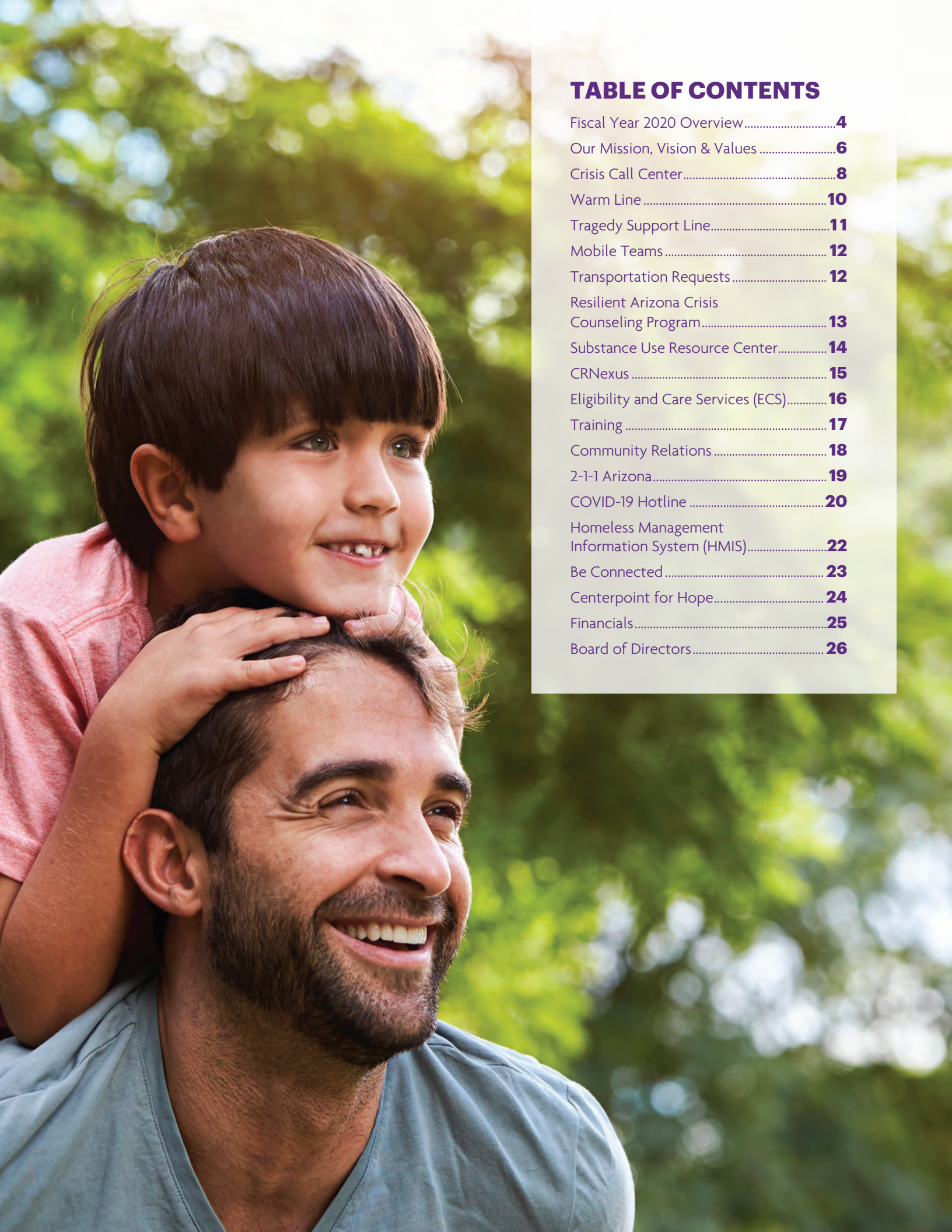


2020

ANNUAL REPORT 2020

**STRONGER**  
*through* Change



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Change is  
life-giving.  
It helps us  
grow into  
something  
greater  
than we  
already are.

# FISCAL YEAR

# 2020

## DEAR FRIENDS

Crisis Response Network delivered vital services when our community needed them most, as a result of the COVID-19 pandemic. As the hub for crisis and human services in Arizona, CRN was honored to answer the call and provide support to our state during this trying time.

