

# How can we be clinically & financially successful?

Integrating approaches to enhance behavioral health success

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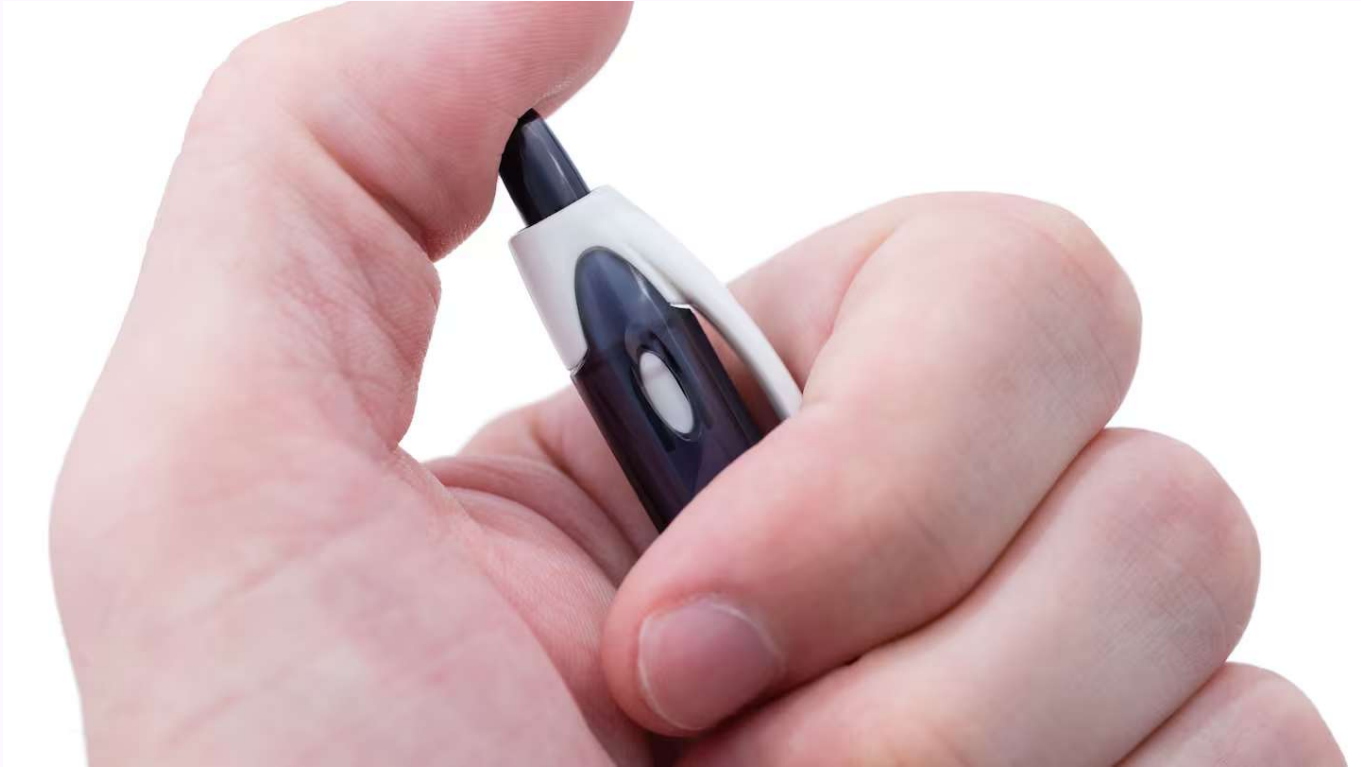
Chief Finance & Operations Officer, Columbia Wellness

# The “Juggling Act”

Client care	Diagnostic accuracy	Patient outcomes reporting	Incident reporting	Quality metrics	Payer negotiations
Audits	Caseload management	Critical incidents	Crisis interventions	Treatment planning	Staff satisfaction
Client experience	Electronic Health Record	Referral Management	Billing	Staff productivity	Revenue cycle management
Compliance	Staff Training	Risk Management	Scheduling metrics	Financial needs	Staff retention

How does this pen work?



