

Coaching Unifies Health Clinic Staff to Deliver 20% Growth

Engagement provides a 3300% Return On Investment

Situation

Centre for Fitness, Health & Performance (CCFHP) has been operating for 28 years, providing chiropractic, physiotherapy, massage and naturopathy. The health care services industry is very competitive and CCFHP has managed to do well, increasing revenue every year, through both the economic up and down turns. However, the business was stagnating with little growth recently during the past recession. Furthermore, the few players were heavily relied upon to bring in the lion's share of the revenue. Most personnel's contribution and commitment to the business was extremely limited. Their attitude was characterized by "Every man for himself". The office culture was, at best, polite and courteous.

Motivation

Chris Oswald, the owner, was at a crossroads wondering if it was worth continuing to put the energy and investment in the business. He was frustrated with his staff, their attitude and lack of team behavior. The physical demands of the business added to the Chris' stress. He had several other opportunities that looked promising and where less physically demanding. He couldn't invest his time and energy in those opportunities without the staff's help and support. Chris wanted to create a good succession plan for both the business he had built and for his staff. He doubted the viability of that plan as it didn't seem likely any staff member was going to be capable of taking that role. He needed stronger team players to relief him.

After speaking with Victoria Eastwood about the value of team coaching, Chris understood how team member's behaviors could be shifted to become more collaborative, cooperative and accountable. Recognizing the possibility, Chris decided to invest another 12 months to see if team coaching could deliver that value to CCFHP. If it did, he would lessen his stress and create the succession plan for the business giving him the freedom to look at other opportunities.

Engagement

Victoria provided a customized team coaching program that included:

- Initial coaching sessions with Chris and office managers, Shannon and Jen, to define team goals and measures.
- A team survey was completed by all staff including Chris. The results were reviewed by Chris, Shannon and Jen. The survey highlighted areas for team growth for improved performance.
- Six group hour long team coaching sessions where held for all staff members, including Chris. Sessions were held once a month for 6 months.
- Team coaching sessions focused on:

- Ensuring full understanding of organizational goals – exemplary in the health care industry, exceptional client experience resulting in greater loyalty and referrals as well as improved financial performance;
- Unifying the team around these goals and visualizing how they could work together to make these goals a reality;
- Identifying specific new behaviors that could positively impact the results;
- Building trust among team members so they could talk openly about issues and feel that would be heard; and
- Addressing fundamental issues around job security than limited staff engagement.

Results

After the first couple of months, the office culture shifted. Staff were generally happier, cooperative, had high energy, and openly committed to complete client care and the organization. Clients were also seeing a positive change in the office culture and openly providing encouraging feedback. These culture changes started impacting the organization's financial results, beating the financial targets 5 months after the team coaching was completed. All staff members were fully utilized and additional staff were added to address the overflow of work. Changes were also made to the front office staff, replacing one member whose behavior no longer fitted with the new approach and office culture. Changes to the front office staff resulted in a significant positive social impact on patient experience.

Two years after the commencement of the program, the organization had its best year ever and was expanding to new locations. The team also developed a new business model for delivering health care services through tighter relationships with large corporate organizations, providing co-located clinics exclusive to corporate employees.

Summary

From a financial perspective, 6 months after the team coaching engagement was completed, the organization's revenue grew by 3%. After the following year, revenue had grown by 20% since the team coaching was initiated. In fact, it was the best year in the history of CCFHP. This year they are on target for increasing their revenue by 40%.

Chris attributes 85% of the increase as a direct result of the team coaching. Based on the investment in team coaching, the overall ROI for the engagement was 3300%.

"I wholeheartedly endorse and support the value of professional coaching that Victoria Eastwood delivered to our group, that was simply too busy in our day to day to see the importance of team behavior until we met Victoria. We have a larger team and we have hired her once again to ensure our team remains high performance in 2016 and beyond."

Dr. Chris Oswald
President/Founder CCFHP
CEO MuscleCare