

Leading State Mental Health Organization

Business Need:

Balanced Scorecard & Performance Measurement Development

Abstract:

Our client is one of the nation's leading mental healthcare providers & contractors servicing more than 220,000 patients through a broad network of state mental health and mental retardation facilities and community-based services, including residential, outpatient and prevention programs .

Case Study: Strategy & Performance Management

Business Challenge & Client Vision

With 14 major health care facilities under its direct operational control, pressure from legislators for greater fiscal accountability, a history of legal wrangling and patient entanglements, and a Governor who sought to make this particular agency a benchmark for performance improvement, our client faced challenges that they best described as simply "insurmountable". Among it's other challenges, the organization was also hindered by resource and knowledge constraints, declining employee morale, a multitude of regulatory systems and procedures, a variety of ineffective business processes, and a series of judicial and legislative mandates that demanded adherence to an aggressive schedule. Oculus Consulting Group was asked to organize and architect the development of a balanced scorecard and performance measurement process that would help the client realize their vision of sustainable, effective, and efficient patient service fulfillment while also generating substantial opportunities for fiscal responsibility and cost reduction.

How Oculus Consulting Helped

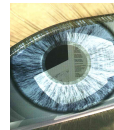
Utilizing our strategic planning methodology and balanced scorecard approach, Oculus assistance began with educating client leadership on strategic planning and balanced scorecard concepts. Initial education was paramount to executing a successful planning and measurement process. Our engagement team was composed of strategic planning and performance management experts with the multi-disciplinary background necessary to address strategy, health care administration, and regulatory reporting issues across the spectrum of services being provided by this client. Our experienced professionals executed our planning methodology and established a scorecard management office which correlated education,

performance data collection and response processes, and tactical planning activities that spanned the enterprise in order to identify timely and effective goals and measures. Our experts facilitated a coaching process that focused on critical success factors and knowledge transfer, establishing an enthusiastic performance management-oriented culture that resonated throughout the organization.

The Measurable Reality

Oculus Consulting Group was instrumental in helping this client with the education, development, and initial execution of its vision for accomplishing a strategic planning and balanced scorecard measurement process, from identifying critical goals and establishing planning objectives, to monitoring performance measurement development and tactical accomplishment. Oculus Consulting Group leadership worked closely and directly with our client's leadership in establishing a knowledge base, redirecting planning and measurement efforts that were necessary, and assisting organization leadership in presentations and management reporting to the Governor and State Legislature.

During a subsequent article by Governing Magazine, the success of other state and national programs were noted as faltering while our client's planning process and service delivery was heralded as a national model for future success. Our client's leadership team faced added pressure when the State Legislature demanded additional cost reductions without jeopardizing the delivery of services to constituents. As a result of the planning and performance measurement process, our client was able to reduce the number of operating facilities by 40% while at the same time increasing revenues and patient populations by 29%. When asked by Governing Magazine if the methodology had proved successful and met the organization's objectives and the constituents needs, our client's Director of Policy and Planning responded with a resounding an "unequivocal" yes!



Oculus Consulting Group

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Another Example of Transforming an Organization's Vision into Measurable Reality!

To find out how Oculus Consulting can transform your vision into a measurable reality, please call 314.422.6365 or e-mail: oculus.consulting.group.llc@gmail.com.