



The Guidance Center

Accountability Scorecard Software Case Study

Situation

The Guidance Center is in the behavioral health industry. Although traditionally grant-based, the behavioral health industry began changing to fee-based funding due to disappearing grant money. The Guidance Center needed to change or risk losing business viability. The organization needed to align its metrics with the new financial reality for its industry.

With the change to a fee-based structure, it was imperative that the organization reach its goals for service and sustainability. This change required that employees be accountable for both hard financial metrics like “hours billed” and soft metrics.

Implementation

The Guidance Center needed to roll out a scorecard accountability system to 70% of its staff. Of the products that senior management reviewed, the Corporate Management Suite (CMS) by Spider Strategies stood out for its ease-of-use, flexibility, scalability, and price point.

The CMS installation was smooth. Data was collected from The Guidance Center’s systems, formatted for import with Crystal Reports, and imported into the CMS system. The system ran a bit slow at first, but that has been corrected with subsequent releases of the software.

The initial rollout was to the profit centers of the orga-

nization - case managers and therapists. In the first year, both hard and soft metrics had been created with equal value, and some employees who were low on hard metric hours were gaming the system by artificially inflating the soft metrics. This issue was resolved by using CMS’s metric weighting option that allows the user to put a heavier emphasis on higher impact metrics versus metrics that require a minimum level of performance.

Results

The Guidance Center’s move to a performance-based organization has been a success. By aligning the organization to the new industry reality, the organization has grown and become more profitable. The Guidance Center’s clients have also benefited by receiving more services than ever before.

The impact of CMS on The Guidance Center has been positive. The system brought structure to employee performance. The employees are able to see how they are doing on a monthly basis and there are no surprises on bonus day. Yearly reviews are no longer arbitrary or a popularity contest. The software continues to improve and the technical service has been excellent.

“CMS continues to be a critical part of our success. The software is ideal for directly linking organization goals with employee performance” says Erik Nyberg, Information Systems Director at The Guidance Center.