



**CASE STUDY**  
**Finding, Training & Inspiring All-Star Teams**

**Client Challenge:** Dr. Christine had practiced for years with an associate doctor, 3 CAs and 2 MTs. For the last 2 years, service production totals had plateaued. Moreover, team members were unmotivated, suffered from poor morale and seemed to be constantly bickering among themselves. Dr. Christine avoided staff meetings, because she lacked a clear focus and didn't want to deal with the tension among her staff.

**Methods:** RJF Consulting's approach was to conduct organizational training for Dr. Christine and her staff. We provided an easy-to-follow 6-month certification program for the team members, and Dr. Christine learned about total quality leadership and empowerment as taught by W. Edwards Deming PhD and Joseph M. Juran PhD. During the certification program, one of the CAs resigned. But using RJF Consulting's step-by-step hiring process, Dr. Christine found an outstanding replacement. (It is interesting to note that "weak-links" often remove themselves from a practice that is evolving towards empowerment).

**Results:** Dr. Christine's team was literally transformed by the certification program. The staff members became A+ team members. Morale went from poor to excellent. Dr. Christine created a culture of empowerment and harmony. Team members focused on the clinic's mission and became actively engaged in improving patient outcomes. Team meetings became fun for Dr. Christine and her team -- communications flowed, team members became proficient in evidence-based protocols, and patients' lives were improved. Incidentally, the clinic increased its services by 21.8% -- no more plateau!

**Conclusions:** Total Quality Leadership is at the heart of team harmony, high morale and empowerment. Team members are transformed and empowered by the certification process. Sometimes team members who are not able to change become uncomfortable and resign. But attrition like this actually helps create a healthier practice by making room for new, inspired team members.