Dear Friends

Fiscal Year 2015 was an impactful year for Crisis Response Network. We implemented and began to see the results of a culture change transformation across the organization. This included putting our mission of Inspiring Hope and vision of Empowering Transformation from Hope to Health front and center and wove it into every aspect of day-to-day operations. We focused on caring for our employees, the true heroes that serve the community and save lives every day while successfully completing major contractual changes. Most notably this year we:

- Obtained ContactUSA accreditation.
- Obtained URAC accreditation – we are the first organization to attain stand-alone call center accreditation from URAC.
- Successfully transitioned the crisis support line in Pima County to the new operator.
- Successfully launched the Northern Arizona crisis support line and dispatch services.
- Successfully launched statewide services for the Seriously Mentally Ill (SMI) Determination program.
- Redesigned our logo.
- Redesigned our website to make it an easy to navigate tool for the communities we serve, placing our contact numbers front and center and adding a myriad of resources.

We are thankful to our amazing Board of Directors for their leadership and to our outstanding staff for their compassion, effort and ownership to make every interaction count and to help those we serve.
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To begin our transformation, we first looked at the mission, vision and values and realized that we needed to include our staff in revamping our guiding principles. The mission, vision and values that CRN was operating under were close to eight years old and had been created before any staff joined the team – they did not provide a true roadmap for current operations or staff.

After an inclusive brainstorming process we were proud to create a more accurate and meaningful set of mission, vision and values.
When life is overwhelming, if someone is worried about a loved one, or if someone just needs to talk, Crisis Response Network provides immediate and confidential help.

Our goal is to empower transformation from HOPE to HEALTH through the variety of services we offer.

24/7/365 CRISIS LINE

Trained crisis intervention specialists are available around the clock, every day of the year, to help over the phone. The Crisis Line is confidential and is open to anyone who needs help. Our specialists can help in many ways, including:

- Talking to you and helping you calm down
- Talking about your worries about a loved one
- Helping you deal with difficult relationships
- Talking about thoughts of suicide
- Sending help to meet you in the community
- Getting you somewhere that’s safe
- Helping you arrange counseling or connecting you to a community resource near you
- Providing emotional support to children who have been removed from their homes
- Stabilizing violent or threatening situations
- Presenting options for dealing with other urgent situations
- Helping you identify your resources for care

Anyone can call for help. Non-English speaking callers will receive assistance in their own language.

If your crisis cannot be solved over the phone, CRN may dispatch mobile clinicians to meet you where you are.

SERVICE AREAS: Central Arizona, Northern Arizona
EMPOWERING TRANSFORMATION
MOBILE TEAMS
CRN works with local community providers to help you where you are. As needed, our Crisis Specialists can send a mobile team of trained crisis intervention specialists to you or your loved one to conduct a face-to-face assessment and intervention. A mobile team can meet you in the community and get you somewhere that’s safe.

:: SERVICE AREAS: Central Arizona, Northern Arizona

CRISIS TRANSPORTATION SERVICES
CRN is available to help you arrange transportation if you need to get to a safe place.

:: SERVICE AREAS: Central Arizona, Northern Arizona

EMERGENCY ROOM-BASED ASSESSMENTS
CRN can arrange for assessments during emergency room visits. This service can help identify clinically appropriate services for individuals experiencing a serious behavioral health crisis.

:: SERVICE AREAS: Central Arizona, Northern Arizona

TELEPHONE FOLLOW-UP
To ensure continuity of care, CRN provides phone follow-up services to individuals identified as needing a follow-up call.

:: SERVICE AREA: Central Arizona

TRAGEDY SUPPORT LINE
CRN activates a Tragedy Support Line for those affected by local and national crisis situations. The Tragedy Support Line number is 1.800.203.CARE (2273) and can be called toll-free from anywhere.
At the Crisis Response Network, our work is about **Inspiring Hope** in those who contact us seeking help.

From time to time, everyone faces problems and we all need the support of others. It is during those times that CRN can help you or your loved one with resolving your immediate crisis and connecting you to, or providing you with, resources to help you reclaim control of your life.

We are honored and proud to be a resource and support to our community. The next few pages detail our accomplishments this past year by program area.

### CALL CENTER

Fiscal Year 2015 included an exciting transition toward our mission, vision and values.

CRN continues to provide vital crisis services to hundreds of thousands of Arizonans. We answered **231,777 calls** and responded to each call in an average of seven (7) seconds. We helped stabilize **90% of our calls in the community**.

