



## Executive blog – October 2024

### Creating a culture of ownership

*Bespoke.* It's not a word you hear often. In case you're not familiar, bespoke refers to something that is custom made, like a one-of-a-kind suit, for example. A tailor begins by taking great care to listen to their customer, rather than assuming what the customer wants or needs. It's only after listening that the tailor and their team invest themselves in carefully constructing a bespoke garment that truly "suits" the customer.

I think bespoke may describe the personalized work we do in healthcare as well. To best serve our patients and each other, our team needs to actively listen with respect, provide individualized care and service, and invest in the work we do every day. This work amounts to more than a job because healthcare is our calling, and that perspective permeates our culture of ownership.

One of our recent actions to advance our organization's culture was for all leaders to participate in [Bridging the Gap](#) in partnership with Spring Arbor University (SAU). This unique program was created by social change leader [Simon Greer](#). Greer's work is distinguished by its focus on reconnecting with our individual purpose or "why," intentional listening, and a search for common values. Following these sessions, 12 of our leaders, including myself, took part in a first-ever certification program to "train the trainers," by diving into more in-depth content and creating individual action plans for infusing and spreading the content into the organization. The team has completed this work and will be celebrating together at the first certification ceremony on October 21 at SAU.

Our Bridging the Gap training also inspired us to reimagine our new team member orientation. I have personally committed to devoting two hours engaging with all new team members on the culture of ownership. By focusing on culture, we are promoting inclusivity and enhancing our dedication to one another and those we serve. If something matters to our patients or a fellow team member, it matters to us too. The goal is to equip our team to actively listen and ask open-ended questions with genuine respect, rather than relying on assumptions. We want to approach each patient and team member encounter with humility, kindness and curiosity. These qualities will help us foster a culture that makes everyone feel

understood and safe to be who they are, regardless of individual differences. I am optimistic about our future because of our culture. It's truly our secret sauce.

We consider it our honor to continue to be your partner in health and want to express our appreciation for entrusting us to provide you with customized care.

*All that the heart longs for most is fusion with another person. ~ Simon Greer*

*Emily Moorhead*