

NON PROFIT CASE STUDY

Treatment Facility – Turn Around



Wayside House

Client Overview

- Wayside House is a non-profit 501 (c) (3) treatment program for women with substance abuse and co-occurring conditions
- Wayside House is located in Delray Beach, Florida and was founded in 1974 by Dr. Susan B. Anthony and Phyllis Michelfelder
- Campus has two separate settings – Inpatient and Outpatient – with \$2.5M annual revenue
- It is primarily funded by state, county, and local reimbursement as well as charitable gifts; only 21% of residents are private pay
- The Wayside House employees 21 full-time staff, and manages 31 residential beds

Problem Statement

- Lack of senior leadership
- Declining finances and clientele
- Faced with increasing competition
- Experiencing decreased funding from government
- Lack of guiding policies and procedures
- Limited knowledge of current standards of practice and/or statutory regulations
- Pending audits and certifications of the administrative and operational capacity of the organization

Project Overview

- Interviewed Coordinator-level staff (Residential Services, Clinical Residential Services, Clinical Outpatient Services) and many front-line personnel
- Reviewed/Observed:
 - Client registration filing, client activity schedules, bed management system, discharge filing
 - Accounting system/software, payment process, collections procedure, reimbursement (insurance, 3rd-party) policy
 - Organizational chart, staff interactions, job descriptions, meeting agendas, office space utilization
 - Policy and procedure documents, Board meeting minutes, employee handbook, Board By-Laws, medical record storage

KEY COMPONENTS OF PROJECT ENGAGEMENT	
Census	Increase overall residential and outpatient census; diversify payor mix
Cash Flow	Improve overall cash flow
Clinical Operations	Determine the best organizational structure and operational efficiencies; install improved leadership
Audit/Certification	Achieve compliance with a uniform set of standards; complete Certification process

Results

Census

- Reached highest ever residential occupancy—21 residential clients
- Outpatient census stabilized and began to increase; new outpatient programs identified
- Accomplished refurbishment of residential campus and managed the completion and licensing of eight new construction beds
- Client satisfaction soared due to better organization, more efficient administration, attractive furnishings, and pleasant surroundings

Cash Flow

- Application of cash control practices; enhanced security; increased Accounts Receivable via billing, collections, and reimbursement
- Implementation of professional accounting software
- Revealed \$40,000 in unpaid state agency reimbursement
- Changed donor management and fundraising software, saved over \$8,500 annually on licensing and user fees

Clinical Operations

- New Director of Clinical Services position was created and filled
 - Two Clinical Coordinator positions were eliminated
 - Six therapists manage more clients than previous group of eight via structured and equitable work schedule, therapy session times, and caseloads; reorganized client activities
- Staff moral increased; collaborative effort by all staff to improve

Audit

- Created 57 new and/or revised policies and procedures covering business practices in the areas of governance, administration, Board governance, human resources, clinical compliance, and financial management
- Successfully passed two state mandated audits (DCF and FAA) and a county-sanctioned certification (NPF) in the areas of medical records compliance, administration, professional certification, human resources, medical records, Board governance, and financial reporting