



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 our practice could best support underserved communities and thereby tangibly effectuate one of A&M's Core Values: Inclusive Diversity. We concluded 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.



ORGANIZATION MISSION

HCET's mission is to provide comprehensive program development, education, and training to improve reproductive and sexual health outcomes.

BACKGROUND:

Founded in 1994, Health Care Education and Training (HCET) is a nonprofit with three decades of experience offering a variety of services focused on adolescent health, reproductive and sexual health, STI and HIV prevention, Education and Training, Program Support, and Technical Assistance.

They work in partnership with health care systems, community-based organizations, as well as state and local government agencies across 6 states (IN, WI, IL, MN, MI and OH).

A&M'S ROLE & OUTCOME:

A&M worked collaboratively with HCET leadership to develop a workforce training and technical assistance (TA) plan and assist with the planning for the development of an HCET-led Trauma-Informed Care (TIC) Training Center and Collaborative Hub. This Hub will serve as a repository of best practices, training, and educational materials.

KEY A&M DELIVERABLES:

Creating a formalized marketing document

- Created a document highlighting the organization's key strengths while condensing service lines and illustrating charts of HCET's available resources. This will be used for HCET leadership to use as part of their expansion plans and funding proposals.

Identifying opportunities for further expansion

- Identified and considered community needs such as areas with high teenage pregnancy rates and OBGYN desert regions.

Recommending improvements and a roadmap for becoming leaders in the Trauma-Informed Care space

- Outlined a framework for a Trauma-Informed Care Coalition to identify and fill in gaps in TIC policies and resources.

ORGANIZATION MISSION

PHS' SRH Centers improve the sexual and reproductive health (SRH) of New Yorkers through affordable, comprehensive, and confidential SRH services offered in two clinics located within the African American communities in Brooklyn.

BACKGROUND:

PHS is a not-for-profit organization based in New York City that offers SNAP and health insurance enrollment, Women, Infants and Children (WIC) Programs, family support and home visits. In addition, PHS runs two SRH centers in Brooklyn that provide free or low-cost SRH services, including prenatal care, STD screening and treatment, medication abortions, school-based sexual education, family planning, HIV testing and PEP/PrEp.

A&M'S ROLE & OUTCOME:

A&M was engaged to identify and assess opportunities to increase the utilization of PHS' SRH services. PHS clinics are located in areas where SRH disparities (prevalence of STIs, need for abortion, and maternal morbidity) are high. However, over the last few years, starting in pre-COVID, PHS has increasing difficulty to reach its target population.

A&M worked collaboratively with PHS leadership in 3 phases focused on identifying solutions for providing more access to PHS care, analysis on proposed solutions, and then developing an implementation roadmap.

KEY A&M DELIVERABLES:

Development of a part-time clinic roadmap & accompanying flow charts

- Includes: Project Pre-Implementation, Part-Time Clinic Applications, Operational Set-up, and Warm Referral Processes sections for Part-Time Clinics and Warm Referral Sources.

Recommendation decks

- Three decks detailing our recommendations for Part-Time Clinics (Phase III: including opportunities for Part-Time Clinic locations and Warm Referral Partnerships); New Service Offerings (Phase II: adding surgical abortions, post-natal care, lactation services); and Operational Efficiencies.

Adjustable Financial Model

- Adjustable financial model to assess Part-Time Clinics and New Service Offerings.

ARAB-AMERICAN FAMILY SUPPORT CENTER

ORGANIZATION MISSION

The Arab-American Family Support Center empowers immigrants and refugees with the tools they need to successfully acclimate to the world around them and become active participants in their communities. We operationalize AAFSC's mission by championing underserved individuals, including immigrants, by delivering culturally responsive services and uplifting community voices.

BACKGROUND:

Arab American Family Support Center (AAFSC) – a NYC Non-profit Settlement House – recognized it lacked a competitive compensation strategy and structure for its 120+ FTE workforce.

AAFSC also has had a vacuum of core resources to steer compensation analytics, program measurement, and policies and procedures to support a robust workforce strategy. Current macroeconomics for non-profits have created systemic pressures related to rising labor costs, competitive talent acquisition, salary compression, and weakened funding streams.

A&M'S ROLE & OUTCOME:

- Performed a rapid assessment of AAFSC's current state compensation structure and practices.
- Conducted a quantitative analysis to benchmark AAFSC's current workforce compensation to peer organizations.
- Rationalized AAFSC's pay grade levels from 40+ pay grade levels to 10 pay grade levels using a hybrid salary range structure.
- Built a compensation model to identify outliers and variances to different salary survey inputs.
- Developed a compensation strategy informed by quantitative and qualitative analysis of the organization's current state and the market.
- Collaborated with AAFSC HR leadership to build an Annual Market Review Program to implement accountabilities and processes to support renewed compensation strategy.

KEY A&M DELIVERABLES:

- Delivered recommendations for go-forward compensation structure to be implemented in Phase Two of compensation advisory.
- Formalized a Compensation Program and Revised Pay Grade Level Structure for the organization.

SHIFA CLINIC

ORGANIZATION MISSION

To provide compassionate and high-quality medical care to uninsured, indigent populations across the life span and to support efforts towards reducing food insecurity for the well-being of our community in South Carolina regardless of race, religion, ethnicity, or national origin and to put into practice the Islamic teachings of compassion, mercy, and service to humanity.

