



FOCUS ON: BEHAVIORAL HEALTH

The principals of New Heights Group bring extensive experience in the planning and development of behavioral health services. We have worked with over 200 psychiatric and substance abuse providers nation-wide, including both freestanding and hospital based services. Treatment programs have included inpatient services (child, adolescent, adult and geriatric), intensive care units, forensic units, outpatient services, intensive outpatient programs and partial hospitalization. We can:

- Perform comprehensive market analyses that considers local, state and national trends to predict specific behavioral health services;
- Conduct primary research of users, physicians and gatekeepers;
- Assess program feasibility—market and financial;
- Evaluate service and program mix and making investment/divestment recommendations;
- Develop strategic and marketing plans;
- Facilitate integration initiatives among providers;
- Evaluate facility needs and preparing facility plans for expansion or renovation.

We contribute to the behavioral healthcare industry with articles in trade and professional journals, serving as faculty for behavioral health conferences, and serving on committees of professional organizations. In 1990, one of the New Heights Group founders was instrumental in the efforts to organize the only national system of independent psychiatric providers. In 1994, we conducted a study with the AHA on the status of integration efforts among behavioral health providers. In 1999, we were involved in a national survey of integrated behavioral health systems along with the Partnership for Behavioral Health with the Institute for Behavioral Health.

CLIENT CASE STUDY



SCENARIO

PinnacleHealth is a leading healthcare system with several campuses in and around Harrisburg. The organization has a longstanding commitment to Behavioral Health and provides a comprehensive array of inpatient and outpatient Behavioral Health services. In response to concerns regarding the financial performance of these services, PinnacleHealth engaged the professionals at New Heights Group to assess the services provided and develop a performance improvement plan.

ACTION

New Heights conducted a strategic assessment of the Behavioral Health service line including an evaluation of market performance and opportunities, operational performance, and financial performance. The assessment pointed out significant performance problems in some of the outpatient services provided. This led to the development of an aggressive turn around plan that involved design and implementation of a productivity based compensation system for clinicians as well as changes to a number of operational processes. Shortly after implementing the plan, the program achieved profitability for the first time in several years.

RESULTS

“You should put this in your ‘win’ column, because you certainly played a part in getting us moving in the right direction.”

Judy Vercher, Director, Behavioral Health Services,
PinnacleHealth, Harrisburg, PA