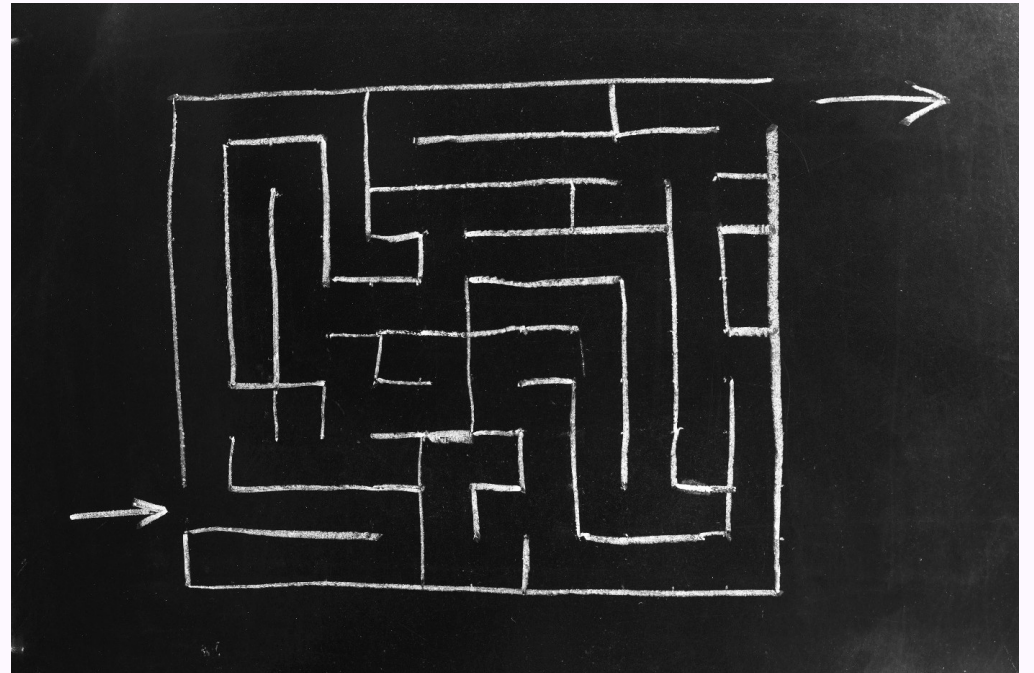


$$\Delta E_{\text{click}} = \int_{\theta_0}^{\theta_f} \tau(\theta) d\theta + \left[ \frac{1}{2} k(x_0 - \Delta x)^2 - U_{\text{max}} \cdot \sin^2(2\phi) \right]$$

## The Breakdown

- $\Delta E_{\text{click}}$ : The net energy transfer required to successfully change the pen's operational state (extended vs. retracted).
- $\tau(\theta)$ : The torque required to rotate the internal cam profile through an angle ( $\theta$ ) as the plastic teeth slide past each other.
- $k(x_0 - \Delta x)^2$ : Hooke's Law calculating the potential energy stored in the compressed internal steel return spring, where  $k$  is the spring constant.
- $U_{\text{max}} \cdot \sin^2(2\phi)$ : The mathematical representation of the bistable energy barrier, where  $\phi$  defines the geometric position of the tracking pin—forcing the pen to securely "click" into one of two stable resting positions rather than getting stuck in the middle.

Articulate  
the problem  
using  
common  
language



Apple Inc.

**CONDENSED CONSOLIDATED BALANCE SHEETS (Unaudited)**  
(In millions, except number of shares, which are reflected in thousands, and par value)

