



COMMUNITY ENRICHMENT SOLUTIONS

COMMUNITY ENRICHMENT SOLUTIONS (CES) A&M HEALTHCARE INDUSTRY GROUP'S PRO BONO PROGRAM



MISSION


Utilize A&M Healthcare Industry Group's collective resources to improve the access, quality, and financial sustainability of healthcare providers serving disparate or underserved communities.

HISTORY OF COMMUNITY ENRICHMENT SOLUTIONS

Disparities in resource distribution have always run deep across communities. The COVID-19 pandemic exposed and further exacerbated these inequities. The added impact of unequitable resource distribution is particularly debilitating when combined with the typical challenges of managing the business of healthcare, especially for grassroots non-profit organizations. The ability to deliver quality service and care is constantly threatened by declining cash flows, regulatory changes, reimbursement pressures, and the resulting strategic pivots. Ever-changing technology and consumer trends can also impact day-to-day operations and strategy.

In the Summer of 2020, A&M Healthcare Industry Group explored a number of ways our practice could best support underserved communities and thereby tangibly effectuate one of A&M's Core Values: Inclusive Diversity. We concluded that the best way to assist not-for-profit healthcare organizations dedicated to underserved communities was to enable our Healthcare Industry Group professionals to roll up their sleeves and assist, without charge, organizations that could benefit from A&M's unique consulting approach which blends Action, Leadership, and Results. After this decision, our group embarked on a major pro bono services effort and Community Enrichment Solutions (CES) was launched.

STRATEGIC PRIORITIES

-  Establish, maintain, and grow partnerships with providers and healthcare organizations that specialize in providing care and services to those disproportionately affected by injustice and inequality.
-  Drive success through strategic planning, management advice, and action-oriented operational transformation.
-  Encourage team members to participate and collaborate with engagements throughout the year by adhering to diversity, equity, and inclusion principles.
-  Endorse sustainability through financial responsibility and transparency.

CHANCES FOR CHILDREN

ORGANIZATION MISSION

To nurture the strengths within parent-child relationships to promote well-being and healthy development and protect children from birth to age five from the impact of stress, adversity, and trauma.

BACKGROUND:

Chances for Children (CFC) NY is a nonprofit organization focused on strengthening the bond between caregivers (parents, expectant mothers) and young children from birth up to age five. They provide clinical, evidence-based mental health interventions, primarily using a psychodynamic approach focused on attachment. Services are offered in English and Spanish. Services are provided free of charge to families, and no insurance is required.

A&M'S ROLE & OUTCOME:

CFC's board and leadership engaged A&M to conduct an organizational assessment to support growth and expansion in line with the Strategic Plan and to evaluate the effectiveness of the organizational and governance structures. The A&M team conducted a series of interviews with internal and external stakeholders and a document review to provide a comprehensive report on current state of the organization and a road map for improvement.

Key A&M Deliverables

- Developed a comprehensive report focused on current state strengths and proposed improvements related to organization's board and delegation structure, program offerings, operational and financial performance, and the organization's strategic vision
- Completed an in-depth comparison of similar organizations within and outside of New York to establish a set of best practices
- Developed a suggested prioritized road map to outline a path for implementing the proposed recommendations

CONTRIBUTORS

KRUTICA SHARMA, SENIOR DIRECTOR

EMILY BROWN, DIRECTOR

SIU-LIN ROBINSON, SENIOR ASSOCIATE

MATT FLOWER, ASSOCIATE

ORGANIZATION MISSION

Forestdale's mission is to ensure that children and families have the fundamental assets needed to thrive and live independently.

BACKGROUND:

Since 1854, Forestdale has helped children and families grow together. It is a mission-driven child welfare agency that provides foster care, primary care, behavioral health, and empowerment and educational programs for families in Queens and Brooklyn, NY.

A&M'S ROLE & OUTCOME:

A&M was engaged by Forestdale to conduct sustainability assessments across several areas. For Health Services, the firm examined revenue sources for the healthcare clinic to identify opportunities for maximizing income and reviewed both actual and projected operating expenses to evaluate long-term sustainability. For the Strong Mothers Program, A&M assessed potential public revenue sources to recommend ways to enhance and expand services. In addition, the firm conducted a cost-benefit analysis of the Early Childhood Mental Health Program to better understand its overall value and sustainability.

