



HEALTHCARE INDUSTRY GROUP

COMMUNITY ENRICHMENT SOLUTIONS



ALVAREZ & MARSAL
LEADERSHIP. ACTION. RESULTS.™

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

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, focusing specifically on the African American community in the first year.
- ✓ 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.

MONTEFIORE BRONX HEALTH COLLECTIVE

ORGANIZATION MISSION

To heal, to teach, to discover and to advance the health of the communities we serve. Montefiore builds upon our rich history of medical innovation and community service to improve the lives of those in our care.

BACKGROUND:

- Bronx Health Collective (BHC) is a Federally Qualified Health Center affiliated with Montefiore Medical Center and the flagship site of the Children's Health Fund, located in the South Bronx.
- BHC cares for thousands of the most marginalized New Yorkers at three community health center sites, clinics within homeless shelters, and mobile clinics that travel across four of New York City's boroughs.

A&M'S ROLE & OUTCOME:

Through a 7-week long engagement, A&M provided consulting services to BHC's leadership team in connection with their efforts to develop 3-year clinical strategic priorities.

A&M performed the reviews of the following areas to support BHC:

- Clinical and Social Programs, Initiatives, and Services.
- Funding Sources (Federal, Private, Medicaid billing, etc.) Community Needs Assessment.
- Organizational data, including financial and operational metrics.

BHC leadership, providers, and other administrative staff contributed diverse perspectives on clinical priorities. A&M facilitated meaningful discussions to achieve organizational understanding and consensus regarding:

- BHC Programs & Services Inventory as well as "Gaps" and potential opportunities to carve-out services from existing programs.
- Funding Cash Flow for Private Grants.
- Prioritization of Clinical Programs & Services.
- Financial Sustainability of Programs & Services.
- Data & Reporting Requirements by Category.
- Operational Risks for BHC to Address.

GENERATE HEALTH

ORGANIZATION MISSION

Generate Health's mission is to mobilize and inspire the St. Louis region to advance racial equity in pregnancy outcomes, family well-being, and community health.

BACKGROUND:

Generate Health advocates for Black families in the St. Louis region on a myriad of healthcare issues adversely impacting the outcomes of expectant women and their newborns.

A&M'S ROLE & OUTCOME:

- The project's goal was to assist Generate Health in strengthening their mission to eliminate racial health disparities and positively impact the lives of Black mothers and infants in St. Louis (STL), MO.
- BHC leadership, providers, and other administrative staff contributed diverse perspectives on clinical priorities. A&M facilitated meaningful discussions to achieve organizational understanding and consensus regarding:

A&M assisted with:

[Generate Health Budget \(2021\)](#)

- Identified expense dollars under Professional Services, Meeting Expenses and other select items, which could be available and shifted to fund costs associated with further educating the Black communities about 1) transportation options, 2) care management programs available under Medicaid / Managed Medicaid, and 3) holding community-based education sessions.

[Healthcare Providers in Targeted Zip Codes](#)

- Worked with the leadership of FQHCs and healthcare systems with outpatient OB/GYN clinics on expanding the days/hours of operation to include evenings and weekends in order to provide more opportunities for the Black mothers (expectant & post-partum) and newborns in STL to access providers.

[Key Community Stakeholders](#)

- Utilized existing and new relationships with crucial STL stakeholders and potentially local government officials to fund and/or support projects/efforts aligned with Generate Health's mission, enhance telehealth use in the Black communities, and ensure successful outcomes from the Doula program.

ORGANIZATION MISSION

AlRnyc's Community Health Workers meet people where they live to improve health, connect families to social care and build health equity at the individual, family and community level.

BACKGROUND:

AlRnyc reaches out with one hand to partner and integrate with clinical teams, and another to support and build trust with people in the community bridging gaps in care with empathy, motivation, gentle nudges, and the technology to achieve valuable outcomes for patients, providers, and payers.

A&M'S ROLE & OUTCOME:

A&M worked collaboratively with leadership and key stakeholders across AlRnyc to evaluate the organization and develop recommendations supporting AlRnyc's continued success.

