



Schafer Consulting Corporate Profile 2015

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Locations & Contact Information

Schafer Consulting works throughout the United States and its territories.

Our main office is near the Pittsburgh International Airport

Steve Schafer

Senior Partner

steve@schaferconsulting.com

Phone: (724) 213-0200

Our Maryland office is in Bethesda, MD

Neil Shapiro

Senior Partner

nshapiro@schaferconsulting.com

Phone: 1 (301) 529-8125

- *Experts in the planning, startup, operation, marketing and financial improvement of behavioral health programs*
- *Over 60 years of combined experience in the management and turnaround of specialized facilities*
- *Developed proprietary marketing, operations and financial tools that assist behavioral health operations improve performance*



About Schafer Consulting

The senior partners at Schafer Consulting developed, owned and managed psychiatric hospitals, residential treatment centers and behavioral health clinic systems prior to starting our company in 1993. We have planned, started, and operated facilities throughout the United States.

We have a strong sensitivity to financial success and profit improvement. Our success comes from connecting psychiatric operations to real world business requirements and providing our Clients with unique tools to implement, measure and track ongoing performance. Key service areas for hospitals and health systems providing behavioral health care:

- Operations Assessments Feasibility Studies
- Strategic Planning
- New Program and Facility Start Up Assistance
- Emergency Department Assessment and Operations Relative to Behavioral Health Patients
- Financial Profit Improvement Programs
- CMS, Joint Commission, CARF, COA, State Licensing Compliance Reviews and Improvement
- Risk Management Assessments
- Interim and Turnaround Management
- Labor Productivity
- Physician and Provider Relations
- Innovative Service System Planning and Development
 - Behavioral Health Integration
 - Accountable Care Organizations
 - Mental Health Homes
- Market Research and Business Development
- Quality Improvement and Quality Management

Recent Relevant Projects

1. Restructuring Officers for Behavioral Health at a Harvard affiliated teaching hospital in the Boston area operating 4 inpatient psychiatric units (Geropsychiatric, Adult, Child, Adolescent) and an outpatient system with 110,000 visits per year. This system piloted medical homes and integrated behavioral health with primary care.
2. Behavioral Science Interim Directors for adult and pediatric inpatient psychiatric beds, a large Comprehensive Psychiatric Emergency Program, clinics and ambulatory mental health practices. Stony Brook Medicine, Stony Brook University Hospital, Stony Brook, NY
3. Behavioral health system operations assessment, emergency department throughput, new geropsychiatric unit feasibility study, expanding adult psychiatric unit demand analysis, market research and strategic plan for Sentara Healthcare system hospitals in Virginia
4. Behavioral health service line assessment, compliance turnaround implementation, and Interim Psychiatric Services management, Parkland Hospital and Health System, Dallas, Texas
5. Operations Assessment and Portfolio of Financially Quantified Opportunities for Operational Improvement in Behavioral Health for a 100 bed adult psychiatric hospital and outpatient system (16 clinics) – HealthPartners Medical Group, St. Paul, MN
6. Hospital and Social Services Agency Turnaround project, interim CEO for Wells Fargo & Bond Holders for psychiatric residential treatment facilities, clinics, and clinic operations in Iowa, Nebraska, and Alaska

In all projects we consistently improved profitability, corrected compliance issues, made operational and market position changes that reduced costs, increased census, and provided a model for future successful operations.

Consultant Biographies and Client List

Mr. Shapiro, Mr. Schafer, Dr. Friedman and Ms. Schafer and the Schafer consulting team have worked together for over 20 years as senior executives and consultants in the behavioral health and human service field. They have led business, financial, program/clinical, independent review, accreditation, compliance, physician recruitment, marketing, partnership, merger, acquisition, and information system projects throughout the United States and Canada.



Neil Shapiro, M.B.A.

Mr. Shapiro has extensive financial, management, and development experience and is often involved at a senior executive level to improve profitability, negotiate agreements, develop strategies, and lead organizational transformation.

Mr. Shapiro founded Managed Health Consultants in Bethesda, Maryland in 1992 in order to apply sound business principles and technical tools to social service agencies, behavioral health organizations, hospitals, and government agencies. In an era of increasing costs and decreasing reimbursement, there was a need to provide non-profits with crucial tools to decrease organization costs and overhead and to employ quantitative analysis to make informed decisions. Mr. Shapiro and Managed Health Services have provided hospitals, nonprofit agencies, and governmental organizations with critical consulting regarding their growth and development.

