

Assessing and Improving the Future of a Community Mental and Behavioral Health Facility

Assessment & Forecasting Case Study

Overview

Service Period:

- January 2022

Geographic Location:

- Grand Rapids, MI

● The Situation

A community mental and behavioral health facility has been providing a wide range of residential care, counseling, and other community health services for youth, adults, and families since the 1960s. These programs represent *Core Services*, funded by public contract sources - 60% of its total budget, and *Transforming Services*, funded by donor contributions - less than 10% of the annual operating funds. The facility experienced a declining patient population due to state regulatory and procedural changes, and caretaker staffing difficulties. Despite new leadership in 2020 to initiate a wide-reaching plan to grow the organization and streamline its operations, COVID-19 and additional state regulation changes, forced the facility to reconsider its services and address operational inefficiencies, while trying to maintain excellent patient care. In 2022, they enlisted DWH to assess and identify gaps between business best practices and its current state, and to provide recommendations to bridge these gaps to facilitate the improvement of the Organization's operating and financial performance.

● The Solution

DWH developed an understanding of the facility by gathering qualitative and quantitative data through interviews with key employees and stakeholders; examining and understanding key assets (on- and off-balance sheet) and processes; and reviewing certain financial and non-financial information. DWH was able to identify and assess the facility's current state, areas for improvement and provided recommendations that were divided into three main areas of (1) Leadership, (2) Finance and Management Information, and (3) Operations.

● The Outcome

DWH was able to identify gaps and make best practices recommendations to close those gaps. We developed and prioritized "Next Steps" for the organization including quick-win items to create momentum within the organization and longer-term projects to become part of strategic planning. Finally, the facility received a 13-week cash flow forecast summary to help with cash management, decision-making, and communication with key stakeholders.

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