

Kipu



Expansion and Excellence at Banyan Health

How one behavioral health organization has expanded to nearly 20 facilities

Banyan Treatment Centers have a lot to celebrate: This year, they'll open the doors on their 19th new facility. They've achieved this by staying committed to their core mission of ensuring that all people have access to quality, compassionate behavioral health care. As they've grown, they've faced challenges and learned many lessons about choosing the right markets, navigating cultural and compliance demands, and building a strong and scalable technology infrastructure.

Michael Arcangeletti LCSW, CADC, is an Executive Director at Banyan, a role he grew in to from a background in social work and counseling. He's been with Banyan for the better part of 6 years and has been a key stakeholder in helping Banyan expand. He recently shared how combining his clinical background with his business and industry knowledge has helped underscore Banyan's success. One of the biggest factors in that success, according to Michael, is creating facilities that are uniquely Banyan, but flexible enough to respond to the specific needs that new patients—and new markets—bring.



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LCSW, CADC
Executive Director
Banyan Treatment Centers

"The team at Banyan are innovators in this field, and we've built our reputation around creating the best treatment centers available," Mike shared. "To do that, we take an individualized approach to recognizing that people's paths to recovery are all different—so no two centers will ever be exactly alike. But, by maintaining consistent customer service and placing an emphasis on quality outcomes, we've created a thread that links all of our facilities together."

Banyan also values building work teams that include members from different facilities. These cross-facility teams help to create a sense of community across disparate locations, and serve as networks for sharing ideas, working together through challenges, and helping to drive innovation.

But it takes more than that to find success in growth.

Here are a few tips from Banyan to help you and your facility as you grow:

Know who you are

Understanding the current strengths and areas for improvement is vital. This involves measuring and analyzing the quality of services and being able to demonstrate success through tangible metrics. Banyan accomplishes this by "focusing on quality, and keeping that our primary purpose. Who is it I'm serving, and how are we getting them the services they need?," according to Michael.

Focus on efficiency

One of the most important steps is identifying what processes are essential and which ones are superfluous. Simplifying operations by eliminating unnecessary tasks can reduce the burden on staff and improve overall efficiency. "What is absolutely necessary? What's just fluff? We discovered a lot of processes piled on top of other processes. Removing that relieved a lot of the burden staff can feel," Michael said.

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Get your ducks in a row

How are you thinking about compliance, safety, and finances? Are you going to be able to appropriately staff your new facility? Banyan believes in ensuring that patients are safe and that staff understand the ethical and legal structure in which they work. "Consistency plays a part here. Are staff trained in a consistent manner that doesn't leave you liable for risk? Is your billing done on time and in a consistent way that meets the demands of your payers?," Michael shared.

In addition, make sure you have a plan to staff a facility appropriately. Banyan uses a fixed staffing model as their metric for how many staff a facility will need based on assumed patient count. Banyan works on a scalable staffing model when they first open a new facility. Often, Michael said, that means that "instead of us having a fixed staff of 40 people starting with no patients, how can we operate with 20 and grow into that. We have a target staffing model we aim for, but leave more flexibility in that model when we're opening up." Banyan helps staff understand the dynamic need through clear communication and expectation setting with staff.

Have the right tech in place

Making sure that you've got a system that can handle new patients without undermining the utility of your EMR is something to think about before even considering growing. Having a scalable and customizable solution in place is critical for growing like Banyan, and their partnership with Kipu has fostered success.

Part of that success is the ease in which Banyan is able to educate staff on how to use the technology. As new staff join Banyan, Michael says that an easy training process is a lifesaver. "We're generally able to sit down with a new clinician and simply show them Kipu's EMR—what features exist, where to find information—it's a very easy process."

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Be prepared for the challenges

Assessing the demand for care and the capacity to meet that demand is crucial. This involves evaluating the throughput of providers to ensure there are enough qualified professionals to deliver the necessary services. Additionally, overcoming community resistance and stigma is often a challenge. While many acknowledge the need for addiction treatment centers, there can be opposition to having such facilities in their neighborhoods. Addressing these concerns through education and community engagement is essential for successful integration. "Having a community liaison and showing up at community meetings can go a long way to building a stronger relationship and combat some of that stigma," Michael said.

Banyan's growth journey is a remarkable one, but it's one that can be replicated. By leveraging innovative tools like Kipu, fostering a unified culture across locations, and focusing on essential processes, Banyan has positioned itself as a leader in the treatment industry. The challenges of expansion are significant, but with careful management and a clear focus on patient outcomes, Banyan continues to thrive and expand its reach, offering hope and healing to more individuals in need. We hope you can learn from their success.

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