NYSARH
New York State Association for Rural Health

2023 Rural Health Symposium

Organizational Culture and Leadership

Presented by:

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Objectives

- Workforce is THE single most critical factor for organizational success

- Organizational Culture:
  - What it is
  - Why it matters
  - Who is responsible for it
  - What we can do about it

- YOUR Culture Creation Challenge

What Is Organization al Culture?

- Company culture is the personality of an organization

- Shared set of workplace beliefs, values, attitudes, standards, and behaviors

- Reflects the written and unwritten rules that people in organization follow

- The sum of all that you and your colleagues think, say, and do as you work

- The way people in an organization behave and the attitudes and beliefs that inform those behaviors

The Realities of Organizational Culture

▪ Whether worked on or not, it exists

▪ No longer a nicety, but a necessity

▪ An unguided and unstructured culture does more harm than good

▪ Important to take steps to shape and strengthen culture in alignment with organizational values and goals to avoid disconnect between how the company defines culture and how the leaders and employees feel

Source: The Definitive Guide to Culture

Culture Involves…

- The way employees speak to each other

- The norms surrounding work-life balance

- The implied expectations when challenges arise

- How employee feels about their work

- The permissibility of making mistakes

- How each team and department collaborate

Culture Components

- Workflow

- How opportunities for advancement are handled

- Whether employees collaborate or work alone

- Dress code or lack thereof

- Expectations regarding working when sick

- Recognition and Being Valued

- Interpersonal Communication

- Leadership and "Open Door Policy"

Benefits of a Positive Culture

- Increased engagement

- Reduced turnover and associated recruitment and training costs

- Higher productivity

- Employees feeling valued and acknowledge

- Creativity and innovation

- Improved client experience and satisfaction

- Increased revenues/profits and/or decreased cost

The Bottom Line of Culture

* HIDDEN COSTS ARE INCURRED IN TOXIC CULTURES AND NEGATIVE ENVIRONMENTS *

- Health care expenditures are nearly 50% greater at organizations with negative cultures

- Workplace stress accounts for approximately:
  - $500 billion removed from economy
  - 550 million lost work days
  - Sixty percent to 80% of workplace accidents

- Disengagement results in:
  - 37% higher absenteeism
  - 49% more accidents
  - 60% more errors
  - 18% lower productivity

- Lack of positive and inclusive culture leads to an increase of almost 50% in voluntary turnover

Common Characteristics of Great Culture

- Encourage diversity, equity and inclusion

- Help new hires feel welcome

- Engage employees

- Interactive and Inclusive Environment

- Recognize and reward through feedback and appreciation

- Value in Teamwork and Individual Endeavors

- Prepare for the future through innovation and creativity

Source: The Definitive Guide to Culture

Who Owns Culture?

- WE ALL DO!

- Leaders set the vision and forge initiatives that shape it

- Middle managers put those initiatives into action

- Employees strengthen the culture by supporting the ideals

- 'Human Resources' Activities

  - Having enough structure and flexibility

  - Ambassadors to the Values

Leaders Influence Organizational Culture

1. Ensure alignment on Mission, Vision, and Values

2. Inspire confidence in the face of challenges

3. Leverage mistakes a source of learning

4. Responsible for employees feeling valued, included and heard

Leadership

Responsibility

- Leaders should anchor their ideal culture in the results it creates:

  - Employee experience

  - Client/Community experience

  - Bottom-line outcomes

Team and Colleague Responsibility

1. Caring for, being interested in, and maintaining responsibility for colleagues

2. Providing support for one another, including offering kindness

3. Avoiding blame and forgiving mistakes

4. Inspiring one another at work

5. Meaningful Feedback, Solution Focused

6. Treating each other with respect, gratitude, trust and integrity

The Critical Value of Culture

- Company culture largely determines organization's reputation, internally and externally

- A positive culture retains an engaged workforce

- Improves recruitment and retention

- Culture is a competitive advantage

- Great cultures leverage their organization's unique mission, purpose and values to strengthen their identity, inspire their employees and deliver on their brand promise to communities.

Source: GALLUP: Culture Transformation

Culture Development

Does not need to be complicated or expensive

Major areas of focus:

- Hiring practices
- Onboarding efforts
- Recognition programs
- Performance Management programs

Also:

- Wellness
- Work-Life Balance
- Operations and Technology

Strategies for Consideration

1. Foster flexibility and empathy in the workplace

2. Infuse gratitude and appreciation into the work

3. Create an employee recognition program

4. Emphasize <u>psychological safety</u> to increase belonging and inclusion

    - An environment of social support where everyone believes they can bring their whole selves to work and can freely bring up ideas, questions, and concerns to others without averse repercussions.

EXAMPLES:

OURS

&

YOURS

Ours:

- Group Interviews for Fit

- Wellness Activities Amongst Team

- Unlimited PTO

Thoughts from the Room:

- Successes – Big and Small!

Final Thoughts

- Taking care of culture is not a nicety, it is a necessity

- We simply cannot afford not to address

- Culture is dynamic and necessitates constant attention

- **Every leader and employee brings your workplace closer to your aspired culture or detracts from it**

- Make your Mission your culture

- Use culture as your differentiating advantage

CULTURE CHALLENGE

ACTIVELY AND POSITIVELY

DEVELOP YOUR ORGANIZATIONAL CULTURE

IN SOME MEANINGFUL WAY(S)

We know you can and believe in you!

CHALLENGE ACCEPTED.

Resources and Contact Information

- Resource list is available to all participants

- We welcome your follow-up!

  - Ask questions, share thoughts, and tell us your success stories

Contact information:

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