Prior to founding Managed Health Services, Mr. Shapiro was Chief Operating Officer of Psychiatric Institutes of America, Tenet Healthcare's Special Services Division of 55 Psychiatric Hospitals. After this Mr. Shapiro was President of United Psychiatric Systems, a group of 8 psychiatric and residential treatment facilities in the Midwest. In these capacities Mr. Shapiro was responsible for the operation of services with revenues in excess of \$800M. Mr. Shapiro has owned and managed numerous outpatient and inpatient facilities throughout the U.S.

Mr. Shapiro received his MBA in hospital and health administration, and BA with honors from the University of Iowa.

Steve Schafer, M.Div.

Mr. Schafer has over 35 years experience in the behavioral health and human services as fields as a psychotherapist, program director, administrator, hospital system vice president, and, since 1993, as founder and president of Schafer Consulting.

He has led many projects for state and local government behavioral health and human service departments as well as for hospital system, community mental health centers, psychiatric product lines of regional medical centers, children and youth organizations, provider networks, private practices, multi-state human service systems, group practices, Indian Tribes, foundations, and associations. He has provided program due diligence for mergers and acquisitions in the field.



He has published numerous articles related to child welfare, behavioral health, managed care, and social service planning.

He is often engaged to provide program and operations assessments, system transformation, compliance engineering, strategic and business planning, market research and payer relations, turnaround management, and productivity improvement for all levels and types of behavioral health, child welfare and juvenile justice organizations.

Prior to founding Schafer Consulting Inc. in 1993, Mr. Schafer was a Vice President for United Psychiatric Group (UPG). UPG operated eight psychiatric hospitals and residential treatment programs. He focused on national business development and government contracting, was on the lead start up team for three new hospitals, and established a Canadian private practice subsidiary. While at UPG he helped increase revenues from \$35 to over \$100 million annually.

He received a M. Div. n 1972 with a dual major in religion and psychology from Andover Newton Theological School, with collaborative studies through the Boston Theological Union at Harvard Divinity School, Boston College, and Boston University.

Stephen Friedman, Ph.D.

Dr. Friedman has been with Managed Health Consultants since 1994. He has done full life cycle software development for healthcare agencies and systems for more than 20 years. He has developed custom financial management systems, marketing management systems, productivity and outcomes tracking systems, and sophisticated scheduling systems. In addition, he has developed custom interfaces between systems to reduce redundant data entry. As a consultant, he has provided analyses of key operational components, thereby helping to create more efficient infrastructures. He has extensive experience working with CMS “Meaningful Use” criteria and behavioral health systems and integrating these into hospital based systems.

Recently, he has been working for CSE Consulting as a sub-contractor to the Revlon Corporate IM department. Using the *Metastorm* modeling tool, he is helping Revlon document its compliance with Sarbanes-Oxley Financial requirements.



Patricia Schafer, M.Ed.

Ms. Schafer is a PA Certified Special Education Teacher who specializes in integrated primary care and behavioral health initiatives as well as coordinated care projects. She works extensively with inpatient, residential, specialized foster care, wraparound, and outpatient clinics serving children, youth and their families who have behavioral, educational, vocational, and cognitive needs.

Additionally, Ms. Schafer carries a certification in Middle School English, and is designated as a Highly Qualified Teacher in the subject areas of Secondary Math, English, Science, and Social Studies through the Pennsylvania Department of Education. Her background includes 7 years as a Special Education Teacher at West Allegheny High School in Imperial, PA.

While working as a special education teacher for The Bradley Center School (A licensed private school that is part of The Bradley Center, a psychiatric residential treatment facility) in Robinson, PA, she taught middle and secondary students with severe emotional and behavioral problems. Her experience with IEP development and writing, ongoing progress monitoring, consultation with regular education teachers, and parental communication give her an exceptional “hands on” perspective for organizations serving youth with behavioral and developmental needs.

Prior to working as a special education Teacher, Ms. Schafer coordinated a large integrated After Care program for persistent mentally ill clients at Pennel Mental Health Center in Pennel, PA. The program included:

- Case Management
- Care Coordination
- Physical health/Mental health/ Substance abuse treatment needs
- Medication management
- Collaboration and disposition planning during inpatient or Emergency Department admissions
- Housing
- Transportation
- Enrollment and assistance with all entitlement programs

Ms. Schafer received a M.Ed. from the University of Pittsburgh in 2005 in the Education of Students with Physical/Mental Disabilities. She received a B.S. in Mental Health Technology from Hahnemann Medical College, Philadelphia, PA in 1972.

