

PERFORMANCE BASED JOB DESCRIPTIONS WITH LINKED PERFORMANCE SYSTEMS

The Results Are In ~ A Case Study

Through years of research and refinement, HR Consultants, Inc. has developed a proprietary metrics based job analysis process and performance management model. Our process objectively defines responsibilities, involves employees, and provides supervisors with a no nonsense approach to managing employee performance.

This process provides infrastructure that links employees to results – without this linkage an organization loses tremendous opportunities for success.

CLIENT HISTORY

HR Consultants, Inc. worked on a job analysis project with the behavioral health department of a 28-year old human service organization that serves children and their families in the community. In 1997, the organization began providing behavioral health services in Pennsylvania and currently provides community based services in 23 counties and four states. In 1999, the client was billing the Office of Medical Assistance (MA) for services with a collection rate of 74%.

In 2000, the state MA program was reconfigured and in many counties management was given to private managed care organizations. With the advent of this change, each of the MCO's established their own billing and processing requirements. Today, over 75% of the client's services are processed and billed through three distinct MCO's.

In order to survive in the new environment of managed care, the client's Behavioral Health Department established core strategic goals in the areas of billing, collections, authorization tracking, and customer and employee satisfaction.

With the overall goals set, a partnership with HR Consultants, Inc. was developed to implement a performance based management system that would realistically set individual employee goals with input from all levels of management and employees.

THE TRANSFORMATION

The transformation from a cultural environment of entitlement to a performance-based environment was extremely difficult to accomplish. Employees were skeptical of participating in the job analysis process as it would define their accountability. Several weeks into the project, one employee approached the Chief of Service Operations stating that he took his job with an understanding of the entitlement culture, moderate pace of work, and generous time off benefits and wasn't sure if he liked the process that would make him accountable.

Ultimately, the process proved successful. Each employee in the Behavioral Health Department was provided with a performance based job description including key measures directly linked to the supervisor's job description. The linkage provided a continuous chain of achieving and maintaining goals and objectives with a spirit of *TEAM*.

MEASURED OUTCOMES

- All billing was previously fee for service and completed on a monthly basis. Now 75% of all billing is completed weekly which provides regular cash flow to the organization.
- The collection trend for all re-bills has increased to 99.4% and overall annual collections average 98.4% – with only 1.6% being written-off.
- Through the internal efficiencies that were created by virtue of the job analysis process, overall administrative costs within the department decreased by approximately 12% while adding additional revenue of \$2,000,000 that was not previously being captured.
- The accuracy of data entry has increased to an average of 98% for billing 100% of the time.
- Check reconciliation and write-off recommendations are completed weekly and supported by a monthly reconciliation report.
- All non-billable activity and service authorizations are tracked, monitored, managed, and reported on a weekly basis.
- A centralized eligibility verification system has been implemented to provide insurance eligibility and managed care information by child to each program daily.
- Customer satisfaction is measured quarterly and results trend between “satisfied” and “very satisfied” 100% of the time.

CONCLUSION

Since being given the tools to succeed, the same employee who doubted the value of the process during the transformation has been promoted to the Assistant Chief of Behavioral Health Services and has appreciated a salary increase of over 150%. The process also increased the organization's ability to more accurately predict the long-term success of individuals placed in a team environment and ensure the right people are retained in the right positions.

As a result of implementing the performance based job descriptions, the client has realized improvements in employee productivity, efficiency, morale, and overall organizational success. The project has more than paid for itself.

Never thought a results-oriented job description would be an effective investment of time and money? HR Consultants, Inc. has partnered with cross-industry (i.e., manufacturing, health care, etc.) and public sector organizations to implement our proprietary performance based job descriptions and linked performance appraisals. Similar results are being measured in all sectors. You will accomplish more of your performance management objectives through implementation of our proprietary tools than with any other tools available. If you want to begin measuring and improving the results of your organization – **CALL HR CONSULTANTS, INC. TODAY!**



Consultants,
Inc.

A Management and Human Resource Consulting Firm
Committed to Measured Success!®

160 JARI Drive, Suite 180, Johnstown, PA 15904
814-266-3818 ~ Fax 814-266-0189 ~ www.hrconsults.com