Key A&M Deliverables

- Reviewed three-year historical financial performance for the health clinic, deep diving on various revenue and expense drivers; included fee-for-service and per diem scenarios to inform long-term sustainability planning
- Designed improved clinic billing workflows that repurposed resource responsibilities and improved auditing mechanisms to minimize missed billing opportunities
- Evaluated seven public funding opportunities for the Strong Mothers program; identified requirements and feasibility to enable revenue diversification
- Performed a cost and benefit assessment that tied program cost components, key benefits, internally-tracked outcomes data, scientific evidence, and quality measures reported by managed care organizations to facilitate advocacy conversations

ORGANIZATION MISSION

Ignite stands with youth on their journey to a home and a future with promise

BACKGROUND:

Ignite is a nonprofit organization located in Chicago, IL that each year supports over 500 unaccompanied and unstably housed youth aged 10–26. Ignite provides emergency housing, drop-in services, and supportive apartment living while offering resources for career and education goals, health management, and financial planning. With a 24-hour hotline and community outreach programs, Ignite delivers crisis intervention and meets youth where they are, offering the support needed to help them thrive.

A&M'S ROLE & OUTCOME:

With A&M's support, Ignite launched a five-year strategic plan in 2021 centered on three pillars: meeting youth where they are, expanding services citywide, and building organizational capacity to drive innovation and sustainable impact. In light of the upcoming strategic planning cycle, A&M was reengaged by Ignite this past year to assess opportunities, redesign core processes, and define a long-term implementation management structure.

Key A&M Deliverables

- Assessed opportunities and selected initiatives to improve youth outcomes
- Redesigned intake and case management (Core Processes) to enhance client experience, empower youth, and support long-term success
- Completed implementation planning, including resource constraints, staffing needs, and long-term operational structure
- Delivered actionable recommendations to:
 - Enhance execution of the current strategic plan
 - Improve operational and financial performance
 - Guide focus areas and questions for the next strategic planning cycle
- Developed a partner engagement strategy to maximize participation from organizations providing in-kind support, addressing limited staff capacity

CONTRIBUTORS

JOSEPH MANORY, SENIOR DIRECTOR

BRENT JAROSEK, DIRECTOR

CLIENT AND SPONSOR TESTIMONIALS



The A&M team was instrumental in helping us at Ignite critically examine our work and gain fresh perspectives in how we achieve our mission and better serve our youth. The team dedicated thoughtful time to learning about our sector, thoroughly understanding both the challenges we face inside and outside of our organization.

Throughout our time together, the team demonstrated an authentic interest in our day-to-day operations, going beyond surface-level engagement to truly understand our mission, clients served, operational challenges, and goals. They invested time in learning about our team and approached every conversation with a genuine curiosity and commitment to helping us succeed. The thoughtful, outcome-focused guidance led to real improvements, and it's clear they care deeply about the impact of their work.

Beyond their technical skills, the team members were thoughtful, patient, and committed to ensuring each stakeholder was heard and valued. It's rare to come across a team that blends expertise with such a profound dedication to connecting with its clients. Because of this, they created an atmosphere of trust and respect with each encounter.

Thanks to their support, we've gained invaluable insights and a stronger sense of direction in how we collect and use data, manage our workflow, and problem-solve for future opportunities. We are incredibly grateful for the investment each team member made in helping us achieve more impactful outcomes and are thrilled we can better serve our youth and city.

STEPHANIE PICCIRILLI,
PRESIDENT & CHIEF EXECUTIVE OFFICER,
IGNITE PROMISE

CLIENT AND SPONSOR TESTIMONIALS



Forestdale provides a host of services to families in Queens and Brooklyn, NY, and has been working to improve the lives of children since 1854. We currently work to end generational child trauma and poverty by engaging 6,400 clients annually in medical, behavioral health, prevention, parenting, foster care, and youth development programs, while also providing cash and material assistance.

We were facing two serious challenges when Alvarez & Marsal came to our rescue. As an agency providing foster care to children who have survived abuse or neglect, we are expected to see to all of their healthcare needs. When the state changed the way these vital services were funded, we were concerned that children who come to us with tremendous and complex needs might be shortchanged. Children who experience neglect as a result of a parent's mental health or substance abuse challenges have often gone without routine medical, dental, and mental health supports for years. Access to high quality healthcare certainly improves life and is sometimes a lifesaver for children in care. After decades of receiving a per diem payment to make sure all healthcare expenses for the children were covered, the state has now established an encounter-based payment system. We now have a team of expert pediatricians, nurses, therapists, and dentists providing this. Would the new system of encounter-based Medicaid payments sustain these services?

