Financial and administrative executives

Connect service changes, accurate information, and funding timing to the capacity the organization must sustain.

Emily Kliethermes

Finance leaders compared the practical effects of late budgets, allocation timing, payment arrangements, and placement costs. Differences in contract scope and state structures make simple rate comparisons unreliable. Historical funding patterns may not reflect current needs.

Participants described the importance of getting placement and service changes to finance accurately and promptly. Clear ownership of exceptions, reconciliation, and unresolved payment issues supports both the provider relationship and the organization's financial picture.

The discussion returned to a recurring tension: lower census does not necessarily mean lower cost when children need more intensive support or capacity must remain available. Short-term grants and other time-limited funding also raised questions about continuity once the funding ends.

Put the learning to work

- Map the delay from service activity to accurate financial information and payment; identify the main exception and its owner.
- Build a scenario that separates census, acuity, fixed capacity, and payment timing.
- For one time-limited service, state the ongoing cost, continuation decision, and funding question before the end date approaches.

Questions for your team

Which operational change reaches finance too late? What must remain available even when volume falls?

Proposed CY2027 connection

January and February LX; Q1 cost and cash-flow baseline, Q2 workflow or funding scenario, Q3 sustainability brief, Q4 Chicago comparison.

Source and coverage: Automatic transcript of the CFO affinity discussion. Facilitator: Emily Kliethermes. No uniform rate or reserve target was agreed.