

## The Impact of Office Culture

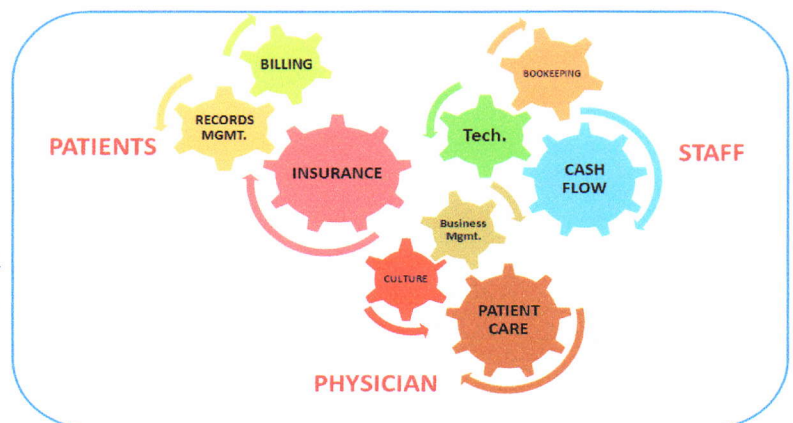
### Project Background

Culture refers to an organization's values, beliefs, and behaviors. One natural enemy of continuous improvement and innovation within any business (i.e., medical practice) is the "office culture". It can either propel a medical practice to new heights or it can permeate every aspect of a medical practice and stifle real growth and success. Within this podiatry medical practice, the challenge was persuading the office management and staff that despite their best efforts, hard work and dedication, there were methods to identify and achieving measurable improvements beyond their current success. Recognizing where the office staff stood "attitudinally" towards change, and how to overcome it, was going to be the first challenge.

### Current State

"We're already doing that", "We've tried that already" or "It can't be done" were statements often shared prior to beginning the engagement. As we began to integrate ourselves into the "office culture", it was obvious the office staff (though cooperative) didn't see how any improvement could be gained. Years of performing similar tasks and activities implied the process couldn't be improved upon in any significant way. Each staff member performed their tasks every day with very little sense of empowerment to identify, improve and challenge the status quo. Though never explicitly discouraged, office staff members didn't think or sense they could influence and affect change — this was somebody else's role.

### Functioning System



All Components of the System Must Operate Effectively.

### Key Changes

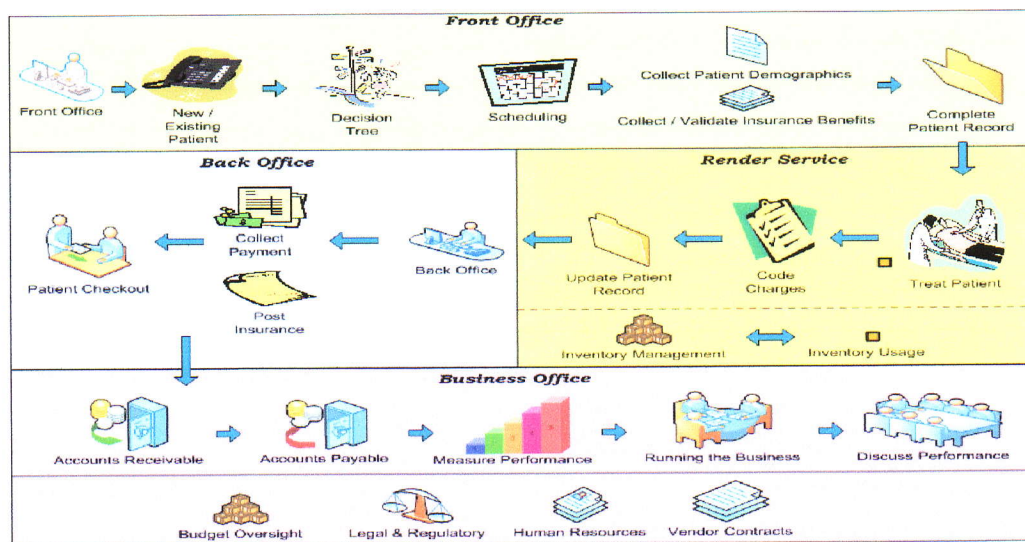
- Coached and mentored office staff to foster an environment of continuous improvement.
- Illustrated how their individual roles were components of a larger "connected" system.
- Instilled a sense of commitment at all levels to support on-going change.
- Shifted towards a focus of "team" and collaboration versus independent work.
- Focused more on desired outcomes vs. current problems.

**Conclusions & Results** Office culture doesn't change overnight. The principles are simple but the work isn't easy. This particular office exhibited a renewed sense of purpose once we modeled new behaviors. Attitudes towards seeing each employee as a critical link in their value chain versus an independent person or area, caused each employee to recognize the practice's success depended on everyone. Improvements were only achieved after the right supporting environment was in place.

**“Simply put, if you put a good person into a bad system, the system will win.”**

**Dr. Edward Deming**

## Value Chain



## About Qualmentus Inc.

Qualmentus is a consulting group comprised of certified efficiency specialists dedicated to the improvement of business operations within the healthcare community. Clients experience an increase in net income, staff productivity and patient satisfaction. Working closely with the office staff, Qualmentus designs and implements solutions with measurable results using an approach based on Lean Six Sigma.

**Co Founder Patrick Widhelm** — Seven years experience in process engineering and program management at USAA and in the US Air Force Space Program. Patrick holds a Masters in Public Policy from Harvard University and graduated Summa Cum Laude from the US Air Force Academy with a BS in Management. He is Six Sigma Black Belt certified and specializes in statistical analysis and data modeling.

**Co Founder Sergio Trevino** — Seven years of process engineering experience in the field of Health Care, Property & Casualty Insurance, Life Insurance, Banking, Financial Services and Grocery Supply Chain Management. Sergio earned an MBA from Our Lady of the Lake University in e-Commerce Management, graduating with honors. Lean Six Sigma Black Belt trained, Sergio specializes in strategic business planning and the implementation of lean operations.