This was also a year of important growth and change for the company as CRN transitioned to a majority-remote workforce due to the pandemic, yet grew in service offerings and number of employees, all while completing construction on a long-awaited, new office space.



### Responding to the Coronavirus Pandemic

In March, CRN transitioned to a majority-remote workforce to ensure the health and safety of our teams during the COVID-19 pandemic and to continue providing vital services to our community. CRN successfully moved 70% of all staff to remote work within five business days while also securing multiple grants to fully offset the technology and infrastructure costs of this transition.

Following a request from Arizona Governor Doug Ducey, in a matter of three days CRN's 2-1-1 Arizona information and referral program also began serving as the state's COVID-19 hotline. As the pandemic continued, 2-1-1 operators assisted with contact tracing efforts and stood up the state's compliance hotline.

### New Business Ventures

The Blue Cross Blue Shield Association's Substance Use Resource Center was launched by CRN in January as a pilot program in Arizona, West Virginia, and Ohio with plans to expand to all 50 states. Unfortunately, the economic hardships of the pandemic caused BCBSA to terminate it in the summer.

The Resilient Arizona Crisis Counseling Program is a federally-funded program which was created in partnership with the Arizona Health Care Cost Containment System. Resilient Arizona connects state residents experiencing mental health symptoms due to the coronavirus pandemic to free, confidential counseling through six providers via 2-1-1 Arizona.



### Ongoing Business Successes

CRN continued to serve Arizona residents with Crisis and Warm Lines, 2-1-1 Arizona, Eligibility and Care Services for Serious Mental Illness determinations, the Homeless Management Information System, and the Centerpoint for Hope program. Leadership also continued consulting with crisis line providers in other communities to improve their services and business models.

Live-answer service in English and Spanish was restored to 2-1-1 Arizona with limited hours in March and 24/7/365 live-answer service was launched in July. Live operators provide the vital, human connection that callers deserve. This also allows operators to engage in a dialog with callers to assist with needs they may have beyond the reason(s) for their call.

CRN's customized electronic health record and telephony integration solution – CRNexus – is being used successfully in Colorado by Rocky Mountain Crisis Partners and a recent contract with the University of Utah will result in its implementation in that neighboring state.



### Company Growth and Caring for Employees

As CRN expanded its service offerings and presence in the community, the company grew from 189 employees at the beginning of fiscal year 2020 to 240 at its end. This marks an impressive increase of 27 percent and the company continues to grow.

In August, CRN traded disjointed suites across two separate buildings for an all-inclusive space in a single building. The new office is divided into three suites and is an expansive 50,000 square feet to provide a lively, fresh environment for CRN's future innovations. Post-pandemic, it also will be a home for staff to feel cared for, connected, and inspired.

In response to racial and social injustices and to care for the needs of our growing staff, CRN launched a Diversity and Inclusion Task Force to evaluate, enhance, and execute strategies to elevate our culture of diversity, equity, and inclusion. To complement the group's work, CRN provided seven crisis incident stress debriefing sessions focused on racial, social, and cultural tensions along with a town hall and focus groups with the CEO and leadership to provide a space for employees to feel heard, supported, and to offer their suggestions.

We are particularly proud to have been honored as a Best Place to Work by *The Phoenix Business Journal*, earning a ranking of 18th among mid-sized companies. CRN also received the Crisis Center Innovation Award from the American Association of Suicidology, along with the Healthy Arizona Worksite Silver Award from the Maricopa County Department of Public Health.

In fiscal year 2020, CRN truly became stronger through change.

*Justin Chase, President/CEO*

# OUR MISSION OUR VISION OUR VALUES

## OUR MISSION

*Inspiring Hope*

## OUR VISION

Empowering transformation  
from **HOPE** to **HEALTH**

## OUR VALUES

### COMPASSION

Meet people with compassion

### EFFORT

Every interaction deserves  
my best effort

### OWNERSHIP

I own the success of the company



20  
20

## HOPE to HEALTH

When life is overwhelming, if someone is worried about a loved one, or if someone needs to talk, Crisis Response Network provides immediate, compassionate and confidential help.

