BROOKE M DUKES

CASE STUDY | ORGANIZATIONAL ARCHITECTURE

How Lund Orthodontics aligned its leaders and cut patient cancellations by 30%

A growing healthcare company with strong results and a split at the top. Here's how it got its leaders, its culture and its systems moving in one direction.

30%	40%	38%
fewer patient cancellations	higher patient satisfaction	more operational throughput

CLIENT	Lund Orthodontics
INDUSTRY	Healthcare (orthodontics)
GOAL	Grow through new locations and acquisitions without losing quality of care
ENGAGEMENT	Five years, led by Brooke M. Dukes
THE WORK	Culture assessment, leadership alignment, leadership development, sales and influence training, values and onboarding

The challenge

Lund Orthodontics was doing well. It had a clear plan to grow through new locations and acquisitions, without losing the patient care it was known for.

But the top of the company wasn't working. The CEO and COO weren't aligned. Communication was breaking down, and friction was rising across the team. Turnover went up. Decisions slowed down.

Growth wasn't the problem. Alignment was. And a company that's about to scale can't afford to grow in two directions at once.

What we did

Brooke led a five-year engagement with Lund. It started with a culture assessment to find the gaps between the culture Lund had and the culture it needed to grow.

From there, the work used behavioral science to understand what drives each leader, rebuild trust between the CEO and COO, and line up the company's systems with how its people work best. It included:

- One-on-one work with the CEO, COO and leadership team
- Leadership development built around how each leader is wired
- Sales and influence training to improve the patient experience
- New company values, plus an onboarding system built to scale

The work was delivered through assessments, workshops, consulting and ongoing support.

The results

Over five years, Lund built a culture that could grow with it:

- Patient cancellations dropped 30%.
- Patient satisfaction rose 40%.
- Operational throughput rose 38%.

The leadership team came away with one shared vision, clearer communication across the company, and a culture that finally matched its strategy.

> *"We took the cultural assessment because we wanted to know if we were giving our people what they need to be the best team and to provide the best patient care. I knew we had to go outside of what I knew as a leader and what we knew as an organization to find the help we needed to take us to the next level. I just can't say enough, and I'm excited for the next chapter."*
>
> **Misty Wales, COO, Lund Orthodontics**

Why it worked

Most companies try to fix a split at the top with a new system. Lund fixed the structure and understood why the split happened in the first place. That's why the change held.

Want this inside your company?

Organizational Architecture brings this work to your whole team: culture, leadership and sales, built on BMD's four proprietary assessments.

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