When additional support was needed, we dispatched **18,000 mobile teams** for face-to-face crisis intervention.
CALL TYPES

- Call Center Calls: 69%
- Warm Line Calls: 17%
- Transportation Responses: 8%
- Mobile Team Requests: 5%
- Police Called CRN: 1%

CALL REASONS

- Suicidal: 15%
- Substance Abuse: 14%
- Anxiety/Panic Attack: 13%
- Transport Request: 12%
- Coordination of Care/Follow Up: 12%
- Psychotic Symptoms: 9%
- Child/Adult Abuse/Neglect: 7%
- Housing Problems: 7%
- Depression: 6%
- Aggressive/Assaultive Behavior: 4%

CALLS FY 15 – TOTAL: 231,777

[Bar chart showing monthly calls from October 2014 to September 2015]
FIRE PILOT
The City of Phoenix employs emergency response personnel through its fire department who respond to healthcare emergencies and are dispatched by 9-1-1. Historically, and as directed by their medical director(s), City of Phoenix emergency response personnel would take patients experiencing behavioral health emergencies to emergency departments within local hospitals. Often, however, patients brought to the emergency department did not receive a behavioral health assessment or intervention, did not access further behavioral health clinical treatment, and/or resurfaced with the same symptoms through the 9-1-1 system. The fire pilot was created to ensure a process and procedure for patients experiencing a behavioral health emergency, and that 9-1-1 calls were appropriately connected to behavioral health clinicians for assessment and treatment.

There were four business partners involved in this pilot:

• City of Phoenix Fire Department (Fire)
• Mercy Maricopa Integrated Care (MMIC)
• Crisis Response Network (CRN)
• Terros

Pilot business partners met to develop a collaborative patient workflow that allowed for dispatching of mobile crisis teams to the Flagstaff area enhancing our ability to reach more people in crisis. This is the first time the Flagstaff area has had mobile crisis teams available to residents.

NEW BUSINESS IN NORTHERN ARIZONA
This year CRN was awarded the contract in partnership with Health Choice Integrated Care to provide telephonic crisis services to support Northern Arizona. Service provision for this contract includes the counties of Mohave, Coconino, Yavapai, Navajo, Apache and Gila. On July 31, 2015, we took our first call. In late September, we began dispatching Terros mobile crisis teams to the Flagstaff area enhancing our ability to reach more people in crisis. This is the first time the Flagstaff area has had mobile crisis teams available to residents.

OUR TEAM WAS CHALLENGED WITH PROVIDING TELEPHONIC SUPPORT TO MANY NEW GEOGRAPHIC SERVICE AREAS, BUT WE PERSISTED IN INSPIRING HOPE AND PROVIDING RELIEF TO NORTHERN ARIZONA.

CRN-SA TRANSITION
With the change of Regional Behavioral Health Authorities in Pima County and Southern Arizona, we began the transition of crisis and Title 36 bed management services early to ensure effective coordination of care for our callers and the community. We ensured our employees were supported in finding new employment. We successfully maintained retention of the core members of our call center team and effectively provided crisis services to all callers through the end of our contract. On September 30, 2015, we took our last call and confirmed a successful transition of the telephony function to the new crisis vendor.

Fire personnel notified their alarm room of the need to dispatch a behavioral health mobile team. The alarm room then contacted CRN to dispatch the mobile crisis team from Terros. The Terros mobile team was stationed near the City of Phoenix fire station for quick response time. Pilot business partners trained the Phoenix Fire team on the workflow, data collection, problem solving and steps to access a behavioral health mobile team prior to implementation. Pilot business partners met weekly to review data, provide analysis, problem solve and discuss outcomes.
Phase One
Phase One of the pilot program ran for 12-weeks from January 25, 2015 to May 9, 2015. A total of 56 mobile teams were dispatched with an average response time of 21 minutes and 23 seconds. The mobile teams provided the following behavioral health interventions:

- 63% Stabilized in the community/connected to behavioral health resources including outpatient treatment clinics
- 14% Transported to medical or social detoxification services
- 14% Transported and admitted to an inpatient psychiatric treatment facility
- 7% Required a medical inpatient intervention
- 2% Involuntarily committed to an inpatient facility for observation

Total cost savings to date: $33,500

Cost savings were calculated based on what MMIC would typically pay for Medicaid and SMI enrolled members’ emergency room and ambulance fees. Total cost savings for the initial phase of the 12-week pilot program was $33,500.