We are honored to have served Arizonans over the past 13 years.

2020 was an unimaginable year and CRN helped serve the residents of Arizona in a time of unprecedented need and changes.

Photo by Jhon David on Unsplash.com

# OUR SERVICES

## CRISIS CALL CENTER

Since 2007, we've helped thousands of individuals and families in Arizona. Crisis Intervention Specialists are professionally trained to listen, respond and adapt to specific situations as they arise.

Crisis intervention specialists are available around the clock, every day of the year, to help over the phone. The Crisis Line is free, confidential, and open to anyone who needs help. Non-English-speaking callers receive assistance in their language. And when crises are left unresolved via phone, CRN may deploy a mobile crisis team to individuals in specific locations.



**TOTAL INBOUND  
CRISIS CALLS:**  
**258,776**

**CENTRAL AZ**  
**209,740**

**NORTHERN AZ**  
**49,036**



### SERVICE AREAS

- Central Arizona
- Northern Arizona

### TOP FIVE REASONS FOR CALLING

- 24.6%** Self-Harm/Suicidal
- 18%** Coordination of Care
- 9.8%** Substance Use
- 9.7%** Social Concerns
- 8.3%** Psychosis

Number of people calling for assistance for someone else

**64,066**

# 2020

## 2020 HIGHLIGHTS

- The clinical team implemented a one-of-a-kind Mobile Team GPS tracking system. This implementation works in real-time to enhance mobile team and caller safety as well as overall dispatch efficiency.
- Maintained an abandonment rate of less than **1%** and an answer time of less than **8** seconds for all crisis calls.
- In partnership with the Phoenix Police Department, CRN placed a crisis line staff member in 911 dispatch to divert behavioral health-related calls from law enforcement to the crisis system and ensure the right professional responds to the right situation. This model is the first integration of its kind in the country and is considered a best practice model. This diversion process increased calls from 911 to CRN by **250%**.
- CRN collaborated with the Mesa Police Department in the development of a call diversion protocol to send behavioral health calls to the crisis system, to ensure the right professional responds to the right situation. This process change increased calls diverted from Mesa 911 to CRN by **262%**.
- CRN was awarded a contract to operate the Salt River Pima Maricopa Indian Community's suicide prevention line for the second year.
- Re-awarded accreditation from the International Council for Helplines.

## WE ARE HERE, 24/7/365, TO HELP THE COMMUNITY

## WARM LINE

The Warm Line is a free and confidential telephone service staffed by trained Peer Support Specialists who have experienced mental health challenges and/or substance use issues of their own. Since 2014, CRN's Warm Line has offered a friendly and understanding ear that can support individuals through challenges and share in successes.

Warm Line staff can relate to callers' situations because many have been through similar experiences. Warm Line specialists offer peer support for callers who need support and encouragement along their journey by inspiring hope. They help with recovery and in building resilience in callers before they reach a crisis situation. Anyone 18-and-older can call the Warm Line; it is not limited to people with a diagnosis or a mental health concern.

**SERVICE AREA:**  
Central Arizona

**TOTAL WARM LINE CALLS:**  
**135,633**

**I LOVE MY JOB BECAUSE I LOVE HELPING PEOPLE ANSWERING THEIR QUESTIONS.**

— CRISIS SPECIALIST



## TRAGEDY SUPPORT LINE

CRN activates a Tragedy Support Line for those affected by local and national crisis situations. When activated, the Tragedy Support Line number is 1.800.203.CARE (2273) and can be called toll-free from anywhere.

- During fiscal year 2020, the Tragedy Support Line received 298 calls after being activated for various events including mass shootings, and violence occurring during the nationwide protests against racial inequality and social injustice.

**TOTAL TRAGEDY SUPPORT LINE CALLS**  
**298**

## MOBILE CRISIS INTERVENTION SERVICES

CRN is available to dispatch mobile crisis or non-crisis intervention and transport services into the community providing mental health services that can meet the individual where they are.