This included areas such as:

- Development of a sustainability and scaling strategy.
- Formulation of scaling scenarios to include:
 - Identification of 3-4 scaling scenarios that could be reasonable strategic paths forward.
 - Facilitating discussions with the company's leadership team to collaboratively bring consensus around each option.
 - Building a financial model for each option.
- Funding and Reimbursement Optimization to include:
 - Advising on reimbursement rates for various programs and providing guidance on market acceptability for both payers and providers.
 - Considering optimizing service mix and pricing for new lines of business.
 - Identifying new public sources of funding.

CLIENT AND SPONSOR TESTIMONIALS

“As an organization driven to meet all of the needs of our patients, Bronx Health Collective frequently navigates competing priorities when allocating funding to its programs. Alvarez & Marsal's methodological comparison and prioritization process helped our staff align top clinical and program priorities with financial and fund-raising strategy and engaged the leadership to think critically about the services currently offered and those we hope to offer in the future.”

DEBORAH SNIDER, EXECUTIVE DIRECTOR AT BRONX HEALTH COLLECTIVE

“AirNYC is a healthcare organization that provides Community Health Worker-led services at the household level across New York City. Alvarez & Marsal's support to codify the trade-offs of four different expansion models helped our executive team engage the board to discuss the organization's challenges and opportunities. The additional financial modeling and benchmarking work provided our team with some guidelines for real-time decision-making to keep our contracts financially viable.”

SHOSHANAH BROWN, EXECUTIVE DIRECTOR AT AIRNYC

“Alvarez & Marsal's Community Engagement Teams exceed expectations when providing high-quality, rigorous consulting work pro-bono for our community partners. Their commitment to supporting New York City nonprofits with customized and methodical capacity- building support is unparalleled.”

MANAGEMENT ASSISTANCE TEAM AT ROBIN HOOD FOUNDATION

COMMUNITY ENRICHMENT SOLUTIONS

EXECUTIVE TEAM



KRUTICA SHARMA
CO-CHAIR

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



JONATHAN WOODRUFF
CO-CHAIR

Jonathan Woodruff is a Managing Director with Alvarez & Marsal Healthcare Industry Group in Denver. Mr. Woodruff has more than 16 years of healthcare revenue cycle and process improvement experience.



AARON EICHORN
COMMITTEE MEMBER

Aaron Eichorn is a Managing Director with Alvarez & Marsal Healthcare Industry Group in New York. Mr. Eichorn brings more than 15 years of experience working with health systems and physicians.



KRISTY ANWURI
COMMITTEE MEMBER

Kristy Anwuri is a Director with Alvarez & Marsal Healthcare Industry Group in Seattle. Kristy has worked extensively with academic, community, rural, and large hospital systems throughout the country and has over 10+ years of experience.



ERICA LISTER
COMMITTEE MEMBER

Erica Lister is a Senior Director with Alvarez & Marsal Healthcare Industry Group in San Francisco. She specializes in healthcare performance improvement, clinical operations, funds flow management and financial restructuring.



SHEENA KHAN
OPERATIONS LEAD

Sheena Khan is an Analyst with Alvarez & Marsal Healthcare Industry Group in Chicago. She has a public health and behavioral health background. Her interests are in quality, operational performance improvement, and compliance.

COMMUNITY ENRICHMENT SOLUTIONS

A SPECIAL THANK YOU

A special thank you to the A&M Healthcare Industry Group Leadership for their commitment and support.



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MANAGING DIRECTOR AND CO-HEAD
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KATHY MURPHY
MANAGING DIRECTOR AND
CHIEF OPERATING OFFICER
A&M Healthcare Industry Group

Special thanks to the Robin Hood Foundation for its partnership.



If you are looking for assistance, or know of any organization that may benefit from our services, please contact us at HIGCES@alvarezandmarsal.com



ABOUT ALVAREZ & MARSAL

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) for leadership, action and results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services. When conventional approaches are not enough to create transformation and drive change, clients seek our deep expertise and ability to deliver practical solutions to their unique problems.

With over 6,000 people across five continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, leverage A&M's restructuring heritage to help companies act decisively, catapult growth and accelerate results. We are experienced operators, world-class consultants, former regulators and industry authorities with a shared commitment to telling clients what's really needed for turning change into a strategic business asset, managing risk and unlocking value at every stage of growth.

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