Representative Sample of Projects - Schafer Consulting

Hospitals, Health Systems, Academic Medical Centers, Residential Treatment Programs

- Restructuring Officers for Behavioral Health at a Harvard affiliated teaching hospital in the Boston area operating 4 inpatient psychiatric units (Geropsychiatric, Adult, Child, Adolescent) and an outpatient system with 110,000 visits per year. This system piloted medical homes and integrated behavioral health with primary care.
- Behavioral Science Interim Directors for adult and pediatric inpatient psychiatric beds, a 30 bed Comprehensive Psychiatric Emergency Program, and outpatient practices. Stony Brook Medicine, Stony Brook University Hospital, Stony Brook, NY
- Operations Assessment, physical plant, staffing and provider plan for freestanding 60-bed psychiatric hospital in Tennessee. Mountain States Health Alliance.
- Behavioral health service line assessment, compliance turnaround implementation, and Interim Psychiatric Services management, Parkland Hospital and Health System, Dallas, Texas
- Feasibility Study and market analysis for conversion of existing 40 bed SNF to psychiatric inpatient hospital. St. Theresa Specialty Hospital in Kenner, LA
- Emergency Department Community study relative to behavioral health patients for Indiana County, PA and Indiana Regional Medical Center
- Operations Assessment and Portfolio of Financially Quantified Opportunities for Operational Improvement in Behavioral Health for a 100 bed adult psychiatric hospital and outpatient system (16 clinics) – HealthPartners Medical Group, St. Paul, MN
- Operations assessment, workflow, policy / procedure revisions, efficiency and productivity enhancement for Sutter Health, Psychiatric Services, Sacramento, CA
- Feasibility Study for medical clinic serving developmentally disabled – New Vista Community Services, Las Vegas, NV
- Behavioral health product line business, operations, and market assessment including demand analysis, strategic service line plan, management and throughput of mental health/substance abuse patients in the emergency departments of 4 regional medical centers – Sentara Healthcare, Virginia Beach, VA
- State mental health privatization project, Tulane University School of Medicine, New Orleans, LA
- Behavioral health information system review and Meaningful Use analysis, Wishard Health System, Midtown Mental Health Center, Indianapolis, IN

- Behavioral health service line assessment and productivity improvement, San Juan Regional Medical Center, Farmington, NM
- Business, operations, management assessment; PRTF conversion, turnaround management/interim CEO for \$61 million children and youth service system with a major child welfare privatization project, psychiatric residential treatment facilities, and community based services operating in Iowa, Nebraska, and Alaska - on behalf of Wells Fargo Bank Bond Trustee and Bond Holders
- Turnaround management, The Oaks psychiatric inpatient facility, New Hanover Health Network, Wilmington, NC
- Market analysis and plan, Samaritan Center, Vincennes, Indiana
- Behavioral health service line operations assessment (productivity, market, facilities, staffing, physicians, emergency and consult services, clinical programs) with FTI Consulting:
 - Beverly Hospital system in Beverly, MA
 - Centra Health in Lynchburg, VA
 - Mary Immaculate Hospital in Queens, NY
 - Methodist Hospitals in Gary, IN
 - Wishard Health System in Indianapolis, IN
 - Baptist Hospitals of East Tennessee, in Nashville, TN
- Quality improvement system, Joint Commission accreditation and CMS compliance assistance for Alaska Psychiatric Institute, Anchorage, Alaska
- Market analysis and demand study for Borgess Health System, behavioral health system (inpatient, outpatient, group practice, Kalamazoo, Michigan)
- Joint Commission accreditation for Inspirations Day Treatment, Little Rock, AR
- Compliance, record review and audit, best practices, electronic medical record, person centered treatment and planning, Finger Lakes Health, Geneva, NY
- National state contracting and business development, merger and acquisitions, The Bair Foundation, New Wilmington, PA
- Safety review and consultation for Summa Health System, Akron, Ohio
- Joint Commission accreditation for Inspirations Day Treatment in Little Rock, AR
- COA and CARF accreditation for a psychiatric residential treatment center for children and youth in Detroit (Methodist Children's Home Society)
- CARF accreditation for Jackson County Psychological Services, NC
- COA accreditation for Avalon Hills eating disorder program, Logan, UT
- Joint Commission accreditation preparation for Bellefaire JCB psychiatric residential treatment center in Ohio
- Joint Commission accreditation/PRTF conversion for Cornell Abraxas Psychiatric adolescent Residential Treatment Facilities in Erie, PA and Colorado