### SERVICE AREAS:

Central Arizona  
Northern Arizona

### MOBILE TEAMS

Central AZ Dispatches:	<b>19,446</b>
Northern AZ dispatches:	<b>6,039</b>
Total Dispatches:	<b>25,485</b>

### TRANSPORTATION REQUESTS

Central AZ: **10,373**



## RESILIENT ARIZONA CRISIS COUNSELING PROGRAM

In June, as a result of the statewide emergency declaration, Arizona was awarded federal funds to launch a statewide Crisis Counseling Program (CCP) for one year. The Arizona Health Care Cost Containment System (AHCCCS) contacted CRN and requested that our organization serve as the grant administrator and oversee a network of six service providers. CRN provided a simple pathway to crisis counseling referrals via 2-1-1.

CRN branded the program “Resilient Arizona Crisis Counseling Program” and swiftly began working with providers. The program launched on June 22.

### 2020 HIGHLIGHTS

- More than **2,700** individuals received free and confidential crisis counseling services.
- Internally designed and developed the **ResilientArizona.org** website in **72** hours, which was ranked as a GoDaddy Top Performing Site.
- Launched a successful, multi-platform marketing campaign with Cox Media garnering:
  - >> More than **6.6M** impressions,
  - >> **13,500** engagements, and
  - >> **800** phone calls.



## SUBSTANCE USE RESOURCE CENTER

On January 1, 2020, CRN launched the Blue Cross Blue Shield Association Substance Use Resource Center (SURC) in three states, West Virginia, Ohio and Arizona – with a plan to expand to all 50 states by the end of the calendar year. CRN performed well throughout the year and was honored to be leading this nationwide initiative.

Unfortunately, in June, CRN received notice that, due to funding constraints at the Blue Cross Blue Shield Association, the program would be terminated. CRN worked swiftly to develop a plan to retain all programmatic staff who were then reallocated to internal positions in various departments throughout the organization.

### 2020 HIGHLIGHTS

- Completed full implementation in **61** days.
- Recruited, hired and trained 36 SURC team members.
- Achieved **99%** compliance of all service levels. Every single call to the line was live-answered without a person hanging up before speaking to an agent.
- Developed Athena, a custom resource directory website and database.
- Established imports of data from Substance Abuse and Mental Health Administration database and the NENA national 9-1-1 registry. In all, **17,000** records were imported.
- The resource team physically verified nearly **5,000** records and met all performance outcomes.

## CRNexus

CRN continues to promote our customized electronic health record and telephony integration solution – CRNexus. CRN continued work with Rocky Mountain Crisis Partners (RMCP) in Colorado and RMCP hired CRN’s workforce manager to assess and manage their staffing patterns to improve service level outcomes. CRN also completed several reporting projects for internal and external RMCP stakeholders, including 41 reports and two dashboards.

CRN recently signed a contract with the University of Utah to utilize CRNexus and has begun implementation on a Federation Trust with Utah for electronic health record hosting in that state.



**“I LOVE WORKING FOR A COMPANY THAT IS MAKING A DIFFERENCE IN THE COMMUNITY. I FEEL I HAVE A PURPOSE WORKING AT CRN, AS OPPOSED TO JUST GOING TO WORK EVERY DAY.”**

— BILLING SPECIALIST







## ELIGIBILITY AND CARE SERVICES (ECS)

ECS evaluates whether applicants meet diagnostic and functional criteria to receive comprehensive community-based mental health care. The Serious Mental Illness (SMI) Eligibility Determination program is available across all of Arizona. Mental health service providers complete an evaluation for an individual, then submit the SMI Assessment Packet to CRN to make an SMI eligibility determination.

**SERVICE AREAS:**  
Arizona Statewide

AUDIT PERFORMED	PERIOD AUDITED
JAN 2020	OCT 1, 2019 - DEC 31, 2019
APR 2020	JAN 1, 2020 - MAR 31, 2020
AUG 2020	APR 1, 2020 - JUN 30, 2020
NOV 2020	JUL 1, 2020 - SEP 30, 2020

**100%** COMPLIANCE IN ALL AUDITS

### 2020 HIGHLIGHTS

- Resource Navigators successfully connected **192** people to necessary resources, despite a three-month hiatus when they were tasked to help out the COVID-19 Hotline.
- The ECS team continued successful business operations and in the past year received **8,429** SMI packets and **768** appeals.