BACKGROUND:

The Shifa Clinic is a free clinic in Charleston, South Carolina. They provide Primary Care, OB/GYN, Pediatric, and Vision services to the uninsured, low-income indigent population with low English proficiency.

A&M'S ROLE & OUTCOME:

A&M was engaged to help Shifa Clinic improve their patient flow, reduce patient wait times and streamline activities for staff. During this engagement, A&M worked collaboratively with leadership to identify corrective actions and areas of opportunities.

KEY A&M DELIVERABLES:

Formalizing Patient Flow

- Documented the ideal patient flow, including swim lanes, identifying responsible parties, and communication handoffs.

Instituting mutual exclusiveness in roles by designating responsibilities

- Established checklists to ensure completion and to promote comprehensiveness in the assigned duties.

Reviewing and amending orientation and training materials to strengthen medical trainee's preparedness and efficiency

Amending evaluations tools to strengthen operational outcomes

- Created an addendum to student evaluation with operational indices and instituted a higher achiever certificate initiative.
- Established a robust data dashboard on Shifa Clinic's clinical operations with auto-population of charts for trends analysis.



AIRnyc

GENERATE HEALTH

MONTEFIORE BRONX HEALTH COLLECTIVE

AIRnyc:

- A&M worked collaboratively with leadership and key stakeholders across AIRnyc to evaluate the organization and develop recommendations supporting AIRnyc's continued success in the development of a sustainability and scaling strategy and funding and reimbursement optimization.

GENERATE HEALTH:

- A&M assisted 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) by identifying the Generate Health budget, targeting efforts in specified zip codes to coordinate healthcare providers and utilizing their key community stakeholders.

MONTEFIORE BRONX HEALTH COLLECTIVE:

- Through a 7-week engagement, A&M provided consulting services to BHC's leadership team in connection with their efforts to develop 3-year clinical strategic priorities in clinical and social programs, funding sources and financial and operational metrics.

CLIENT AND SPONSOR TESTIMONIALS

“Public Health Solutions is extremely grateful for the work A&M conducted to help shape our strategy for delivering patient-centered Sexual and Reproductive Health services in Brooklyn. A&M conducted a fast-paced 10-week engagement during which they assembled and digested an enormous amount of information and delivered concrete and actionable recommendations accompanied by practical implementation tools covering our strategy, operational capacity and financial sustainability. Both the program team and the executive leadership of our organization were deeply impressed by the quality, thoroughness, and relevance of the deliverables.”

MIREILLE MCLEAN, MANAGING DIRECTOR, **PUBLIC HEALTH SOLUTIONS**

“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, **ROBIN HOOD FOUNDATION**

“We received a \$1.2 million grant over three years from the Mother Cabrini foundation which will take the Total Wellness Program from its startup stage into a sustainable program. We have no doubt that the value proposition you helped us craft was instrumental in receiving this grant. Please accept our utmost appreciation for your work.”

MARK HURWITZ, CHIEF OPERATING OFFICER, **URBAN PATHWAYS**

“Thank you so much for your amazing help and guidance. We are blessed to have this support and care. Looking forward to our continued partnership.”

RESHMA KHAN, M.D., EXECUTIVE MEDICAL DIRECTOR, **SHIFA CLINIC**

COMMUNITY ENRICHMENT SOLUTIONS

EXECUTIVE TEAM



KRUTICA SHARMA
CO-CHAIR; FOUNDING MEMBER

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



JONATHAN WOODRUFF
CO-CHAIR; FOUNDING MEMBER

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



AARON EICHORN
COMMITTEE MEMBER; FOUNDING MEMBER

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



KRISTY ANWURI
COMMITTEE MEMBER; FOUNDING MEMBER

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



ERICA LISTER
COMMITTEE MEMBER; FOUNDING 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.



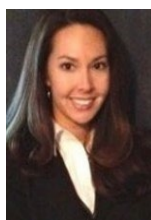
SHEENA KHAN
OPERATIONS LEAD; FOUNDING MEMBER

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.



BARTON GILL
COMMITTEE MEMBER

Barton Gill is a Senior Director with Alvarez & Marsal Healthcare Industry Group in Dallas. He has more than 30 years of experience with strategic, operational, financial and clinical improvement.



BRANDY DION
COMMITTEE MEMBER

Brandy Booth Dion is a Senior Director with Alvarez & Marsal Healthcare Industry Group in Nashville. She has 15 years of consultant experience in revenue cycle performance improvement and patient engagement solutions.



NINA GODIWALLA
COMMITTEE MEMBER

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



RICH RIEGER
COMMITTEE MEMBER

Rich Reiger is a Senior Director with Alvarez & Marsal Life Sciences Practice in Chicago. He is a global healthcare leader with significant experience serving as an operations executive in and consultant to large organizations.

COMMUNITY ENRICHMENT SOLUTIONS

A SPECIAL THANK YOU

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



MARTIN MCGAHAN
MANAGING DIRECTOR AND HEAD
A&M Healthcare Industry Group

Special thanks to the Robin Hood Foundation for its partnership.





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 9,000 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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