



THE
EXETER
GROUP

The Exeter Group

PERFORMANCE COACHING

CASE STUDY



Overview

A CFO with 20+ years of experience at a six-hospital system, was referred for performance coaching by the CEO. Although the CFO had institutional knowledge, strong analytic skills, and a passion for the organization's success, he experienced challenges in his role. From a personality perspective, his peers described him as a poor communicator and as someone unwilling to collaborate. With respect to his performance, he struggled to improve financial results.

The Exeter Group was engaged to help the CFO understand how to bridge his strengths and opportunities.

The Challenge

The CFO's leadership assessment revealed specific areas to focus coaching:

- Leader Presence - demonstrate verbal and non-verbal behaviors that exemplify CFO/senior executive role
- Communication - organize time and resources to improve responsiveness to others
- Collaboration - seek the counsel and buy-in of others on matters relevant for financial performance and strategy

The Solution

Part of the engagement was coaching the CFO on how to work with the CMO and CNO on the high Length of Stay at one facility. For the first time, he was involved with employees to understand the underlying reasons for the high LOS. The CFO also reviewed patient experience data (quantitative and qualitative) from that site. He had not engaged with this team nor the data in this manner before.

Results

The CFO learned that the high LOS was primarily driven by patients staying past lunch for an additional meal. With this data, he led the effort in providing boxed lunches to patients along with their breakfast to foster earlier discharges. This initiative expanded to addressing food insecurities in the community. Over time, LOS decreased, thereby improving financial performance for this location.