

KEY INDICATORS FOR A THRIVING SOLIHTEN CENTER

Solihten Counseling Centers are diverse in structure, sponsorship, and services. Yet over the past 40 plus years, certain basic organizational qualities have emerged as hallmarks of strong, healthy centers. Solihten Institute lists the following as key indicators for an organizationally sound and economically viable Solihten Center.

1. A clear identity in the community as a counseling center that provides high-quality, cost effective services with a distinguishing focus on the interrelatedness of mind-body-spirit and community. ¹
 - Strategically linked to disparate faith traditions within the community and purposefully engaged in and with the local healthcare provision network.
 - Staffed with state-credentialed clinicians competent to integrate the resources of faith, spirituality, and cultural humility to meet clients' needs.
 - Engaged with accreditation, consultation, and education resources offered through the affiliation with the Solihten Institute.
2. Viability as a small, nonprofit business with a high-functioning governance structure. ²
 - Guided by balanced budgets, accurate and timely reporting of the financial condition of the Center.
 - Supported by at least three (3) month cash reserve to cover all essential staff/indirect expenses.
 - Awareness of both opportunities for and threats to sustainability or growth.
3. A balanced and committed working board of directors that actively leads. ³
 - Representative of the medical, business, financial, legal, religious communities, and behavioral health consumer(s).
 - Reflective of the racial, cultural, and ethnic elements of the community.
 - Characterized by healthy, working relationships with the Executive Director to support policymaking, fundraising, and community advocacy for the mutual benefit of the Center.⁶
 - Distinguished by active leadership through functioning committees that address strategic planning, executive succession planning (both emergency and planned), and accountability for fiscal management.
 - Sustained by a strong self-perpetuating nomination process that includes the Executive Director and addresses the Board's composition needs.

4. Executive leadership that promotes and manages the organization and is accountable for the quality of the Center’s services and its financial health.⁴
 - Engaged, active, and undistracted by other occupational allegiances or interests.
 - Guided by principles that encourage and supports the Center in providing excellent, high-quality service to the community.
 - Characterized by a leadership style that works well within the system dynamics of board, staff, and community.
 - Attentive to a balanced focus between executive director responsibilities and clinical productivity that allows for the necessary care and ongoing management and fiscal needs of the Center.
 - Committed to the maintaining the strength and uniqueness of a Solihten Affiliated Center. Specifically, its mission of spiritually integrated services and the dedication to pledge a meaningful percentage* of service delivery hours to members of their community who have limited access to behavioral health and clergy and congregation care services due to financial and status constraints (i.e. sliding fee, Medicaid, Medicare, rural residents, elderly, migrants, homeless, prisoners, etc.).

*“...a meaningful percentage of service delivery hours...” to be determined by local access data.
 - Promotion of the planning and preparation required for (emergency and anticipated) succession throughout the organization

5. A planned growth strategy that is adaptive to market conditions, health care changes, staff resources, service diversification, and financial circumstances.⁵
 - Reviewed by the board at least annually, including how this will impact the budget and fundraising efforts.
 - Inclusive of a development strategy that supports both new program expansion as well as sustainable assisted fee services.
 - Reflected in a focused adherence to the Center’s optimal sustainable size that allows for cost effective, competitive, and innovative services in its market.
 - Characterized by a balanced ratio between service/earned revenue and development funding that accommodates both the state’s healthcare reimbursement practices and the capacity of the local community.
 - Demonstrated by development efforts that recognize the importance of relationships, and meld revenue from individual donors and foundations using grant requests, appeals, and events.
 - Recognition of the difference between the average collected fee and the cost per hour to operate with a budget that includes a plan to compensate for the variance.

6. An effective, ethical utilization of the technology required to support cost-effective, productive, efficient, and accessible services that meet the current demands of 21st Century Behavioral Healthcare.⁶
 - Characterized by fully implemented solutions that are necessary to match service quality and productivity of collaborators and competitors within the local marketplace.
 - Reflected in current electronic methods used to engage clients, donors, board, and staff.
 - Designed to ensure the protection of client, donor, and staff confidentiality.
 - Utilized by a staff that has been trained in the best practices of technology solutions and security.
7. Human resource development that cares for both the health of the organization and the welfare of the staff.⁷
 - Demonstrated by an intentional, thoughtful, evolving employment strategy that balances management complexities with client and individual staff needs.
 - Characterized by clinical services that are overseen by the functioning Clinical Director who utilizes an electronic medical records platform.
 - Cognizant of the importance of personnel development and career path management.
 - Reflected in the utilization of management and communication tools (i.e. staff meetings, one on one, management reports, performance reviews).
 - Informed by financial bookkeeping and tracking that is fully accountable to executive and board leadership.
8. Documented and implemented clinical policies and practices that define the service delivery models required to receive third-party reimbursement.⁸
 - Followed by providers that are licensed and empaneled.
 - Reviewed to ensure compliance with HIPAA and other government statutes and regulations.
 - Leadership-approved and endorsed by the Board of Directors.
9. Intentional diversification of programs, services, and revenue sources that remain attentive to ever-changing community needs and focus on the healthy development of individuals, couples, families, and organizations.⁹

Solihten Institute Accreditation Standards © 2020 References

- 1 Standards 9, 11, 16, 25 and 35
- 2 Standards 26 and 27
- 3 Standards 6, 7, and 10
- 4 Standards 2, 3, and 25
- 5 Standard 5, 26, and 27
- 6 Standards 14, 18, 30, and 37
- 7 Standards 8, 12, 15, 19, 22, 32, and 33
- 8 Standards 11, 13, and 16
- 9 Standards 16, 22, 38