### TOTAL MENTAL HEALTH FIRST AID COURSES

**15**

### TOTAL INDIVIDUALS CERTIFIED

**315**

## TRAINING

### 2020 HIGHLIGHTS

- Through the Substance Abuse and Mental Health Services Administration Mental Health Awareness Training Grant, CRN taught **15** Mental Health First Aid courses and certified **315** individuals.
- Trainees went on to refer **828** individuals to mental healthcare or services.
- Facilitated Arizona's first teen Mental Health First Aid program and trained **351** students in partnership with the East Valley Institute of Technology.
- Developed curriculum and facilitated **49** internal training classes for **122** staff members totaling more than **2,000** hours of live-training for New Employee Orientation, Substance Use Resource Center, Contact Tracing, 2-1-1, COVID-19 Hotline and Crisis Departments.

# COMMUNITY RELATIONS



## 2020 HIGHLIGHTS

- Provided **18** employee engagement activities led by the Social Employee Engagement Committee (SEEC). These events included quarterly employee meals, corporate volunteering opportunities, gift cards and more.



**TOTAL NUMBER OF COMMUNITY EVENTS, CONFERENCES AND PRESENTATIONS**

**63**

**APPROXIMATE NUMBER OF INDIVIDUALS REACHED**

**16,600**

# 2-1-1 ARIZONA

2-1-1 Arizona transforms lives by linking individuals and families to vital community services throughout Arizona. This ensures that all Arizonans are easily connected to available health and human services in their communities.

In March, 2-1-1 Arizona relaunched live-answer services, which due to funding challenges had been suspended in July, 2019. Since then, CRN had worked diligently to identify funding to restore live-answer services.

Thanks to the support of several community organizations who contributed to fund the return of live-answer operations, specialists became available for limited hours (8 a.m. to 8 p.m.) seven days per week.

At the request of Arizona Governor Ducey and with funding from the Arizona Department of Economic Security, CRN expanded 2-1-1 live-answer operations to 24/7/365 on July 1.

The return of 2-1-1 live-answer services has allowed CRN to showcase our ability to be the statewide resource for health and human services. The COVID-19 pandemic has provided ample opportunities for 2-1-1 to provide vital services to our communities including the COVID-19 Hotline, contact tracing efforts and the Arizona Department of Health Services' Compliance Hotline.



## TOP 10 NEED REQUESTS

- |                                      |        |   |       |
|--------------------------------------|--------|---|-------|
| 1. Utility Assistance .....          | 16,230 | 6. Emergency Food .....                 | 2,452 |
| 2. Housing Expense Assistance .....  | 11,544 | 7. Housing Search and Information ..... | 1,331 |
| 3. Emergency Shelter .....           | 3,168  | 8. Nutrition Assistance .....           | 740   |
| 4. Residential Housing Options ..... | 2,627  | 9. Personal Goods/Services .....        | 440   |
| 5. Disaster Relief Services .....    | 2,586  | 10. Meals .....                         | 438   |

# 2020

## 2020 HIGHLIGHTS

- 2-1-1 responded to urgent requests by creating additional business lines to address large-scale needs due to the pandemic:
  - » Eviction Prevention line to support the Arizona Department of Housing.
  - » Contact Tracing services.
  - » Compliance Hotline to support the Arizona Department of Health Services.
- All 2-1-1 resources are now verified quarterly to ensure accurate and timely resource connections.
- Total verifications of resources exceeded **15,000** — including the addition of **80** new agencies, **300** new programs and **900** new services.

