



1 the problem...

Fast Growth

Over-Dependence on CEO

Employee Role Ambiguity

Not Prepared for Upcoming Audit

Six years ago, Victor started a boutique medical practice. His practice is audited every three years and was previously cited for not having documented employee roles and responsibilities as well as an organization chart. Victor's argument is that they provide excellent service and these "frivolous" things should not matter. However, with a constant influx of new patients and an office staff that is largely dependent on him, being able to prove quality control is critical to them passing their next audit and keeping the practice operable.

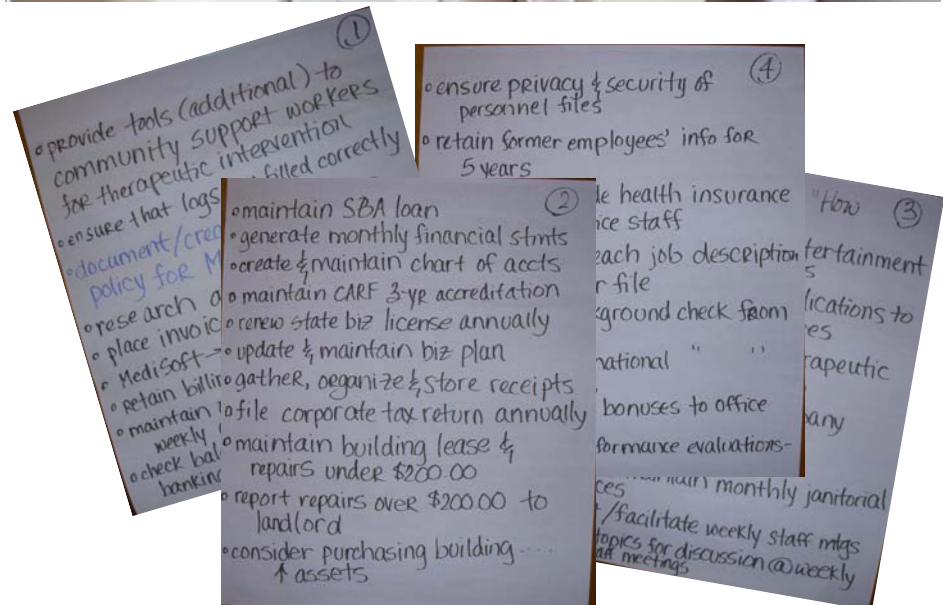


2 how we helped...

Onsite Work Observations

Customized Staff Interviews

We observed the work flow of Victor and all his staff, asking questions along the way. We suspected that most of the staff that were documented as being Independent Contractors were in fact Employees. After conducting a thorough onsite brainstorming session with all critical staff, we were able to document a robust listing of all job tasks performed within the practice. Next, the CEO was able to group those tasks into departments and later identified all staff needed to execute the tasks.



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MANAGEMENT

- Assume full legal authority and responsibility for agency
- Conduct annual corporate board meeting
- Consider purchasing building after two-year lease expires (asset management)
- [Consult Advisory Board on business process changes/modifications](#)
- Evaluate and initiate inter- and intra-state office expansion
- Identify topics of discussion for office staff meetings
- Prepare annual corporate board meeting minutes
- Review monthly reports submitted by Administrator

- CEO/CAO
- CFO
- Advisory Board

MARKETING

- [Create and maintain company logo](#)
- [Create marketing collateral to distribute to consumers & mental health orgs](#)
- [Create, update, and print personnel business cards](#)
- [Evaluate creation of agency website](#)
- [Formulate aggressive marketing campaign for public education](#)

- Marketing Director

QUALITY ASSURANCE

- Attend and participate in office staff meetings
- [Direct and coordinate activities of the Quality Assurance Program](#)
- Ensure CARF compliance in daily operations
- Enter billing information into Unisys weekly and submit report to CFO for approval
- Host and participate in 3-year CARF audit
- Input consumer service log data into the MHRIS system daily
- Maintain CARF 3-year accreditation

- Quality Assurance Coordinator

HUMAN RESOURCES

- [Add new contractor \(1099 vs. W2\) clause to each job description](#)
- Appoint and approve Clinical Manager
- Appoint and approve qualified agency Administrator
- Approve all hiring and firing
- Approve appointment of Psychiatrists
- Approve payroll
- Assist CEO/CAO in maintaining the office staff Orientation and Training program

- H.R. Coordinator
- Small Business Attorney

ADMINISTRATIVE

- Assemble all initial assessment packets for the LMHPs
- Assist in developing & maintaining the agency's Policies & Procedures manual
- Assist office staff as requested on Doctor Visit Day
- [Create and maintain the agency "How To" manual](#)
- [Create full access and restricted access to network and certain software](#)
- [Determine best method for storing electronic records \(network vs. ftp\)](#)
- Ensure agency compliance with relevant Federal, State, & Local regulations

- Administrator
- Receptionist
- I.T. Consultant

CLINICAL

- Administer and score LOCUS/CALOCUS
- Advocate, coordinate and execute the consumer Treatment Program
- Assemble consumer charts for M.D.'s review and prepare for Doctor Visit Day
- Assess consumers' needs on an ongoing basis
- Assist Administrator and LMHP/ACE in timely handling of crisis intervention
- Assist and document consumer complaint investigations
- Assist consumers in their group sessions.

- Medical Directors/Psychiatrists
- Clinical Manager
- Licensed Mental Health Professionals
- Mental Health Professionals
- Community Support Workers

ACCOUNTING & FINANCE

- Approve all company purchases
- Authorize purchase of office supplies, furniture, and equipment
- [Authorize reimbursement from billing reports](#)
- Check agency account balances online monthly
- Check Unisys weekly to ensure deposits
- Collect billing reports
- Collect invoices for payment
- [Consult with CPA and Bookkeeper monthly on any accounting issues](#)
- Create and maintain agency chart of accounts
- Ensure agency's compliance with its charter and articles of incorporation
- Enter all income and expense data into QuickBooks

- Bookkeeper
- CPA



3 value & results...

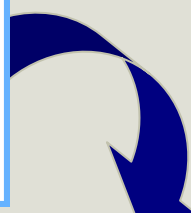
↑ Employee Retention

↑ Roles & Responsibility Transparency

↑ Dept. of Labor & Audit Compliance

Our Business Parts Analysis revealed that:

1. Victor is currently performing the work of four different positions— by re-allocating tasks and hiring the right people in the right order, he can free up 50% of his time to focus on business development;
2. Most of the staff are in fact Employees and NOT Independent Contractors—this saved Victor thousands in potential Department of Labor back taxes.
3. There was no uniformity in existing Job Descriptions and they all needed to be updated—now Victor has a much more complete listing of all roles and responsibilities per position. This will not only ensure a successful audit, but will also help him:
 - effectively disseminate the workload amongst existing staff
 - increase employee performance
 - recruit and retain well-qualified staff



12-month Hiring Priority		tasks to delegate	% task reduction of CEO
1.	Small Business Attorney	N/A*	-
2.	Bookkeeper	21	17%
3.	CPA	N/A*	-
4.	Administrator	13	11%
5.	H.R. Coordinator	22	18%
6.	Marketing Director	5	4%
TOTAL		61	50%

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