



THE
EXETER
GROUP

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CULTURE ASSESSMENT

CASE STUDY

Overview

A Southeastern cancer center desired to enhance its culture. The Board and senior leadership supported a Culture Assessment to learn about the organization from the perspectives of employees, patients, suppliers, community partners, and community leaders. The Exeter Group was selected to:

- Conduct a comprehensive assessment of workforce, patients, and communities served
- Develop a strategy that operationalized culture for each function
- Host a Culture Summit for 350 internal/external stakeholders to share results and solicit input on the proposed strategy

The Challenge

The client had some programming, but the activities had no metrics or outcomes attached to them. Although the Board and c-suite team were unsure about the comfort of the organization to discuss really 'tough' but relevant culture issues, they were supportive. Exeter's challenge was creating an assessment process that addressed this concern.

The Solution

Exeter designed a robust assessment that was as inclusive as possible. We interviewed board members, suppliers, and county officials. We conducted focus groups with patients in Spanish and Vietnamese, in addition to patients experiencing homelessness and employees working with patients who were incarcerated. We also analyzed patient and workforce data, and administered our Culture Insights Survey.

Results

The final strategy reflected these many voices from inside and outside the organization. The insights gleaned from qualitative and quantitative data yielded a deliverable that spoke to the core of the organization's mission, vision, and values. The dashboard captured KPIs for the organization to track.