

PARTNERSHIP FOR IMPACT

Unlocking Financial and Workforce Planning for a Growing Mental Health Care Provider

INDUSTRY
Health Care

SERVICES
Strategy & Planning, Data & Insights



A TWO ROADS CASE STUDY

Texas ranks **last** when it comes to access to mental health care, according to the advocacy group Mental Health America.

A Kaiser Family Foundation survey found that **36.8% of adults** in Texas reported symptoms of anxiety or depressive disorder. Among adults in Texas who reported experiencing these symptoms, **30%** reported needing counseling or therapy but not receiving it. (*The Texas Tribune, December 22, 2023*)

That's part of the reason why organizations like The Center for Integrative Counseling and Psychology are so important to our community – now more than ever.

The Center's mission is rooted in providing compassionate and accessible community mental health services across Dallas and North Texas. For over 55 years, the organization has been committed to supporting individuals and families through life's challenges by offering affordable mental health care, faith-based counseling, mental health outreach programs, and community counseling services.

The Center has also established the Partnerships for Accessible Counseling and Training (PACT) program to help ensure that mental health care is available to everyone, regardless of their background or financial situation. By collaborating and co-locating with established nonprofits, counseling is provided onsite in communities, in a safe and comfortable environment, where people already receive services such as food, clothing, and afterschool care.





Seeking **Realistic,** Measured Scalability

As demand for mental health services continues to grow, The Center tapped into Two Roads Consulting to help shape its go-forward strategy so the organization can continue to serve more patients. In 2023, The Center provided **30,000+** counseling sessions and generated **\$3 million** in revenue, which they have plans to exceed in 2024.

With a focus on scalability, the client partnered with Two Roads to develop the capability to manage and forecast the break-even point for their counseling program, dynamically modeling different scenarios aimed at maximizing utilization and driving operational efficiency, while maintaining a high quality of care.

Two Roads invested in the partnership with The Center as a pro bono engagement because it believes in The Center's mission. The team was motivated to go the extra mile for a nonprofit organization that was seeking a fresh perspective, solid analysis, and strategic planning.

OUR APPROACH

Two Roads was engaged to help understand and optimize the client's workforce mix, and maximize utilization for their counseling program under different scenarios. Each week the team tackled a component of the break-even concept, incrementally building a model to identify and quantify opportunity levers.

Four pillars were identified:



Workforce Mix



Cost



Session and Revenue



Opportunity Levers and Prioritization

Two Roads delivered a Workforce Mix, Opportunity Assessment, and Break-even Model that informed a prioritized roadmap of initiatives that would enable them to achieve their goals. The strategic planning and data analysis work delivered provided The Center with clear scenarios to help them budget and plan for future investments.

Two Roads is thrilled to have added value to this local health care organization and looks forward to a continued collaboration to unlock the full potential of their people and technology for their long-term success in serving our community.

KEY OUTCOMES

- Accelerated leadership decision-making by unlocking both financial and workforce planning capabilities.
- Restored transparency in workforce expectations, informing the hiring strategy to realize the ideal workforce mix.
- Identified and prioritized strategic initiatives to maximize utilization and drive operational efficiency.
- Developed a clear roadmap to expand, grow, and connect with more North Texans to provide quality counseling and therapy services.