

Cultivating Success: Growing Your Brand Through Company Culture



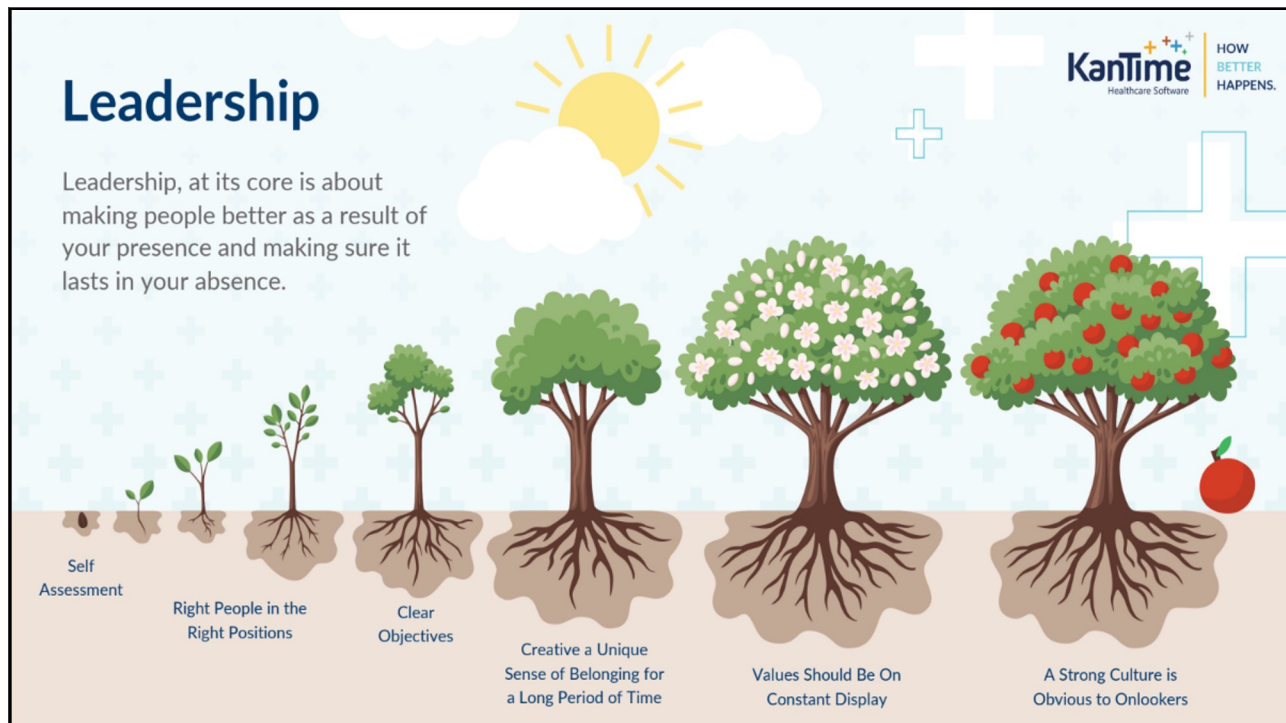
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HCAF ORLANDO
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Objectives:

- 1-Personal assessment of where your agency currently is and future goals
- 2-Learn how strong culture directly effects the customer experience and patient outcomes
- 3-How to Coach UP and set the tone for growth
- 4-Cost savings and ROI with this method

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1-Culture begins at the top! The tone set in executive management always trickles down. Any bump in that flow can quickly erode your culture.

2-Your culture determines employee satisfaction, retention, and employee performance. These trickle down to your patient experience.

COMPANY CULTURE IS NOT WORDS ON A WALL. IT'S HOW PEOPLE FEEL ON A SUNDAY NIGHT.

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Where do I want to be?

Where does our agency want to be?

Make Expectations clear!

- Plans can't just be dictated
- Gather quorum if you want buy in
- Allow input for movement towards the mission
- Hear and consider solutions from your team



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Be willing to take a true Self Assessment. When people leave en-masse, don't be afraid of the why, don't assume. Have a good process for the self assessment and make it an ongoing process. It's often 3x more costly to replace one person.

Observe, watch your people in action.

How are people behaving in real time: What choices do they make, how do they deal with customers and families, how are they at problem solving, and do they have leadership capabilities? You can't do this if you just sit in your office.

Remember observation is hard! You must let interactions go wrong and let people make mistakes- it's hard not to jump in right then.

Look for ownership mentalities: These are your assets!

Leverage strategic praise: this doesn't require money rather the intrinsic feelings of recognition in a forum. Be consistent in your recognition though. Once you start it can be easy to let it fizzle. Also don't let your model turn into a participation trophy.

