

JFCS

**Building a Successful Behavioral
Health Program:
Combining Two Approaches
Addressing the Mental Health Crisis**

Rachel Kornfeld, LCSW, SBL



A licensed clinical social worker and certified school administrator, Rachel Kornfeld has provided mental health and education services in New York and Connecticut for over 20 years. Rachel holds a bachelor's degree in psychology from the University of Massachusetts/Amherst, a master's degree in clinical social work from Columbia University, and a master's degree in school building leadership from Mercy College.

Rachel began her career as a social worker in the New York City foster care system – working in both inpatient and outpatient mental health, and hospital settings. In 2006 Rachel assisted with the start-up of The New LIFE School, a non-public special education day school, part of Lutheran Social Services of New York, where she functioned as the Director of Clinical Services, Principal, and Executive Director of Education Services.

After 18 years of service to children and families in New York City, Rachel returned to her home state of Connecticut as the CEO of Jewish Family Services of Greenwich (JFS-G). The past four years have been a time of growth and expansion for JFS-G, moving from a small to mid-size organization. In 2022, through Rachel's leadership, JFS-G became a full resettlement agency under the auspices of HIAS. This has been a most gratifying venture for the organization, community and the clients who benefit from the compassionate care of JFS-G.

Rachel has years of post-masters training in various therapeutic modalities, and vast experience in the field of mental health, and education services. Her overarching goal is always to wrap clients in unmatched, individualized care to change the trajectory of lives.

Courtney Owen, LCSW



LCSW and Program Officer, Education and Outreach Services & Mental Health
Courtney Owen boasts over 14 years of experience providing community based mental health and social services in Philadelphia and New Orleans. Having been with JFCS since 2016, Courtney previously served as Program Manager for Hoarding & Care Management and Director of Individual and Family Services. Courtney received her Master of Social Work from Tulane University and Bachelor of Science in Psychology from the University of Oregon.

As Program Officer for JFCS, Courtney ensures the fiscally-responsible operation of its programs and services and seeks new program development opportunities consistent with the mission and values of the organization. In this role, Courtney partners with program leaders and the development team in the identification and pursuit of new funding sources for program sustenance and expansion.

Courtney directly supervises the MHN program manager and offers part-time program clinical supervision, training development, and administrative guidance to the MHN team. She also supports the recruitment of MHN providers, partner organizations, and continuing education trainers.

Service Description

As nonprofit organizations struggle to meet the increased demand for mental health services, we must:

Overcome limitations + maximize innovation -- creating a successful program for *all humans* by:

- **Bridging the gap** between financial barriers and access to high quality mental health services for underserved populations.
- **Building a financially sustainable program** and increasing partnerships to attract diverse funding opportunities.
- **Convening a community of relevant stakeholders** to build innovation and deepen impact.

Primary Goal

Take at least ONE ACTIONABLE STEP to improve the quality and/or quantity of your behavioral health services.



Learning Objectives

- **Review systemic barriers** to working class and under-resourced individuals re: access to mental health services.
- Outline steps to create a **viable insurance-based program**.
- Build confidence in proper scaling to **avoid financial risk**.
- Learn best practices re: **convening a community of stakeholders** to build a program.
- **Create a pathway** for collaboration and continuity of care.
- **Bridge the gap** between the necessary and the innovative in mental health services.

Mental Health Access BARRIERS

- Cost and long wait times
- High-turnover rates in mental health clinics
- Growing number of clinicians moving to private pay or “out of network”
- Limited availability with providers who accept insurance
- Difficulty finding specialists (EDO, ASD, OCD, EMDR), or insurance won’t cover
- Independent providers often lack access to critical professional supports
- Providers who serve lower resourced communities lack resources to pay for continuing education opportunities

History of JFS of Greenwich Behavioral Health

Services Provided:

- Support Groups
- Spiritual Care
- Individual/Couples Counseling

Challenges:

- Sliding scale did not match clinician fee
- No continuity of care or buy-in for clinicians
- Licensure issues
- Lack of formal documentation for services
- Program did not contribute to agency overhead or admin
- No ability to scale up
- Limited network and community visibility

February 2019 Stats

- **12** Clients Served
- **3** Contracted Clinicians

Questions to get you started...