**NUMBER OF PHONE REFERRALS**  
**53,260**

**NUMBER OF INTERACTIVE VOICE RESPONSE (IVR) REFERRALS**  
**59,016**

**NUMBER OF WEBSITE SEARCHES**  
**1,107,258**



[211arizona.org](http://211arizona.org)

## COVID-19 HOTLINE

In response to the COVID-19 pandemic, 2-1-1's across the country were mobilized to provide assistance to their communities. At the end of February, CRN was approached by Arizona Governor Doug Ducey to activate 2-1-1 live-answer services to stand up the COVID-19 Hotline. CRN stood up the hotline in six days, and on March 22, began taking calls to provide COVID-19 information and resources to our community.



### 2020 HIGHLIGHTS

- Since launching in March through the end of September, CRN received **48,767** calls to the COVID-19 hotline, **11,565** of which were handled by a specialist.
- The top five reasons (excluding “other”) for calling the COVID-19 hotline were:
  1. **General information about the virus**
  2. **Financial assistance resources**
  3. **Testing information and availability**
  4. **Best sources of information**
  5. **Travel, events, group gathering information**

**TOTAL CALLS RECEIVED  
TO THE COVID-19 HOTLINE**  
**48,767**

**TOTAL CALLS HANDLED  
BY A SPECIALIST**  
**11,565**

## CONTACT TRACING

In July, CRN and the Maricopa County Department of Public Health (MCDPH) partnered to aid in COVID-19 response through contact tracing efforts. CRN built a robust infrastructure capable of handling nearly 20,000 calls per day to meet the anticipated volume. A team of 50 front line staff, four supervisors and one manager were recruited, hired and on-boarded by July 1, 2020. To date, the team has fulfilled all contractual requirements and has begun responding to additional requests by MCDPH to address public health concerns, such as a pilot project for MCDPH to provide individuals with COVID-19 a place to quarantine if they were unable to do so in their current living situation.



## COMPLIANCE HOTLINE

The Arizona Department of Health Services approached CRN to provide a white-label COVID-19 Compliance Hotline. This one-year project was launched in three days, in conjunction with the Governor's plan to re-open businesses that had been closed due to COVID-19. The hotline provides the community with a number to report businesses not in compliance with COVID-19-specific protocols to ensure the health and safety of our communities.



## HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)

HMIS is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. HMIS works with the Maricopa County and Arizona Balance of State Continuums of Care to drive and inspire data-informed change to improve homeless systems.

**TOTAL ONLINE TRAININGS COMPLETED**  
**1,124**



[hmisaz.org](http://hmisaz.org)

### 2020 HIGHLIGHTS

- The Homeless Management Information System (HMIS) now supports more than **1,000** users and **110** agencies statewide.
- This year, most growth came from healthcare agencies. Partnership agreements have been signed with two regional behavioral health authorities and managed care organizations.
- HMIS also received two new funding contracts.
  - » Two-year funding for HMIS operations from Maricopa County and the Department of Economic Security. This funding has permitted the team to accommodate increased reporting requests related to COVID-19.
  - » One-time funding from AHCCCS through DES to match data between individuals receiving both homeless and AHCCCS services to better coordinate care.

## BE CONNECTED

Be Connected's mission is to connect Arizona service members, veterans, families, and helpers to information, support, and resources.

**CALL:** Help and support by phone for everyone at **1-866-4AZ-VETS**

**MATCH:** Personalized resource matching and navigation support

**LEARN:** Training and skills to equip yourself to help others



### INBOUND CALLS

Total Number: **11,418**  
Monthly Average: **952**

### OUTBOUND CALLS

Total Number: **6,135**  
Monthly Average: **511**

	JULY 2019	JULY 2020	CHANGE
Inbound Calls	862	1179	+ 317 (37%)
Outbound Calls	433	516	+ 83 (19%)
<b>Total</b>	<b>1295</b>	<b>1695</b>	<b>+ 400 (31%)</b>

### 2020 HIGHLIGHTS

- Be Connected took part in an event (AZ V-VEAC) partnering with the VA and ADVS. Over a period of three days, the support line took **106** inbound calls and made **51** outbound calls to veterans related to this event, in addition to the normal call volume.
- Be Connected participated in an event with RallyPoint, a Q&A where veterans could ask questions in real time through a chat feature. Staff were able to assist more than **25** veterans over the course of two days.
- Be Connected took part in an event, "Feeding Independence," alongside St. Mary's Food Bank as well as ADVS to provide food and supplies to **250** at-risk veterans and their families.



