



# GENEX Services, Inc.

## 35 Years Strong and Growing



**In October 1978**, blocks away from the Liberty Bell and Independence Hall in Philadelphia, the birthplace of the nation, so too began General Rehabilitation Services (GRS). Today, 35 years later, the company has an unrivaled national presence, with 60+ office locations and 2,700 employees, including 1,500 case managers, and offers a full suite of managed care services to the insurance carrier, TPA, and large employer market.

We sat down with Delphia Frisch, Executive Vice President, Operations, and Stanley Jakubowski, Senior Vice President, Sales and Marketing, who each has enjoyed more than 30 years with the company, to get their perspectives on GENEX's history and leadership position within the managed care market.

"We were all very young, in our first or second job out of college, eager, fearless, and competitive," said Delphia. "We were proud of the company and excited to contribute to its growth and success. Being appreciated as an individual contributor was very important in our young careers, and that is a company dynamic we strive to retain today."

The first offices were focused on providing medical and vocational field case management services. The company

expanded its national footprint and capabilities to include telephonic case management and medical bill review services in the early 1990s. In 1994, GRS was rebranded as GENEX Services, Inc. Over the following two decades, market trends supported the further expansion of product offerings to include a broad suite of medical cost containment services and social security representation.

### Model for Success

"From the beginning, there was a lot of hands-on involvement and support from the founders, who would spend the day with us and our customers in the marketplace," said Stan, who started out as an area sales manager in the New Jersey/New York territory. He said that the same philosophy exists today. "We expect our sales leadership to attend customer meetings and functions together with our sales and account managers, so that customers get to know the depth and support structure of our organization."

Stan described a key company sales trait of market visibility and tier marketing at GENEX. Knowing the adjuster, the claims manager, and the vice president, not only at the customer level, but also internally at GENEX, is very important in developing relationships. "We were known in the industry as people who spent time with our customers, who got to know our customers better than our competitors did, and we



are still known for that today.”

“Our company has evolved and expanded throughout our corporate history. We have built a business culture focusing on strong relationships with our employees where people feel a high level of commitment to delivering outstanding service and solutions for our customers,” said Delphia.

Delphia also stated that it is a success model and template that GENEX started a long time ago and believes still has a return on investment. “GENEX has been fortunate to have great tenure of our management over time, and the consistency of our market visibility has yielded loyalty and allegiance from our customer base,” she said.

“The value GENEX places on customer relationships is resident within all levels and functions of GENEX,” Stan said. “The time we invest with customers ultimately results in better service outcomes.”

### **The Workers’ Comp Industry Over the Years**

Thirty-five years ago, case management was a newer service intervention in the workers’ compensation industry. Claims professionals knew intuitively that it made sense to have a nurse or vocational case manager involved with a claim, which facilitated returning an injured worker back to his or her job. Today, there is a greater emphasis on process combined with outcomes, and customers typically have defined expectations

related to the delivery of case management services. Often-times, the case manager is central to the communication among the varied parties involved in a claim. “GENEX has been rewarded with a very strong marketplace regard for the value propositions we bring, due to our case managers consistently creating a clinical and/or vocational turning point or resolution within the claims we service,” said Delphia.

While indemnity is important in workers’ compensation, the industry today is more focused than ever on the medical component of the workers’ compensation spend. Today, more than 60% of the claim cost nationally is related to medical expense, and it is estimated that by the year 2016, that expense may grow to 70%. Accordingly, GENEX has expanded service offerings to intersect more directly with the vast majority of medical spend components.

Stan said that the customers today are more focused on an overall cost containment strategy, and there is more interest within their organizations to show results and return on investment. “When we started, we were selling only medical and vocational case management,” he said. “Now, we have a full suite of products and services, and we have definitely positioned ourselves as an end-to-end managed care solution.” Delphia added that GENEX’s ability to provide multiple service solutions to our customer base is a great market advantage.

“Our staff has decades of industry experience and knowledge that ultimately is GENEX’s single most valuable resource. Our clients benefit from the talents and experience of our staff and the strong service culture we have built and seek to enhance every day.”

*Delphia Frisch*



### Employee Longevity

Delphia and Stan both started their GENEX careers as area sales managers, and both are testimonies to GENEX’s long-standing comfort level with hiring unique individuals with varied backgrounds and personalities, but similarly bonded around the same success principles.

“I think that one of the great legacies of the company is embracing the individuality of the person, as opposed to re-working them into a cookie-cutter mold,” said Delphia. GENEX’s record of success has been built upon having enormous confidence in the individual person, and how they interact with and relate to people, Stan said. “It’s our culture, and we’ve been very successful in retaining employees for a long time.”

### The Role of Technology

Stan and Delphia noted that GENEX’s technology has become a game-changer. “While we have always highlighted our industry-leading human capital and expertise, GENEX also has an incredibly robust technological capability,” Delphia said. “Customers, particularly on a national basis, expect state-of-the-art platforms, customization, and expediency from GENEX.”

GENEX has developed a highly integrated technology infrastructure to support our vast service offerings. As a

result, our IT team has grown exponentially as product offerings have continued to expand. GENEX is fully committed to IT investment, as continued service innovation requires us to be on the forefront of technology solutions.

### The Keys to Growth—Past, Present, and Future

Stan said that the key to GENEX’s growth has been its people. “The people that we hired, the competitive philosophy of the people within the organization, and the desire to succeed are the keys,” he said. “I would agree with you...people, first and foremost,” said Delphia. “Having the right people dominoes into outstanding customer relations, service excellence, and customer retention,” she said. “These business elements tie foundationally to the Service Profit Chain\* principle that has served as a cornerstone of our operating philosophy.”

According to Delphia, the GENEX legacy has always been built upon very dedicated and highly capable colleagues and employees. These core competencies are critical to our unique corporate culture and have always been strong considerations in the eight acquisitions occurring throughout GENEX’s history. These factors have created an impressive industry reputation that reciprocally, have created very loyal customers.

“The GENEX leaders through the years were confident business risk takers who repeatedly took a chance on hiring eager, capable, smart people who invested their careers in



GENEX, the service we provided, and the people we worked with along the way. Delphia concluded by saying, “Stan, I, and countless others were consistently supported in our career growth over the years. As a result, we both believe our founders’ business and hiring approach will always remain as a key foundational component of our ongoing company success.”

According to Delphia, the company will remain focused on employee and client relationships. “We realize it is important to evolve as a company and continue to be able to meet the needs of your key constituents and the market in general. We want to remain an employer of choice in the marketplace, where employees remain energized about the work we do and the service and benefit we bring to injured workers and our customers.”

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*\*For more information on the Service Profit Chain, visit <http://bbr.org/2008/07/putting-the-service-profit-chain-to-work>.*