

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 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

We help children in poverty to succeed and thrive. We do this by providing comprehensive supports to children, youth, and their families in targeted high-needs New York City neighborhoods.

BACKGROUND:

Children's Aid NYC (CA NYC), Health & Wellness Division, is a \$21M operating revenue nonprofit organization serving children, youth, and their families in underserved NYC neighborhoods. Their services cover Food & Nutrition programs as well as medical care and behavioral health care in school-based health centers (SBHC) and community health centers, with an additional focus on serving children in foster care.

A&M'S ROLE & OUTCOME:

- A comprehensive assessment was conducted to analyze Children's Aid NYC's opportunities to improve organizational efficiency and financial sustainability.
- Work included: Spans and Layers analysis, Organization structure assessment, Roles and responsibilities evaluation, Benchmarking analysis of provider productivity, Evaluation of future state implications of the 1115 Waiver and Revenue cycle improvements.

Key A&M Deliverables

Focused on organizational design, improving productivity, and enhancing revenue cycle collection efforts. Efforts in these three areas would flip the Health and Wellness Division from an operating loss to saving a small margin.

- Proposed organizational changes would cost Children's Aid ~\$404K in increased / new salaries offset by additional revenue. The net impact to Children's Aid would be an increase in deficit of ~\$74K.
- Benchmarking analysis highlighted an uneven distribution among Physician and NP productivity. Proposed increasing to mean productivity or the 40th percentile would provide incremental revenue of \$1.8M and \$1.2M respectively.
- Revenue cycle analysis revealed charge variation across the various programs, locations, and providers. Subsequent benchmarking analysis of charge variation and office visit evaluation and management leveling (E&M) highlight opportunity for revenue cycle improvements that would yield ~\$553K in increased net collections using conservative assumptions.

CONTRIBUTORS

MATT PRUENTE, SENIOR DIRECTOR
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ETHAN SMITH, ANALYST
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CHICAGO CHILDREN'S ADVOCACY CENTER

ORGANIZATION MISSION

Uniting public, private and community partners to ensure the safety, health and wellbeing of abused children and survivors of domestic and sexual violence.

BACKGROUND:

Chicago Children's Advocacy Center (ChicagoCAC) serves approximately 2,000 children and families annually who have experienced sexual abuse, violence, and human trafficking. It is the city's only nonprofit organization that coordinates the efforts of child protection staff, law enforcement professionals, family advocates, medical experts, and mental health clinicians under one roof. ChicagoCAC provides services and special programs aimed at reducing trauma so that children and families may begin the healing process.

A&M'S ROLE & OUTCOME:

A&M was engaged by ChicagoCAC to develop a 3 year strategic plan, along with conducting an enterprise risk assessment, and a Medicaid billing feasibility assessment as the organization was exploring the option of billing Medicaid as an additional source of revenue.

Key A&M Deliverables

A&M supported ChicagoCAC in developing a principle-based strategic plan, with the goal of increasing the number of individuals and families served by 50% by 2027. Our deliverables included the following:

- Strategic Plan: Complete 2025 – 2027 strategic plan, which included key priorities, areas of strategic opportunity, and a strategic improvement roadmap with quick win opportunities and key activities to accomplish the organization's objectives. The strategic pillars focused on elevating operational excellence, increasing impact of the services and supports provided to individuals and families, growing for the future by increasing funding sources, and enhancing the organization's culture.
- Enterprise Risk Assessment: Risk Assessment identifying macro, strategic, and operational risks applicable to ChicagoCAC, with risk prioritized based on likelihood and impact, high-level mitigation efforts required, work flow, and timeline.
- Medicaid Feasibility Assessment: Feasibility report and readiness for mental health billing with the recommended people, process, and technology components.

CONTRIBUTORS

AARON BUJNOWSKI, **MANAGING DIRECTOR**
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MARISSA FERNANDEZ, **SENIOR ASSOCIATE**
ANNMARIE CHENGZACHERRIL, **ASSOCIATE**

ORGANIZATION MISSION

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

BACKGROUND:

Ignite is a nonprofit organization that supports over 500 unaccompanied and unstably housed youth aged 10–26 each year. They provide 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:

Ignite launched a five-year strategic plan in 2021, which comprised three pillars: 1) Deliver a model that meets all youth where they are, 2) Deliver services in all areas of Chicago and 3) Build organizational capacity to support innovation, recognition and sustainable impact.