	December 30, 2023	September 30, 2023
<b>ASSETS:</b>		
Current assets:		
Cash and cash equivalents	\$ 40,760	\$ 29,965
Marketable securities	32,340	31,590
Accounts receivable, net	23,194	29,508
Vendor non-trade receivables	26,908	31,477
Inventories	6,511	6,331
Other current assets	13,979	14,695
Total current assets	143,692	143,566
Non-current assets:		
Marketable securities	99,475	100,544
Property, plant and equipment, net	43,666	43,715
Other non-current assets	66,681	64,758
Total non-current assets	209,822	209,017
Total assets	\$ 353,514	\$ 352,583
<b>LIABILITIES AND SHAREHOLDERS' EQUITY:</b>		
Current liabilities:		
Accounts payable	\$ 58,146	\$ 62,611
Other current liabilities	54,611	58,829
Deferred revenue	8,264	8,061
Commercial paper	1,998	5,985
Term debt	10,954	9,822
Total current liabilities	133,973	145,308
Non-current liabilities:		
Term debt	95,088	95,281
Other non-current liabilities	50,353	49,848
Total non-current liabilities	145,441	145,129
Total liabilities	279,414	290,437
Commitments and contingencies		
Shareholders' equity:		
Common stock and additional paid-in capital, \$0.00001 par value; 50,400,000 shares authorized; 15,460,223 and 15,550,061 shares issued and outstanding, respectively	75,236	73,812
Retained earnings/(Accumulated deficit)	8,242	(214)
Accumulated other comprehensive loss	(9,378)	(11,452)
Total shareholders' equity	74,100	62,146
Total liabilities and shareholders' equity	\$ 353,514	\$ 352,583

Apple Inc.

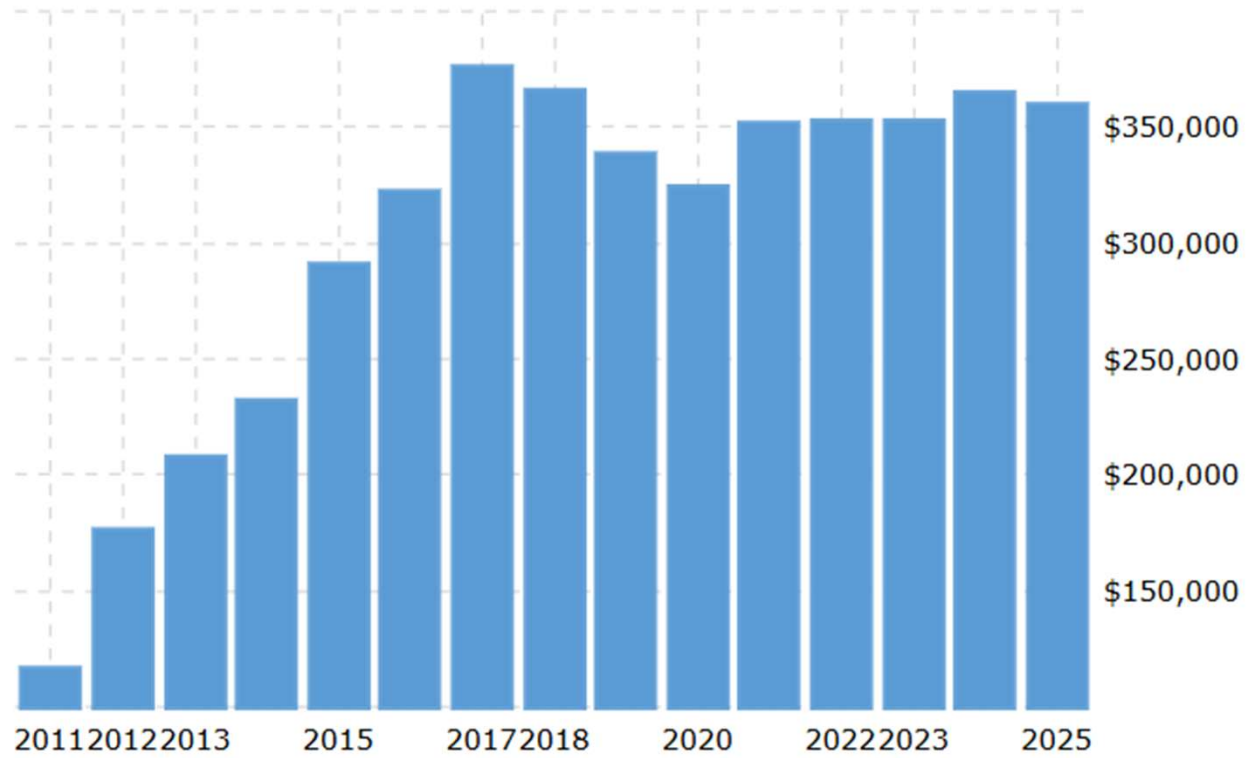
**CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS (Unaudited)**  
(In millions, except number of shares, which are reflected in thousands, and per-share amounts)