- Do you have board support?
- What current behavioral health or related services do you provide?
- What human capital/funds do you have readily available?
- Are you open, flexible, and ready to think outside the box?

First Steps

Engage the right (licensed) professionals to ensure proper start up + implementation including:

- Insurance Biller- your new BFF!
- Attorney - assess documentation (HIPAA, BA, Intake, Agreements)
- Electronic Medical Record System (EMR)

AND...If you don't know your counseling numbers and finances, start learning!

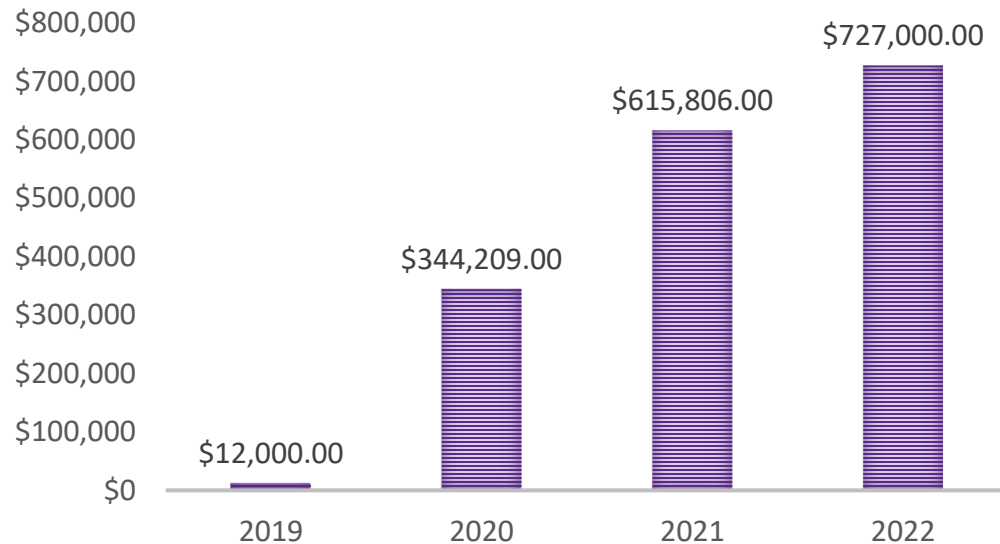
Set Your Payment Structure

- Do you have reserve funds for start-up costs? If not, that's okay!
- Assess full-time vs contract options.
- Think long-term retention versus short-term gain.

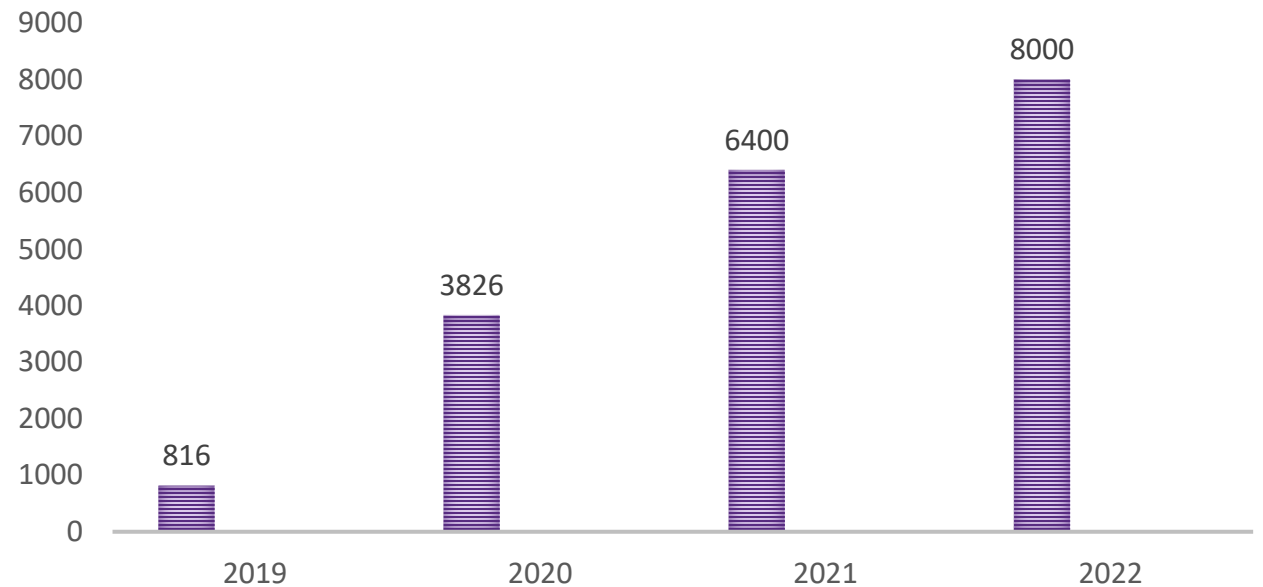
With so much competition, flexibility and creativity is KEY.

