



Mending Hearts

Overview:

This 18 year old nonprofit/social impact Nashville based organization needed to expand its revenue streams. To date, its mission within the recovery reentry ecosystem had assisted over 3,500 women to find freedom and independence from addiction and incarceration.

Mending Hearts is aware of the success The Macfarlan Group enjoys working with nonprofit/social impact organizations in the area of creating a responsive multi-year strategic plan that maintains its relevance through the implementation and evaluation phases.

They also know we take care of building capacity within operations to increase the organization's ability to serve more of their constituents.

Challenge:

Their ability to serve their constituency (providing a long term residential continuum of care) has created a wait list of over 400 possible participants. Mending Hearts wanted to create new ways to alleviate that wait time, provide the same quality of care for an expanded pool of participants, and generate the revenue necessary to fund the expansion of services and ensure sustainability.

Solution:

The Macfarlan Group analyzed the structures and the processes of the Mending Hearts operations to understand the current capacity of the organization to increase treatment capacity, maximize revenue from treatment programs, and diversify the development portfolio to ensure the funding to sustain the expansion. This analysis created an operations improvement strategy. This strategy in concert with the existing strategic plan combined to increase efficiencies in delivering the mission as well as positioning the organization for the next strategic planning process to begin in 2022.

Impact:

The Macfarlan Group provided three critical elements within the Mending Hearts engagement:

- Assess the existing capacities of operations within the Mending Hearts structure to strengthen integration across the organization maximizing operational effectiveness in the near and long term
- Create a roadmap to build the effectiveness and efficiencies of the operations of the entire organization to meet current and future needs and goals
- Assess the impact the planned expansion will have on existing departments and personnel

The Macfarlan Group provided the necessary expertise and experience within the engagement with Mending Hearts for the organization to strengthen all departments and integrate their efforts creating alignment increasing the capacity to serve more in the following ways:

- Two new certified outpatient treatment tracks to complement the existing residential one alleviated the number deserving constituents on the waitlist.
- Additional medical and administrative staff was hired to serve the constituents in the two new revenue generating treatment programs.
- A special program was created for medical school residences at Meharry Medical College to take their substance abuse disorder rotation at Mending Hearts providing real time learning opportunities and support for the expansion of services.
- The hiring of a seasoned Chief Development Officer (CDO) after a national search. To date the CDO has accomplished the following:
 - Created a national Women Touched By Addiction Awareness Day that was celebrated by citizens throughout Nashville and the nation
 - Diversified the development/funding portfolio expanding revenue streams reflecting the new treatment expansion initiatives and fundraising goals
 - Evaluated with KPIs including one to double to the annual fund and special events goal in a year's time



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