



About Schafer Consulting Inc.

The partners at Schafer Consulting Inc. owned, managed and operated psychiatric hospitals and clinic systems prior to starting our company in 1993. We have also been Executive Directors and senior managers of non-profit community mental health centers, and children and youth service systems.

We have a strong sensitivity to successful long-term strategic plans; strong market position; accessible, efficient, and qualitative service delivery systems; viable financial operations; federal and state compliance and national accreditation.

Our success with healthcare planning and transformation projects stem from connecting behavioral health and long term care operations to real world business requirements and providing the Client with unique tools to measure and track ongoing performance.

Recent Relevant Projects

We recently completed work with diverse, large healthcare systems:

- Performance Improvement Directors for Stony Brook University Medical Center's Behavioral Sciences; this included an adult inpatient psychiatric unit, a children's inpatient psychiatric unit, a large Comprehensive Psychiatric Emergency Program, and outpatient services.
- Restructuring Officers for turnaround of a Behavioral Health at a Harvard affiliated teaching hospital in the Boston area operating 4 inpatient psychiatric units and an outpatient system with 110,000 visits per year. This system piloted medical homes and integrated behavioral health with primary care.
- Behavioral health product line business, operations, and market assessment including demand analysis for inpatient geriatric psychiatry unit, expanded adult inpatient unit, 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
- Behavioral health service line assessment, CMS compliance turnaround implementation, and Interim Psychiatric Services management, Parkland Hospital and Health System, Dallas, Texas
- Operations Assessment and Portfolio of Financially Quantified Opportunities for Operational Improvement in Behavioral Health for a 100-bed psychiatric hospital and outpatient system (16 clinics) – HealthPartners Medical Group, St. Paul, MN

- Hospital and Social Services Agency and Psychiatric Hospital/Residential Treatment Center Turnaround project, interim CEO for Wells Fargo & Bond Holders for facilities and operations in Iowa, Nebraska, and Alaska
- State privatization project for Tulane University Medical Center Hospitals and Psychiatric Services, Louisiana
- Behavioral health service line assessment, CMS compliance turnaround implementation, and Interim Psychiatric Services management, Parkland Hospital and Health System, Dallas, Texas
- (For a list of completed projects and Clients please see below)

In all projects, we consistently engage stakeholders in planning. Our strength in strategic planning is hands on operational field experience and market positioning that together improve/sustain profitability and provided a model for future operations. Our focus is long-term financial viability and clinical quality. We bring our proprietary market analytics, forecasting capabilities and operating systems to facilitate a successful planning process tailored to each Client's unique needs.

Consultant Biographies

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

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 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 and later joining Schafer Consulting Inc., Mr. Shapiro was Chief Operating Officer of Tenet's Healthcare's Special Services Division of 55 Psychiatric Hospitals. After this Mr. Shapiro was President and owner of United Psychiatric Systems, a group of 8 psychiatric and residential treatment facilities in the Midwest. Mr. Shapiro has owned and managed numerous outpatient and inpatient facilities throughout the U.S.

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 Inc.

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 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. In 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, Boston University and the Jung Institute in Zurich, Switzerland.

Representative Sample of Schafer Consulting Projects

- Strategic Planning for the Lindner Center of Hope, Mason, Ohio
- Operations Assessment for Hunterdon Healthcare, Hunterdon Behavioral Health service line, Flemington, New Jersey
- Inpatient Hospital, Residential Treatment and Ambulatory Detoxification Demand Analysis and Business Plan for the Mat-Su Health Foundation, Wasilla, AK
- Feasibility study for expanded Behavioral Health Inpatient Services, Broadlawns Medical Center, Des Moines, Iowa
- Behavioral health product line business, operations, and market assessment including demand analysis for inpatient geriatric psychiatry unit, expanded adult inpatient unit, 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
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- 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
- Behavioral health system operations assessment, emergency department throughput, market research and strategic plan for Sentara Healthcare in Virginia
- State privatization project for Tulane University Medical Center Hospitals and Psychiatric Services, Louisiana
- Operations assessment, workflow, policy / procedure revisions, efficiency and productivity enhancement for Sutter Psychiatric Center, Sacramento, CA
- Feasibility Study for medical clinic serving developmentally disabled – New Vista Community Services, Las Vegas, NV
- 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
- 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

State and County Government Experience

Some of the state and county government agencies with whom we have consulted include:

- Nebraska Division of Behavioral Health
- Dallas Hospital District
- Alaska Division of Behavioral Health (with Johnson Consulting Services)
- 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