Data is Everything!

REVENUE

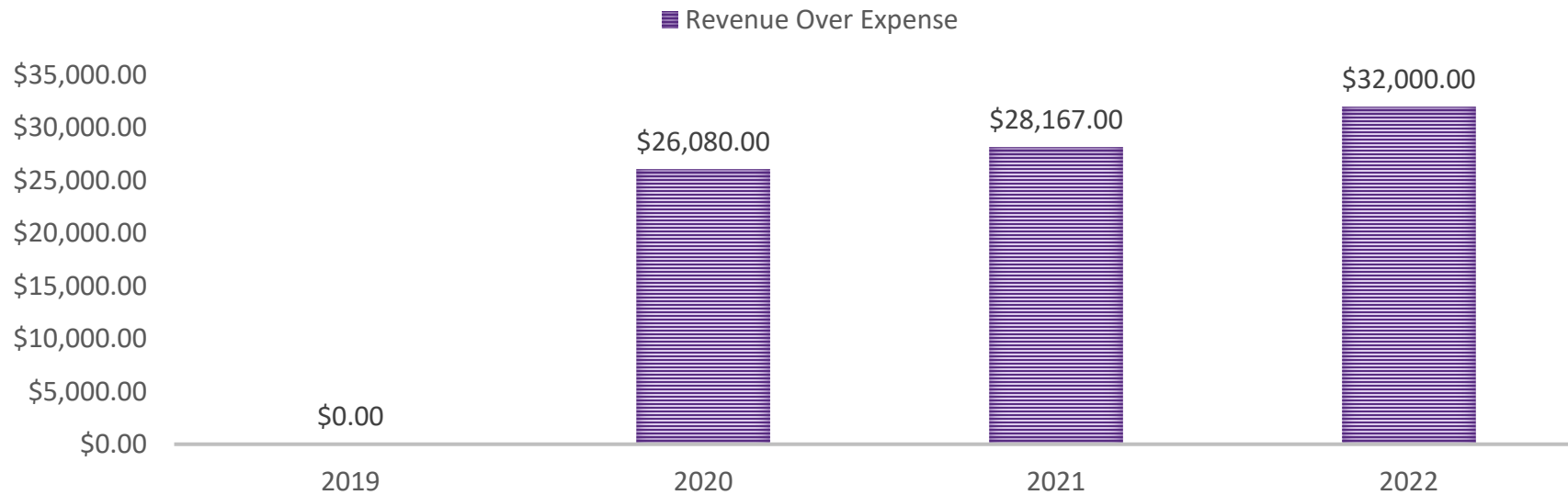


SESSIONS PROVIDED



Benefits to your bottom line...

