

Organizational Strategy and Workforce Development

The Challenge

Founded in 2014, UPIC Health, LLC, provides affordable, centralized call center support for Federally qualified health centers (FQHCs). During its first two years in business, UPIC operated “Human Infrastructure”, where policy and process were managed by asking the founder/CEO.

UPIC has reached a tipping point in its growth trajectory, where it needs to quickly scale its operations in order to support the forecasted growth while maintaining quality standards and keeping costs down.

UPIC’s CEO sought advisement on where to invest in building a foundation for UPIC, how to go about doing it, and to get assistance with implementation.

The Solution

Using Management Concepts Performance Driver Framework as a guide, a Discovery Assessment was conducted to identify where UPIC had performance gaps and opportunities for improvement. Organization artifacts were reviewed and a series of interviews were conducted with UPIC personnel to assess the maturity and effectiveness of each of the six dimensions, or performance drivers, that compose the Performance Driver Framework – workforce, structure, culture, process, tools and technology, and data and knowledge management.

Specific recommendations were developed for closing the most critical performance gaps identified during discovery, as well as a recommended order in which to address each solution, based on the value to the business. UPIC asked that Management Concepts partner with them throughout implementation, entering into “Phase II” of the implementation project.

Phase I focused on defining the roles and responsibilities at UPIC and developing an organizational structure that aligns with the organization’s strategy and supports its desired growth objectives.

Phase II is focused on continuing to move the organization away from functioning on “Human Infrastructure” by defining critical HR policies and processes such as Paid-Time-Off Requests, and Performance Management, and then empowering newly promoted managers to take on increased responsibility related to these processes. Phase II also focuses on enhancing new-hire orientation and streamlining the new client launch process.

The Results

- UPIC has already observed an improvement in efficiency and effectiveness, as well as the reduction in confusion the clearly defined roles and org chart provide.
- UPIC employee satisfaction has also started to improve as a result of having clearly set expectations, and the expectation is that this trend will continue as HR processes are streamlined.
- At the conclusion of Phase II, UPIC is expected to be able to run multiple client launches simultaneously

KEY FACTS

CLIENT

UPIC Health, LLC

PROJECT GOALS

- To quickly scale operations in order to support the forecasted growth while maintaining quality standards and keeping costs down

KEY OUTCOMES

- Improvement in efficiency and effectiveness
- Reduction in confusion regarding roles and org chart
- Improvement in employee satisfaction

CALL TODAY to learn how Management Concepts can help you achieve your performance improvement objectives.

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