[beconnectedaz.org](http://beconnectedaz.org)



## CENTERPOINT FOR HOPE

Centerpoint for Hope is dedicated to working in partnership with first responders, local communities, governments and health service providers to support disaster readiness, response, and recovery services to communities. Centerpoint strengthens resilient communities and inspires hope during life's most challenging times.

In November 2019, CRN celebrated the one-year anniversary of Centerpoint for Hope's launch with a showcase event. Centerpoint continues to provide services to communities statewide through partnerships with Blue Cross Blue Shield of Arizona's (BCBSAZ) Mobilize AZ efforts, the Phoenix Police Department and Phoenix IDA.

### TOTAL NUMBER OF INDIVIDUALS REACHED

**1,876**



[centerpointforhope.org](http://centerpointforhope.org)

## 2020 HIGHLIGHTS

- BCBSAZ's Mobilize AZ program utilized the TRV and two CRN resource navigators to deliver outreach and social determinants of health screenings in conjunction with community partners in all 15 Arizona counties. Through this partnership:
  - >> **1,876** individuals were reached,
    - >> **144** of which were served through an SDOH assessment intake and were connected to **291** unique resources.
    - >> **38** individuals were connected to Medication-Assisted Treatment.
    - >> **280** were screened for HIV/Hepatitis C.
    - >> **904** Naloxone overdose reversal kits were distributed as a result of this program.
- An ongoing contract with the Phoenix Police Department for on-call responses to critical incidents including officer-involved shootings, apartment fires, and other community tragedies. The TRV has been deployed **12** times during this grant period funded by Phoenix IDA.

## 2020 FINANCIALS

**TOTAL SUPPORT AND REVENUE** \$ **23,614,756**

### EXPENSES

#### Program Services:

Crisis Call Center	9,913,545
Eligibility and Care Services (ECS)	3,873,683
Homeless Management Information System (HMIS)	770,061
2-1-1 Arizona	2,477,186
Centerpoint for Hope	444,852
Other	871,399

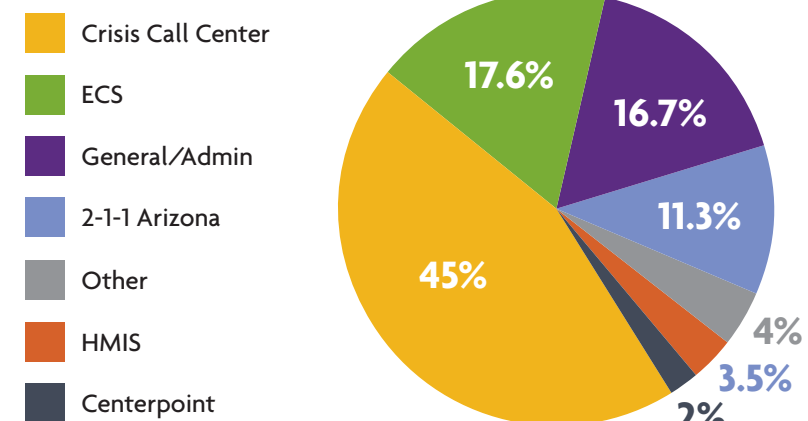
**Total Program Expenses** \$ **18,350,726**

#### Supported Services:

General and Administrative	3,676,905
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**TOTAL EXPENSES** \$ **22,027,631**

### EXPENSES



Services provided by CRN are funded through contracts with the Arizona Health Care Cost Containment System (AHCCCS), Mercy Care and Steward Health Choice.



**“EVERY CALL I TAKE, I FINISH BY SHARING GENUINE COMPLIMENTS. I'M TOLD THAT IT REALLY MAKES A DIFFERENCE FOR THE CALLER.”**

**— PEER SUPPORT SPECIALIST**



**“IN FISCAL  
YEAR 2020,  
CRN TRULY  
BECAME  
STRONGER  
THROUGH  
CHANGE.”**

**— JUSTIN CHASE,  
PRESIDENT/CEO**

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# 2020



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