When we were given the opportunity to receive pro bono consultation from the experts at Alvarez & Marsal, we jumped at it. Alvarez & Marsal's strong reputation precedes them, and we knew of sister agencies that had engaged A&M for similar consultations. While we were at it, we also posed a couple of additional questions.

Forestdale has embarked on an exciting early childhood mental health initiative embedded in its Strong Mothers Program, a program in which mothers improve parenting through psychoeducation, therapy, and peer support.

CLIENT AND SPONSOR TESTIMONIALS



We were eager to explore potential government reimbursement for these services and better understand the cost/benefit analysis of the mental health initiative. Both are vital to the long-term sustainability and growth of these services that families rely upon. We were so fortunate that A&M assigned Andrew to work with us on this engagement.

In just six weeks, they crunched an avalanche of numbers, interviewed key staff, investigated policy, and provided a thorough analysis. They helped us look at our key questions from a variety of angles. A distinguishing feature of their approach is that they looked more broadly at our services and what could be essential for sound operations and superior service, to help us look at longer-term IT or client assessment factors that would undergird future performance. Their thorough, friendly, no-nonsense approach was also very conscious of the level of effort required from our already-taxed directors. Andrew was eager for all the relevant information yet sparing of undue staff work. They put in extra work so we didn't have to.

In the end, they gave us great information we could rely upon. Although some trends in the operation of our healthcare department were concerning, there were other factors that pointed toward long-term sustainability of our high-quality clinic. For the Mothers Program, the analysis pointed toward only modest potential for government billing; but, this solid analysis was extremely helpful as it points us in other more fruitful directions and spares us the time of tilting at windmills.

In sum, we are deeply grateful to Alvarez & Marsal for providing a clear, actionable roadmap to integrate these strategies into everyday practice.

FORESTDALE EXECUTIVE LEADERSHIP

COMMUNITY ENRICHMENT SOLUTIONS: EXECUTIVE COMMITTEE



JONATHAN WOODRUFF
CO-LEAD, FOUNDING MEMBER

Jonathan Woodruff is a Managing Director with Alvarez & Marsal's Healthcare Industry Group based out of Denver. Mr. Woodruff has over 20 years for healthcare revenue cycle and process improvement experience.



KRUTICA SHARMA
CO-LEAD, FOUNDING MEMBER

Krutica Sharma is a Senior Director with Alvarez & Marsal's Healthcare Industry Group in San Francisco. Ms. Sharma's areas of focus include quality, compliance, operational performance improvement, and strategy.



KRISTY ANWURI
FOUNDING MEMBER

Kristy Anwuri is a Director with Alvarez & Marsal's Healthcare Industry Group based in Seattle. Ms. Anwuri has over 15 years of experience working with health systems.



BRANDY DION
COMMITTEE MEMBER

Brandy Dion is a Senior Director with Alvarez & Marsal's Healthcare Industry Group. Ms. Dion has almost 20 years of consulting experience and focuses on revenue cycle management.



NINA GODIWALLA
COMMITTEE ADVISOR

Nina Godiwalla is a Senior Director and the Chief Diversity Officer of Alvarez & Marsal's Healthcare Industry Group. Ms. Godiwalla brings over 15 years of experience in advancing efforts in the recruitment, development, promotion, and retention of diverse talent.



EMILY BROWN
COMMITTEE ADVISOR

Emily Brown is a Director with Alvarez & Marsal's Healthcare Industry Group. Ms. Brown has over seven years of consulting experience across the healthcare continuum, both operational and financial.



HAROLD MCDONALD
COMMITTEE ADVISOR

Harold McDonald is a Senior Director with Alvarez & Marsal's Healthcare Industry Group. Mr. McDonald brings over 25 years of healthcare experience with a focus on revenue cycle operations.



OLIVIA GARCIA
OPERATIONS LEAD

Olivia Garcia is an Associate with Alvarez & Marsal's Healthcare Industry Group. She has a background in ambulatory strategy and revenue cycle consulting. Her career goals include increasing health equity through access and quality of care.



ABOUT ALVAREZ & MARSAL

Founded in 1983, Alvarez & Marsal is a leading global professional services firm. Renowned for its leadership, action and results, Alvarez & Marsal provides advisory, business performance improvement and turnaround management services, delivering practical solutions to address clients' unique challenges. With a worldwide network of experienced operators, world-class consultants, former regulators and industry authorities, Alvarez & Marsal helps corporates, boards, private equity firms, law firms and government agencies drive transformation, mitigate risk and unlock value at every stage of growth.

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