



BPS Insights

February/March, 2009

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www.bpsys.org
help@bpsys.org

New "Look" for Newsletter

This issue inaugurates a new "look" and name for the Behavioral Pathway Systems newsletter. Also, commencing with this combined February/March issue, the Behavioral Pathway Systems Insights will be scheduled to be circulated in the first two weeks of each month, rather than the last two weeks.

We hope you like our new appearance! Please let us know what you think! Reply to: administrator@bpsys.org.

BPS On-Line Benchmarking

The benchmarking services that are featured on the BPS web site (www.bpsys.org) have been entirely re-vamped and fully automated. A sleek new look greets the user and fresh source code supports advanced functionalities. Those interested in acquiring comparative benchmark data in one, a few, or numerous domains may conveniently do so on-line without any type of assistance. To access BPS On-Line Benchmarking, visit the BPS web site (www.bpsys.org) and click on the large red circular icon labeled "Browse Benchmarks" located in the upper left-hand corner. Over 50 benchmarks are available through BPS On-Line Benchmarking, spanning the clinical, operational and financial realms of performance.

The new application makes it simple to select your benchmarks of interest, view or print-out a survey based on your selections, enter your organization's performance data into the on-line survey, pay by credit card, and instantly generate a benchmarking report that gauges your organization's performance against national norms. The entire process only takes a few minutes if your data is readily available. For check transactions, your report will be made available upon receipt of payment. On-line comparative benchmark data costs only \$40 per benchmark. Volume discounts and special packages are available.

This would be a good time for any organization to conduct a quick and affordable "diagnostic check-up". Behavioral health and human services providers are facing the most challenging year in decades. Benchmarking can expose vulnerabilities that must be addressed if the organization is to successfully navigate its way through these turbulent waters. For more information, read below.

A Quick "Diagnostic Check-Up" for your Organization

As stated above, this would be an opportune time to consider a quick "diagnostic check-up" for your organization. However, where would one start? Even though financial concerns are paramount right now, it is better to think more broadly about the parameters that should be included in a diagnostic check. The "Balanced Scorecard" model encourages leaders to focus on four domains of organizational performance: clinical, operational, financial, and organizational climate (adapted slightly by BPS). If at least one key metric is assessed in each domain, the organization will be pursuing a "balanced" approach in examining its own performance. Here are some recommendations from BPS:

Financial: Days Cash on Hand

Days Cash on hand is calculated by dividing total unrestricted cash and cash-equivalent resources and dividing that figure by average daily expenses (total annual expenses divided by 365). This metric is an excellent indicator of general financial organizational health and cash flow. If only one measure were to be adopted for comparison with others, this would be an excellent choice. Given that credit is so difficult to come by these days, it is important to ensure that cash flow is sufficient to support day-to-day operations.

Operational: Productivity

Productivity is measured by dividing total outpatient service hours by the total number of FTE's that produced them. Productivity is the "engine" that drives your organization's financial locomotive. Without adequate productivity, financial performance will suffer. For inpatient or residential settings, occupancy or staffing ratios would be the closest equivalent of productivity.

Clinical: Client Perceptions of Care

Client satisfaction is a key dimension of organizational performance and an important indicator of outcome. As organizations face cut-backs of services and staff, it is important to monitor client perceptions of care in an effort to ensure acceptable quality services over time.

Organizational Climate: Staff Retention

Staff retention is a sensitive indicator of organizational climate. Even in this environment of high unemployment, staff may seek jobs elsewhere in response to changing expectations and conditions. Tracking staff retention can help ensure that disruptions in staffing are not adding to the challenges already faced by clients in this period of uncertainty.

BPS offers benchmarking resources in these and many other areas. Visit the BPS web site at www.bpsys.org and click on the large, red, circular icon to learn more about On-Line Benchmarking.

April Events

The National Council for Community Behavioral Healthcare annual conference will take place in San Antonio from April 6-8. Paul Lefkovitz, BPS President, will conduct a presentation entitled "Benchmarking for Financial Success and Organizational Excellence" on April 6. BPS will also be an exhibitor at Booth 701. Please stop by to visit!

On April 22, Paul Lefkovitz will also present at the Iowa Association of Community Providers Annual Conference in Ames.

On April 28, the New Jersey Association of Mental Health Agencies (NJAMHA) annual conference will take place. Paul Lefkovitz will conduct a process benchmarking workshop. BPS will also be an exhibitor.

Contact Us!

We want to create an active and vibrant community of individuals and organizations interested in benchmarking, performance management, and outcomes. If you have thoughts, ideas, suggestions, tips, or questions, we'd like to hear from you. Please feel free to contact us at info@bpsys.org.