

Cultivating a Healthy and Productive Workplace Culture

How is culture observed?

- Demonstrating organizational values in behavior – awareness and development.
- Norms and processes – habits and systems.
- Storytelling and the cultural narrative - signs, symbols, interpersonal, and written communication.

How is engagement observed?

- Feelings of pride in the organization.
- Feelings of belonging.
- Feeling appreciated and valued.
- Feeling motivated to learn and grow.
- Feeling that your work is meaningful and makes a difference.
- Feeling connected with your manager and colleagues.

Culture and Engagement

Engagement is an emotional state. It is defined as the level of emotional connection that individuals have with the organization and its mission, their co-workers and customers, feeling that their work is meaningful and makes a difference, feeling valued, and stimulated to learn and grow.

Engagement soars in organizations with healthy and productive cultures. Culture is the energetic environment that gets co-created based on how we “show up” with each other and what we give our attention.



Where does culture live in the organization?

An ambulatory surgery center operates in a dynamic environment where both business and human needs are necessary to succeed. Organizational culture is crucial in aligning business needs with human needs. It serves as the foundational framework that influences how both are addressed and integrated leading to better patient outcomes, staff satisfaction, and financial health.

Business needs include things like revenue generation, coding and billing, profitability, regulatory compliance, quality and safety standards, operational efficiency, technology, marketing, staffing, training and development, facilities management, etc.

Human needs include things like a safe and comfortable service experience, clear communication, support and compassion, team collaboration, professional growth, meaningful work, valued contributions, work-life balance, wellbeing, etc.

Values; The Cornerstone of Culture

Your organization’s core values act as a set of high-level operating principles. They answer the question, how do we go about doing our business?

Different from mission that articulates what you do, and vision that articulates where you are headed, values define who you are and how you behave.



Visioning a Desired Culture

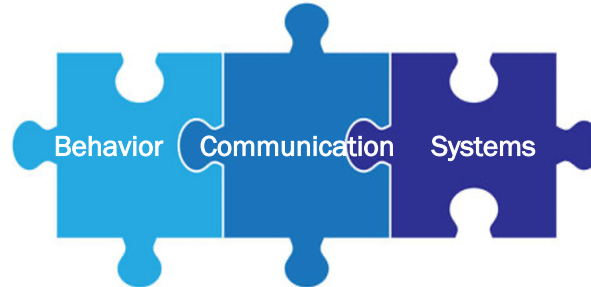
- Share a time you felt proud to be working with your organization (or any of the other feelings of engagement). What created those feelings?
- Culture is an energetic work environment. Describe the energetic work environment you want/desire?

Building your Roadmap

- How does your organization currently cultivate a healthy and productive workplace culture?
- What personal experiences have shaped your engagement and participation in co-creating culture?
- What action ideas emerge through those insights?
- What ideas would you like to implement in your organization to cultivate a healthy and productive workplace culture?

A Roadmap for the Journey

Creating a roadmap involves a structured approach with three components focused on behavior, communication, and systems. Integrating these components into a cohesive plan gives attention to culture and engagement with a steady cadence of reminders about who you are as an organization and will help cultivate and sustain a healthy and productive workplace culture.



Behavior

Define your values as behaviors. Think of what living your values looks like, sounds like, acts like, feels like, thinks like, etc. Identify the fundamental behaviors that you want to build knowledge, skills, and abilities in, and recognize in your culture.

Leading by example is one of the most effective ways to cultivate culture. The more employees see leadership intentionally exemplifying and referring to values, the more apt they are to take personal ownership in their engagement and co-creating culture.

Communication

Effectively communicating core values aligns behavior with the organization's mission and vision, enhances employee engagement, and builds a healthy and productive culture. There are so many ways and channels that an organization might communicate its values.

External: LinkedIn, website, social media, television ads, blogs, marketing and branding, email signatures, etc.

Internal: communication boards, newsletters, signs, symbols, art, meetings and events, screen savers, etc.

Systems

Integrating core values into your organizational systems ensures that they are not just abstract principles or aspirational but are actively practiced and reinforced throughout all aspects of daily operations and decision-making.

Here are some of the organizational systems where you will want to integrate your core values.

- Talent acquisition – recruit, hire, onboard.
- Talent management – mentor, develop, grow.
- Reward and recognition – criteria, formal and informal, timely and consistent.
- Strategic planning – vision, goals, accountability.
- Customer satisfaction – brand, experience design, feedback.
- Employee engagement – participation in the co-creation.