	Three Months Ended	
	December 30, 2023	December 31, 2022
Net sales:		
Products	\$ 96,458	\$ 96,388
Services	23,117	20,766
Total net sales <sup>(1)</sup>	119,575	117,154
Cost of sales:		
Products	58,440	60,765
Services	6,280	6,057
Total cost of sales	64,720	66,822
Gross margin	54,855	50,332
Operating expenses:		
Research and development	7,696	7,709
Selling, general and administrative	6,786	6,607
Total operating expenses	14,482	14,316
Operating income	40,373	36,016
Other income/(expense), net	(50)	(393)
Income before provision for income taxes	40,323	35,623
Provision for income taxes	6,407	5,625
Net income	\$ 33,916	\$ 29,998
Earnings per share:		
Basic	\$ 2.19	\$ 1.89
Diluted	\$ 2.18	\$ 1.88
Shares used in computing earnings per share:		
Basic	15,509,763	15,892,723
Diluted	15,576,641	15,955,718
<sup>(1)</sup> Net sales by reportable segment:		
Americas	\$ 50,430	\$ 49,278
Europe	30,397	27,681
Greater China	20,819	23,905
Japan	7,767	6,755
Rest of Asia Pacific	10,162	9,535
Total net sales	\$ 119,575	\$ 117,154
<sup>(1)</sup> Net sales by category:		
iPhone	\$ 69,702	\$ 65,775
Mac	7,780	7,735
iPad	7,023	9,396
Wearables, Home and Accessories	11,953	13,482
Services	23,117	20,766
Total net sales	\$ 119,575	\$ 117,154

# Total Asset Trend?

Cash On Hand		\$54,697	\$65,171	\$61,555	\$48,304	\$62,639	\$90,943	\$100,557
Receivables		\$72,957	\$66,243	\$60,985	\$60,932	\$51,506	\$37,445	\$45,804
Inventory		\$5,718	\$7,286	\$6,331	\$4,946	\$6,580	\$4,061	\$4,106
Pre-Paid Expenses		-	-	-	-	-	-	-
Other Current Assets		\$14,585	\$14,287	\$14,695	\$21,223	\$14,111	\$11,264	\$12,352
<b>Total Current Assets</b>		<b>\$147,957</b>	<b>\$152,987</b>	<b>\$143,566</b>	<b>\$135,405</b>	<b>\$134,836</b>	<b>\$143,713</b>	<b>\$162,819</b>
Property, Plant, And Equipment		\$49,834	\$45,680	\$43,715	\$42,117	\$39,440	\$36,766	\$37,378
Long-Term Investments		\$77,723	\$91,479	\$100,544	\$120,805	\$127,877	\$100,887	\$105,341
Goodwill And Intangible Assets		-	-	-	-	-	-	-
Other Long-Term Assets		\$83,727	\$74,834	\$64,758	\$54,428	\$48,849	\$42,522	\$32,978
<b>Total Long-Term Assets</b>		<b>\$211,284</b>	<b>\$211,993</b>	<b>\$209,017</b>	<b>\$217,350</b>	<b>\$216,166</b>	<b>\$180,175</b>	<b>\$175,697</b>
<b>Total Assets</b>		<b>\$359,241</b>	<b>\$364,980</b>	<b>\$352,583</b>	<b>\$352,755</b>	<b>\$351,002</b>	<b>\$323,888</b>	<b>\$338,516</b>

**AAPL - Total Assets**  
Annual Values (Millions of US \$)



Clinical Decision  
or  
Financial Decision

# Integrated Financial and Clinical Leadership

*“Every clinical decision has a financial price tag, and every financial decision has a clinical price tag.”* - Cesar Rafano, M.D., Chief Medical Officer, Columbia Wellness  
(1997)

# Blending Financial & Clinical Strategies

## Interconnection of Finance and Clinical

- Financial and clinical priorities are deeply interconnected, supporting each other to improve outcomes and sustainability.

