Arden Clark

Case Study

Building a Sustainable Model to Increase Behavioral Health Admissions

THE OPPORTUNITY

From inconsistent demand capture to disciplined admissions conversion and growth

Mental Health Cooperative (MHC) is a 33-year-old, $120M nonprofit behavioral health system with multiple locations across Tennessee. Despite operating in a market with clear demand for the mental health, primary care, and substance use services MHC offers, the organization was experiencing consistently low admissions. Arden Clark partnered with MHC to design and install a reliable system to define audiences, reach referral sources and consumers, and- ultimately – convert qualified demand into enrollment.

THE SOLUTION

Building the operating system behind admissions growth

Arden Clark partnered with MHC leadership to understand the organization's consumers, diagnose where demand was being lost, design a conversion and growth model addressing those linchpins, and implement infrastructure to sustain performance across markets, divisions, and teams. The work involved 4 key pillars:

1. **Market definition:** We defined priority markets, including identifying B2B and B2C audience segments, developing personas, and crafting a core message framework so outreach would be consistent, focused, and differentiated.
2. **Experience mapping and constraint diagnosis:** We mapped consumer and referral-source journeys, analyzed value streams for each, and ultimately identified intake as the primary conversion constraint.
3. **Integrated conversion and growth model:** In partnership with MHC leadership, we connected a new market strategy based on our discovery work to outreach execution, referral development, intake conversion, and channel performance, all contained within one operating model.
4. **Measurement and accountability:** We built pipeline management protocols, real-time dashboards, and executive governance processes so results became visible, ownership became clear, and continuous improvement became not only possible but encouraged.

THE IMPACT

42% admissions growth in 15 months

The new system increased annualized admissions from 20,604 to 29,148, captured more than $22M in suppressed revenue, reduced cost to acquire a patient by 30%, increased qualified demand by 39%, and shortened call-to-enrollment time to under 40 minutes. All of this was accomplished without acquisitions or added headcount, demonstrating that the right system, built from the right process, can produce meaningful business results.

The Team

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