

Executive Workshop Action Plan – January 2014

Take Action on Performance Benchmarking



KEY ACTIONS TO LEAD YOU TO GREATER PERFORMANCE BENCHMARKING

- Review the handouts from the January Executive Workshop Webinar. Make sure you understand the difference between a motivational benchmark and an informational benchmark. Both are important to track, but rewards should only be attached to motivational benchmarks.
- Answer the "Results Factor Question": If we were meeting here three years from today – and you were to look back over those three years to today – what has to have happened during that period, both personally and professionally, for you to feel happy about your progress?

Below are some examples of results/goals you can set for yourself:

1. Total 12-month trailing revenue in 3 Years: _____
2. Number of active clients 3-years from now: _____
3. Total avg. weekly billable hours 3-years from now: _____
4. Caregiver turnover ratio 3-years from now: _____
5. Avg. Net Promoter Score 3-years from now: _____
6. Total Best of Home Care® winning categories 3-years from now: _____
7. Other: _____

- Identify what you are currently benchmarking/measuring on a monthly basis.
- Identify those measurements you are providing rewards/bonuses for and then ask yourself the following questions for each (The webinar handout has a comprehensive list of things to avoid when benchmarking.):
 1. Does this benchmark and the reward attached to it generate the right results and behavior from the team member(s)?
 2. Is this benchmark working together with the other benchmarks instead of opposing them?
 3. Will the results of this benchmark and the reward connected to it bring me closer to where I want to be 3-years from now?

4. Does it make sense to connect a reward to this benchmark or is it better left as an informational benchmark?
5. Are my goals and expectations for this benchmark realistic and based on reliable research and sources (i.e., annual Private Duty Benchmarking Studies)?
6. Based on the answers to these questions, is this benchmark going to help us create positive change?

Create an atmosphere that seeks after endless positive improvement (foundational to successful performance benchmarking).

1. Atmosphere of Positive Improvement Self-Assessment

a. Grading scale:

- o 5 – Excellent performer in this area
- o 4 – Very good performer in this area
- o 3 – Good performer in this area
- o 2 – Fair performer in this area
- o 1 – Poor performer in this area

b. Scorecard (Total of scores):

- o 45-50: Excellent atmosphere of positive improvement
- o 40-44: Very good atmosphere of positive improvement
- o 30-39: Good atmosphere of positive improvement
- o 20-29: Fair atmosphere of positive improvement
- o Below 19: Poor atmosphere of positive improvement

Atmosphere of positive Improvement Objective	Score
Transparency - We share all key monthly results with the entire team.	
Team Collaboration - There is continuous collaboration among team members.	
Focus On Future Possibilities - We consistently remind the team of where we are going as a company.	
Risk-taking - We encourage taking some risks, when they have been researched and measured for success.	
Flexibility with how changes are made.	
Feedback from many sources, such as client is discussed as a team monthly.	
Every team member clearly understands our expectations for them.	
Each team member is using their unique strengths and abilities in their work.	
We are investing in reliable external resources that support our desire for continuous positive improvement.	
There is a high level of trust and faith between the team and executive leaders.	
TOTAL Score	



Align Key Performance Benchmarks with results that matter most & establish the right motivational benchmarks.

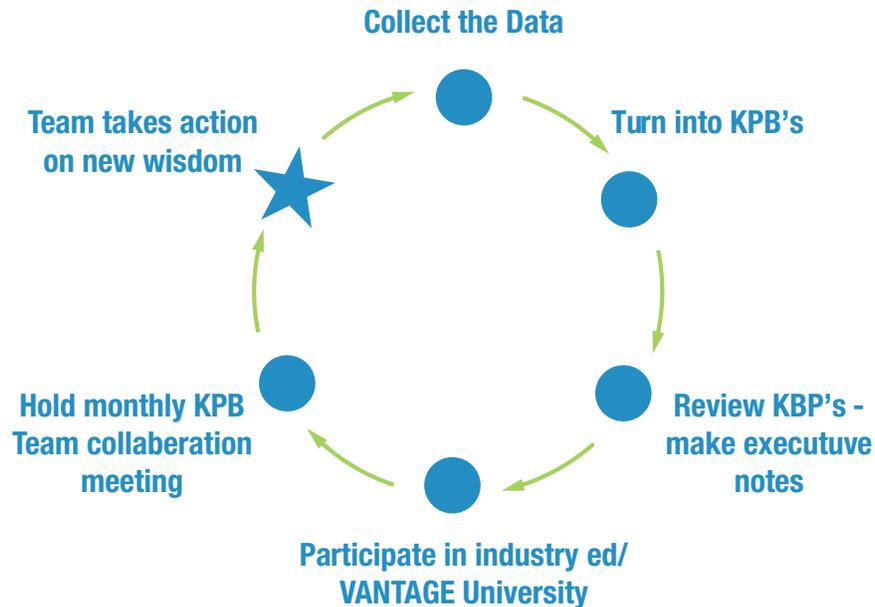
- o Refer to your answers to the “Results Factor Question” and the webinar handout that lists ideas for Key Performance Benchmarks – See table below for ideas as well as the Executive Success Tool – KPB Tracker and Reference Guide for actual definitions and calculations.
- o Identify the Key Performance Benchmarks (KPB's) for the entire team.
 - Tie in appropriate rewards, if applicable. (Remember, motivational benchmarks do not necessarily have rewards tied to them. They can be used as part of their expectations/ job description.)
- o Use Executive Success Tool – KPB Tracker and Reference Guide: This is a great tool to help you get started on measuring performance. It already has several of the key measurements you need to track with the definitions and calculations. These indicators specified in this tool are also the same ones you will be entering into the VANTAGE Performance Benchmarking Portal beginning April 1, 2014.
- o Identify the KPB's for individuals. Make sure they are not contradicting each other and are working together.

Key Performance Benchmarks (KPB)	Motivational Benchmark	Informational Benchmark
Majority of Client Satisfaction Ratings		✓
Net Promoter Question - How likely are you...	✓	✓
Inquiry to Assessment Close Ratio		✓
Assessment to Admission Close Ratio		✓
Inquiry to Admission Close Ratio	✓	✓
Number of Admissions		✓
Number of Discharges		✓
Monthly Net New Clients	✓	✓
Client Acquisition Costs		✓
Sales per Full-Time Employee		✓
Number of New Hires		✓
Caregiver Turnover Ratio	✓	✓
Total Billable Hours		✓
Monthly Net Increase in Billable Hours	✓	✓



Promote continuous collaboration among your team.

- o Create a monthly process, at the first of every month, to gather the data necessary to create each KPB.
- o Review each KPB at the beginning of every month before sharing the results with your team. Write your own thoughts and analysis of each.
- o Schedule your “Monthly KPB Team Collaboration Meeting” for the first week of each month. Try to have it at the same time each month, so it gets done. Use the sample agenda to conduct the meeting effectively.
- o These steps are illustrated in the “Continuous Team Collaboration” below:



Benchmarking leadership – Own the process.

- o Important review – When benchmarking, effective leaders must:
 - Understand the realities.
 - Be able to mobilize needed responses and feedback.
 - Find joy in any outcome, even negative ones.
 - Have fierce resolve and commitment to benchmarking.
 - Lead out by following through with actionable activities from the “new wisdom.”
 - Support and train their team on how to implement the “new wisdom.”
 - Emphasize the positive changes and outcomes continually.
 - Welcome dysfunctions that will occur.
 - Create a culture of truth seekers.
 - Balance rewards and measurements.
 - Connect the dots for all team members. Must be able to help them understand why each KPB is important to the company and my job.