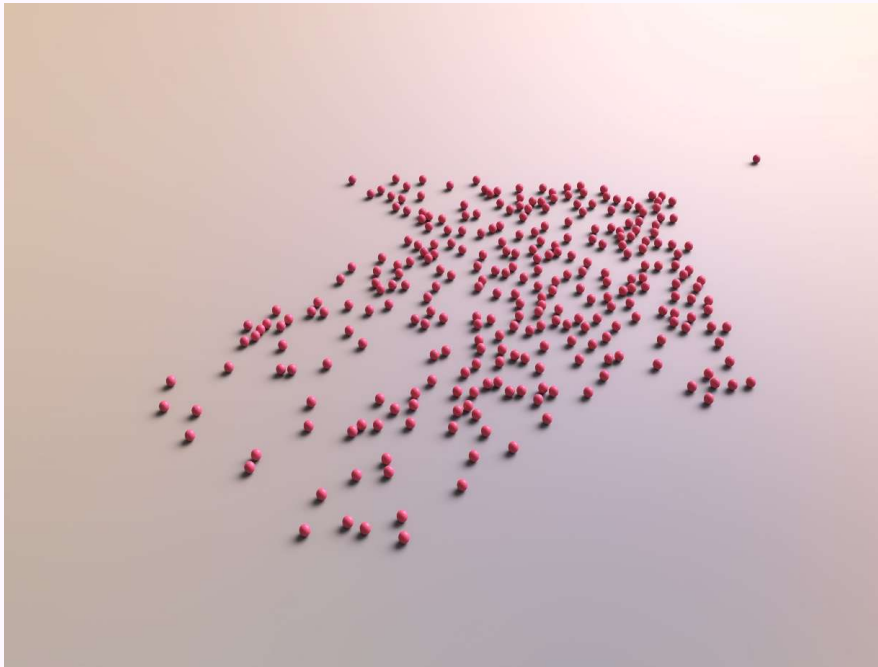
## Strategic Alignment

- Aligning leadership, language, and metrics across teams creates a strategic advantage and drives long-term impact.

## Sustainable Program Development

- Integrated financial and clinical strategies ensure scalable, well-resourced programs that improve patient outcomes and resilience.

# Core Principle: Alignment



## Unified Goals and Incentives

- Alignment connects incentives and goals across leadership and staff, ensuring everyone works towards shared success measures.

## Transparency in Decision-Making

- Clear communication about budgeting and resource allocation builds trust and enhances collaboration across departments.

## Integrated Leadership Models

- Collaborative governance encourages joint ownership of outcomes, integrating clinical value with financial feasibility.

## Value-Driven Planning

- Focus shifts from cost approval to designing sustainable solutions that deliver clinical and financial value.

# Leadership Priorities



## **Collaboration Across Disciplines**

Effective leadership requires breaking down silos and promoting teamwork between financial and clinical teams.

## **Education and Mutual Respect**

Investing in financial literacy for clinicians and clinical education for finance leaders fosters mutual understanding.

## **Balanced Accountability and Empathy**

Leaders should combine accountability with empathy, recognizing impacts on patients and staff.

## **Data as a Learning Tool**

Data should be used to drive learning and improvement rather than punishment in leadership decisions.

# Action Plan



## Assess Performance Gaps

Begin by identifying gaps between financial and clinical performance to target integration needs effectively.

## Define Shared KPIs

Establish a focused set of key performance indicators reflecting outcomes and sustainability for alignment.

## Integrated Governance Model

Develop governance structures that promote joint ownership of decisions and results across teams.

## Invest in Analytics

Deploy analytics and reporting infrastructure to enhance transparency and enable timely insights.

# Key Takeaways



## **Interdependence of Performance**

Financial and clinical performance in behavioral health care are deeply interconnected and influence each other.

## **Role of Data Integration**

Data provides a shared foundation for decision-making to support alignment of financial and clinical goals.

## **Ongoing Leadership Commitment**

Sustained integration requires continuous leadership commitment shaping culture, strategy, and outcomes.