REVENUE OVER EXPENSE



Scale with Intention

- A slow roll can yield the most benefit.
- Highly qualified, licensed clinicians are available!
- Set clear expectations for what you need, and why someone should join your team.
- Build in full-time employees when needed and financially viable (no numbers = no expansion).
- Program should contribute to overhead/admin costs over time.

Program Visibility/Awareness

- Small programs do not have to be small!
- Follow trends of need in your local community.
- What are the shortages, where is there most need?
- Largest referral source = managed care listings.
- Second largest referral source = word of mouth. If you provide stellar services, people know!
- Every aspect of your agency needs to be trauma-informed and empathically prepared to serve.

2022 Year End Stats

- 550 Active Clients (over 1000 served)
- 20 Licensed Clinicians (LCSW, LPC, LMHC, DSW-LADC)
- 2 Clinical Psychologists
- 4 Counseling Interns (2 offered full-time positions upon graduation)
- 8,000 Sessions

Professional Growth, Life Changing Services, Community Impact

JFCS' Counseling Program - Goals

- Retain Clinical Staff
- Reduce wait time
- Low caseloads, 60%
- Professional Development
- Consultation & Collaboration
- High quality care
- Specialization vs. Generalist



Mental Health Network - Committee

- Reasons we created a Mental Health Advisory Committee
 - Capacity
 - Innovation
- Expectations
 - Increase insurance-based revenue sources
 - Seek additional grant funding and private donors
 - Refer to other providers
- Other Mental Health Services

Mental Health Network - Committee

- Financial Support or direction to other grants-capacity (How much more \$ do we need in years to come)
- Connection to community partners/what do they see as the need? (where are we doing community outreach)
- Help inform community needs based on their own experiences
- Bring Mental Health or personal experience expertise
- Enable JFCS to grow the program-expand our reach-how many new partners do we want to have in the upcoming year?
- Report our data driven outcomes about impact of program to the committee-serve as ambassadors to communicate to community

Mental Health Network - Purpose

- Enhanced Access to Services
- Expanded Network of Support
- Increase Access through Affordability
- Provide Professional Development Activities

