

Case Study: Work Fitness

by Carolyn Merriman

Patrick Doherty, president of Work Fitness Center in the Quad Cities, has seen his organization grow from a small group of employees to a bustling occupational health facility that works with clients of all sizes, from around the Midwest.

And that's required some adjustments to stave off unproductive growing pains while still focusing on productivity. "With growth comes more challenges in creating standards our departments follow, and how we measure success," Doherty says.

So Doherty has worked with Corporate Health Group to develop performance criteria and measurement tools for his team. CHG created a "scorecard" as a measurement tool for every employee — from physicians, nurses, PAs and PTs to support staff.

The tool creates tangible goals for employees (increasing customer retention, contacting prospects and making face-to-face-visits, for example) and sets a standard by which employees' work can be measured against like time periods.

Initially, the scorecard system was a little intimidating for some employees, Doherty acknowledges. "But I could see the potential in my team and made a point to be patient with them. Leadership, in part, is about looking at people and saying, 'I know they can do it. I know the potential is there.'" The system has worked well for the center and has promoted a culture that values personal accountability and professional growth.

Doherty says developing business and marketing plans, and implementing tools such as the scorecard, have "been a significant help."



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