



Success Story Summary

Medical Eye Center Doubles its Growth with an Accountable Work Culture

ORGANIZATION

Medical Eye Center, Medford, Oregon

A full service eye care center employing over 150 people.

ISSUE

Partner conflict was stalling a successfully developing eye clinic's growth as well as having a disastrous trickle-down effect on the work culture and employee engagement.

OUTCOME

Successful top-level interventions led to the Center more than doubling its original size and becoming the largest eye clinic in Southern Oregon. The Center now has a very high upper level retention rate — many of the C-suite staff have stayed for over 15 years. Over the past 19 years, Medical Eye Center has developed a very successful work culture that has led to a low lawsuit rate, a high employee retention rate, as well as an unusual rate of 17% "boomerang" employees who left and later returned, invariably citing the company culture as a major determinant in their decision.

PROCESS

Accountable Communications Technology (A Human Element® based methodology) was introduced at the upper level of the organization through consulting, training, and executive coaching. The success of this led to an organization wide culture change — embedding the practice in the code of conduct, hiring, firing, and internal transitions. The central concepts of the methodology drive all partner, partner plus doctor, and manager retreats. The Center uses the approach to solve organizational problems while they are still small. It has been an integral part of all aspects of the work culture for over 19 years, producing results on all levels.

Consultant/Company

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