Mental Health Network – 13 Partners

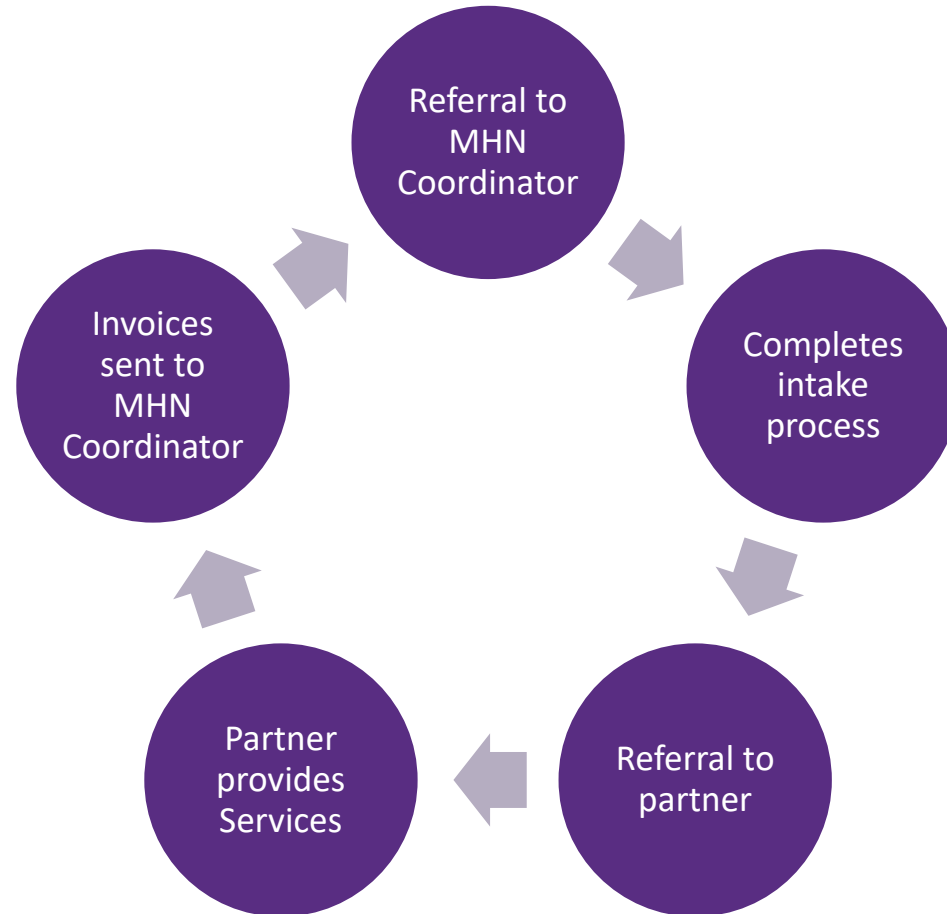
Therapeutic Expertise

- LGBTQ, Gender & Sexuality
- Substance Abuse
- Grief & Loss
- Intimate partner violence
- Co-Parenting, IEP Support & Education
- Group work with Teens; Group work generally
- Moms & Daughters

Professional Development

- Decolonizing Mental Health
- Bridges out of Poverty
- Relational Boundaries
- Neurodiversity
- Eating Disorders & Disordered Eating
- Understanding the Trans and Nonbinary Experience
- And more....

Mental Health Network - Process



Mental Health Network - Funding

- Initial 3-year grant of \$90,000/year
- Philadelphia Foundation
- Lasko Family Foundation
- Howard Family Gift Fund
- Letters of Support (partners & funders)
- Cultivation of new foundations and Funders
- Innovation & Collaboration – highly sought out

Mental Health Network - Impact

- \$53,528 spent serving 91 clients in group & individual therapy
- \$14,220 spent serving 302 practitioners in professional development
- 75% of those served report an improvement in depression on the NIH PROMIS tool.
- 81% of those who attended group therapy report both an increased sense of support and increased sense of ease in discussing difficult issues.

“Having every member of the group going through similar experiences felt crucial. The lack of hierarchy felt really nice.”

Breakout Groups - Considerations

- Do you have a counseling program?
- What is the makeup of your clinical staff?
- Do you already bill insurance or have a revenue stream?
- What does your grant writing team or capacity look like?
- What does your donor base look like?
- What do your community partnerships look like?

Takeaways

- You really can do this, and the community needs you too!
- Be conservative, follow the numbers.
- Create opportunities for personal growth to retain highly qualified staff.
- Find joy in each step with stories as well as personal interactions with clients, contractors, and employees.

SAVE THE DATE: Fall 2023

Revenue Generator: Transform your Counseling Services

A learning intensive that will help enhance the quality and sustainability of your behavioral health services.

Intensive multi-session learning experience to provide agencies with needed business tools that can be used to

- Optimize coding opportunities
- Utilize best practices in billing and reimbursement
- Improve contracting with third party payers
- Implement operational solutions for counseling programs
- Provide both clinical & administrative supervision.
- Utilize targeted outreach to better reach clients/families with private insurance
- Grow a reputation for serving a privately insured population or optimizing that reputation.
- Employ staff with specialization/experience treating youth/adolescents



NETWORK
of Jewish Human
Service Agencies

Revenue Generator: Transform your Counseling Services

Learning sessions (12 CEU hours, pending):

- 9/20/2023, 12:30-4:00pm ET
- 10/11/2023, 12:30-4:00pm ET
- 11/8/2023, 12:30-4:00pm ET
- 12/13/2023, 12:30-4:00pm ET

Cohort recap/celebration:

- 1/17/2024, 12:30-2:30pm ET

Putting it Into Practice: Optional peer discussion

- 9/27/2023, 12-1pm ET
- 10/4/2023, 12-1pm ET
- 10/18/2023, 12-1pm ET
- 11/1/2023, 12-1pm ET
- 11/15/2023, 12-1pm ET
- 12/6/2023, 12-1pm ET



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