- Joint Commission accreditation for 7 United Psychiatric Group freestanding psychiatric hospitals with adolescent residential treatment units*
- CARF accreditation (twice over 3 years) for a behavioral health agency in British Columbia (The Focus Foundation)
- CARF accreditation for a substance abuse treatment center in Oklahoma (New Beginnings)
- CARF accreditation assistance for a multi-program agency providing behavioral health, visiting nurse, early childhood education, Head Start, employment services, domestic violence crisis services, and MRDD family support services (Martha's Vineyard Community Services)
- COA National Conference workshop presentation 2006 on Risk Management
- Operations assessment and enhancement of a \$56 million county-city operated social services system that provides 53 different social services programs including a comprehensive community mental health and substance abuse treatment center, children's services, MR/DD services, older adult programs, home care, corrections and probation contractual services, with a unionized workforce (Midtown Mental Health operated by Wishard Health Services operated by the City-County of Indianapolis, IN.) subcontract with Cambio Health Solutions, Inc.
- Risk pool analysis and strategies for Lead Agencies managing care under Florida's child welfare privatization and global transfer of some \$587 million from the State to the lead agencies through the Florida Coalition for Children, with Milliman, Inc.
- PRTF conversion and/or strategic and long range plans (including feasibility and demand studies), business development for child and adolescent residential treatment centers and psychiatric inpatient units serving all age groups and populations:
 - CO: Southern Peaks Regional Treatment Center - Cornell Companies
 - IN: Gibault; Midtown MH Center –Wishard Health System; Bloomington Meadows Hospital – United Psychiatric Group*
 - PA: Mars Home for Youth; Auberle; Glade Run
 - IL: St. Johns Hospital Inpatient Psychiatric Unit
 - IN: Bloomington Meadows Hospital*
 - KS: Mt. Carmel Regional Medical Center inpatient and outpatient psychiatric services
 - SD: McCrossan Boys Ranch
 - OH: Belmont Pines Hospital and Fox Run Hospital – United Psychiatric Group*
 - NM: Mesilla Valley Hospital – United Psychiatric Group*
- Clinical and operations due diligence for JW Childs interest in acquiring a \$700+ million national human service system working primarily in

therapeutic foster care, host home, home health, and residential treatment for and related product lines for children, adolescents, adults and older adults in child welfare, juvenile justice, developmental disabilities, acquired brain injury and medical industries

- Statewide child welfare substitute care case rate analysis for the Arizona Dept. of Economic Security in partnership with Milliman, an international actuarial firm
- Feasibility study to expand psychiatric residential treatment for Prairie View, Inc. a private non profit behavioral health system with a free standing psychiatric hospital and residential treatment unit in central Kansas
- Feasibility study and market research for a CON for a new freestanding psychiatric hospital, residential treatment center, partial hospital and outpatient services for Universal Health Services, The Stonington Institute.
- Turnaround management for the psychiatric inpatient services at St. John's Hospital in Springfield, IL.
- Interim management for the psychiatric inpatient and outpatient services at Mt. Carmel Regional Medical Center in Pittsburg, KS
- Integrated service system plan for a state department of mental health and substance abuse treatment (Connecticut Dept. of MH and SA services)
- Efficiency study for the Connecticut Department of Mental Retardation statewide Early Intervention program with 790 practitioners
- Productivity study for Indiana
- County, PA Guidance Center
- Human Services Study – Comparative Analysis for Berks County, PA
- Operations assessment and market plan for Summit County, NJ Department of Human Services, Richard Hall Mental Health Center
- Clinical productivity enhancement for a large regional county operated CMHC (Pineland MH/MR/SA Community Service Board in Georgia)
- Product review and business development for an ORYX approved behavioral health outcomes management software application (CS&O)
- Managed behavioral healthcare plan for a non profit children's hospital (Driscoll Children's Hospital Inc. in Brownsville, Texas)
- Medicaid cost report, rate and licensing policies for a staff-secure 176 bed adolescent residential treatment center serving adjudicated adolescents with histories of habitual offending and sex offenses (Southern Peaks Regional Treatment Center in Canon City, CO.)
- Operations assessment and enhancement for Connecticut Renaissance, a diverse drug and alcohol treatment program
- Mental health service system planning and development for Cornell Companies Inc., a national behavioral health and corrections provider system

* While Vice President, United Psychiatric Group



State and County Government Projects

Some of the state and county government agencies with whom Schafer Consulting has consulted include:

- Alaska Division of Behavioral Health
- Dallas County Health District Public Hospital, Parkland
- Florida Department of Children and Family Services
- Connecticut Department of Mental Retardation
- Connecticut Department of Mental Health and Substance Abuse Services
- Arizona Department of Economic Security
- Pineland Regional MH/MR/SA Community Services Board in Georgia
- Berks County PA Department of Human Services
- Indiana County PA Community Guidance Center
- Marion County – Indianapolis jointly operated Wishard Health Services Hospital & Community Mental Health Center
- Somerset County, NJ, Dept. of Human Services