



## CASE STUDY: REDUCED TURNOVER

HEALTHCARE OUTSOURCING COMPANY REDUCES TURNOVER BY MORE THAN HALF

### *Asking the Hard Questions*

The president of a healthcare services outsourcing company was concerned about the company's ineffective organizational structure, characterized by unclear accountability, poor communication and a distrustful work environment. Low morale and high employee turnover damaged productivity and increased the cost of doing business. How could this company reduce its turnover without increasing its costs?

### *Giving Honest Answers*

Working with the president, EKS&H revised the organizational structure and created a new leadership team, decentralized decision-making and focused the team on the task of changing the culture of the workplace. Business unit managers were given more authority to manage their units and were held accountable for the results. The new management team implemented the plan to improve communication and morale, including employee recognition and a performance-based reward program. The solution included specific action steps, with a detailed communication plan and timeline.

### *Providing Actionable Solutions*

The redefinition of roles helped the company see the importance of hiring the "right people." Decisions are now made at the appropriate level, and workplace improvements have enhanced employee morale, increased productivity and reduced employee turnover by more than half. With stability of the infrastructure and confidence restored, the company has begun to pursue a long-delayed plan for expansion.

**EKS&H**

Talk to an EKS&H Business Consultant today: **303.740.9400**

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