Phase Two
Phase Two of the pilot program ran for 12 weeks and included five additional City of Phoenix fire stations. A total of six stations accessed the mobile crisis teams from August 3, 2015 through October 25, 2015. The business partners then extended the pilot to five additional City of Phoenix fire stations in hopes of demonstrating the financial and clinical effectiveness of this model/pilot program and expanding it across the Phoenix metropolitan area. A total of 139 mobile teams were dispatched with an average response time of 15 minutes, 48 seconds. The mobile teams have provided the following behavioral health interventions:

- 59% Stabilized in the community/connected to behavioral health resources including outpatient treatment centers
- 13% Transported to medical or social detoxification services
- 18% Transported and admitted to inpatient psychiatric treatment facility
- 9% Required a medical inpatient intervention
- 1% Involuntarily committed to an inpatient facility for observation

Total cost savings to date: $92,000

Both phases of the pilot program were highly successful. The financial impact to the system of care is significant – the cost savings demonstrated by the pilot program exceed the cost of running a behavioral health mobile crisis team. The City of Phoenix Fire Department experienced improved customer service via quicker access to behavioral health assessments and faster release from the scene, allowing them to return to the community to address other emergencies.

PARTNERSHIP. SUPPORT. HOPE.
On January 1, 2014, CRN successfully implemented the Seriously Mentally Ill (SMI) Eligibility Determination Program for Maricopa County. Based on the successful handling of evaluating whether applicants meet diagnostic and functional criteria to receive comprehensive community based mental health care, the Department of Behavioral Health Services expanded CRN’s responsibility for this program statewide in October 2015.

During FY 2015, CRN’s Eligibility and Care Services program received and processed 6,375 eligibility applications and 853 appeals. In order to seamlessly implement those applications, offices were established in Tucson and Flagstaff.

• The Tempe office increased staff by two psychologists, a Tribal Liaison and three Eligibility Coordinators.
• Staff was hired for the Tucson office including one psychologist, two Grievance Specialists and an Eligibility Coordinator.
• Staff was hired for the Flagstaff office including one psychologist and three Grievance Specialists.
• 28 video conference sites were set up and tested to provide service to all areas of the state.
• Technological improvements to the ECS program were made to allow for more mobility and to increase service area.

CRN’s Eligibility and Care Services appeals team achieved 100% compliance results in all four ADHS/DBHS quarterly audits in 2015.

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<tr>
<th>AUDIT PERFORMED</th>
<th>PERIOD AUDITED</th>
<th>AUDIT RESULTS</th>
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<tr>
<td>January 2015</td>
<td>10.1.14 – 12.31.14</td>
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<tr>
<td>April 2015</td>
<td>1.1.15 – 3.31.15</td>
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<td>August 2015</td>
<td>4.1.15 – 6.30.15</td>
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<tr>
<td>November 2015</td>
<td>7.1.15 – 9.30.15</td>
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In Fiscal Year 2015, Crisis Response Network attended more than 50 events in the community, including 14 state and national conferences, eight different community walks and races, 10 health and resource fairs and almost two dozen other community events.

Our goal in participating in these events is to educate the community about mental health, resources and the programs and services that CRN offers so that people know that help is available and that they understand how to access it.

CRN’s community involvement in Fiscal Year 2015 included more than a dozen presentations for schools, clinics and other local organizations. During our outreach efforts, we meet with and inform parents, students and community members about behavioral/mental health and about who we are and what we do.

This year, we also hosted multiple community forums to share information about our services to the community. As part of our organization’s mission to collaborate with others in the community to deliver the best possible crisis services, we continue to look for opportunities where we can collaborate with other agencies and organizations and open up a dialog to identify ways to better serve the community in the future. We believe that by creating positive relationships with other community organizations we will improve the services we provide.

We reached more than 20,000 individuals this year through our multi-pronged community outreach and education efforts.

**COMPASSION:** Deep awareness of the suffering of another coupled with with the wish to relieve it.
## 2015 FINANCIALS

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<th>Category</th>
<th>Amount</th>
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<td><strong>TOTAL REVENUE</strong></td>
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<td><strong>EXPENSES</strong></td>
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<td>Program Services:</td>
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<td>Crisis Call Center</td>
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<td>Eligibility Care Services</td>
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<td><strong>Total Program Services</strong></td>
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<td>General and Administrative</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$10,916,000</td>
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**EXPENSES**

- Crisis Call Center: 63%
- Eligibility Care Services: 15%
- General and Administrative: 22%
Board of Directors

Laura Larson-Huffaker  
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