Results

- Delivered a comprehensive assessment which included an analysis of Ignite's client data, a map of their client journey and the ecosystem they operate in, and guidelines for data capture.
- Proposed short-term and longer-term recommendations under 5 work groups, which A&M intends to action with a broader team over the coming months.

Solution

- Conducted 20+ interview sessions and a 2 day in person workshop with board members, executive leadership, and program leaders to identify key initiatives, opportunities, and milestones.
- Developed a prioritized list of initiatives to achieve strategic goals, drive transformational change, and begin designing the infrastructure for data driven decision making.

Impact

- Defined a change program to continue trend of improving outcomes over past 4 years and to make the next strategic planning cycle more data-driven.

CONTRIBUTORS

JOHN COYLE, **MANAGING DIRECTOR**
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KYLE SUPPES, **SENIOR ASSOCIATE**
ADITYA PATIL, **ANALYST**

CLIENT AND SPONSOR TESTIMONIALS

“ The Team at Alvarez & Marsal were true partners with our leadership team and board in executing the creation of our Strategic Plan and assessment for insurance billing. During our engagement, Alvarez & Marsal were able to accurately assess the pain points and strengths of our agency, and provide concrete recommendations for our strategic plan. The Team were good listeners, and were able to synthesize information from multiple sources to give us a clear picture of how to move forward in the next 3-5 years. The work product was truly a team effort, and they incorporated our feedback and desires to produce a strategic plan that is truly descriptive of the direction we are going in, while providing a concrete roadmap for how to achieve our goals. Not only is the work product stellar, working with the Team members was truly a joy. Every single staff took the time to learn about our agency, and I felt that they all truly cared about us and our mission.”

CHAR RIVETTE,
CHIEF EXECUTIVE OFFICER,
CHICAGO CHILDREN'S ADVOCACY CENTER

CLIENT AND SPONSOR TESTIMONIALS

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

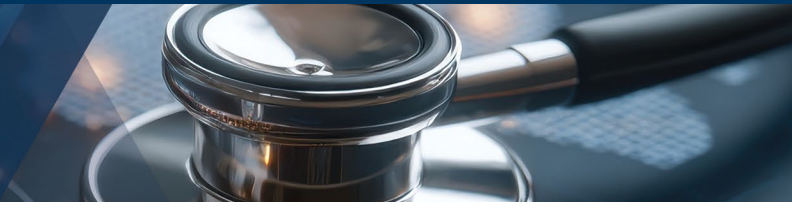
Throughout our time together, the team demonstrated an authentic interest in our day to day operations, going beyond surface-level engagement to truly understand our mission, clients served, operational challenges, and goals. They invested time in learning about our team and approached every conversation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

Beyond their technical skills, they 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

COMMUNITY ENRICHMENT SOLUTIONS EXECUTIVE COMMITTEE



JONATHAN WOODRUFF
CO-LEAD

Jonathan Woodruff is a Managing Director with Alvarez & Marsal's Healthcare Industry Group based out of Denver. Mr. Woodruff has more than 21 years of healthcare revenue cycle and process improvement experience.



KRUTICA SHARMA
CO-LEAD

Krutica Sharma is a Senior Director with Alvarez & Marsal's Healthcare Industry Group in San Francisco. Ms. Sharma has more than 15 years of experience focused in quality, compliance, corporate performance improvement and strategy.



KRISTY ANWURI
COMMITTEE MEMBER

Kristy Anwuri is a Director with Alvarez & Marsal's Healthcare Industry Group based in Seattle. Ms. Anwuri has over 17 years of experience working with health systems.



BRANDY DION
COMMITTEE MEMBER

Brandy Dion is a Senior Director with Alvarez & Marsal's Healthcare Industry Group based out of Nashville. Ms. Dion has 15 years of consulting experience and focuses on revenue cycle management.



NINA GODIWALLA
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.



SHEENA KHANI
OPERATIONS LEAD '24

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



OLIVIA GARCIA
OPERATIONS LEAD '25

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.



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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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