



Case Study

Strategy Development and Metrics

Situation:

A large behavioral healthcare provider required a strategic plan that addressed future growth as well as the major managed mental health care challenges in its industry and locale. The organization had recently merged with several small agencies to form a large non-profit behavioral health care organization providing a wide array of services to adults, children, and families.

Process/Methodology:

We applied our methodology to create a 5-year business plan and establish an executive set of measures that allowed the company's leadership team and board to monitor progress on the plan. We led the organization through a well-structured strategic planning effort, and then followed this with the development of a "Balanced Scorecard" system of metrics (based on Kaplan and Norton's methodology).

Results:

In the seven-year period since the consulting intervention began, the organization has consolidated two new behavioral health care organizations, an outpatient drug rehabilitation center and a youth intervention program into one company. In addition, the organization has more than doubled its size, from a \$25 million to a \$60 million enterprise. The organization has also grown from 150 employees to 750 and now includes 23 locations.