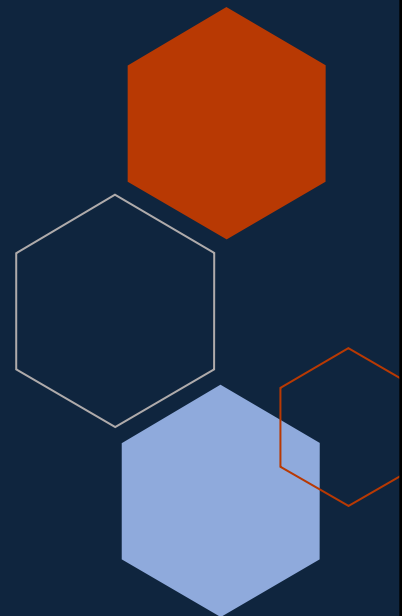
Vary the feedback: don't just listen, internally. Be open to listening to the market perceptions also.

Identify your Marigolds and Walnut Trees



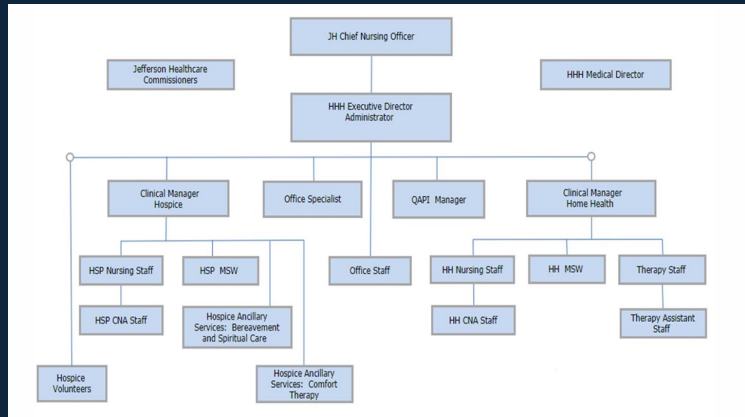
How to hire the RIGHT people

- Behavioral based interviews.
- Hiring the attitude/aptitude as much as the skill set.
- Moral Compass/Doing the right thing at the right time.
- Strong orientations, don't forget to onboard your culture along with your processes. Something as simple as company swag on the first day goes a long way.
- Making sure people are doing the right jobs, jobs that suit their talents. Don't let org charts limit your potential. Sometimes this means wearing multiple hats.
- Step in and step up culture.
- Employees shouldn't have to choose between their job and personal life. There should be a harmony. Don't be the organization that would rather find someone else. Don't make others feel guilty for having a life.
- Treat your people like you would your own family. Treat them with true customer service. They are your product.
- Walk the walk, don't just talk the talk. Culture isn't just a gift card at Christmas and a company picnic. It's truly hearing your employees, advocating for their best interests, cultivating a workplace of growth and care.



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Optimizing Organizational Structures



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Why are Org Charts Important?

Clarifies roles and responsibilities

Defines Chain of Command

Improves Communication and Collaboration

New Hires

Planning and Growth

Visualizing Company Structure

- By investing in your people, you are investing in your brand which then helps to bring new talent and new patients into your network.
- Don't be afraid to do things that haven't been done before. Create an environment of creative ideas that are truly heard and considered. Some of the best ideas come from the least likely places.
- When crisis strikes, pick a path and create the road map. Implement policies and procedures, keep things simple and execute, then ingrain those habits. When the pressure is on people revert to instincts.

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Coaching UP

Don't forget to build your systems that reward top performers. Consistently call out excellence. Reward and incentivize. It's easy to punish the top performers. They are the reliable, focused people with high quality outputs; which makes them an easy target for the hardest tasks, the most complex workload and the high risk for burnout. There is always a nurse that gets the most complex or most challenging patients. Be aware of that toll and don't let their performance become punishment.

There is no “one size fits all” approach

- Leverage Social Media
- Be present in your community
- Use technology to your benefit
- Create a network of future leaders
- Don't be limited by proximity. Don't forget to include internal and external people.
- Always have a contingency plan
- CLEAR OBSTACLES-EVERYTHING IS ABOUT ATTITUDE, EFFORT, AND ACCOUNTABILITY



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Values:

Must be on constant display. When company decision making is made in a value-based logic, you can trust that your culture is upheld without micromangement.

Values should drive everything the organization does. Always come back to these values! What's right for the patient **AND** employee?

BRAND

- Creating a brand, your external appearance, feeds both patient and employee perceptions of your organization.
- Branding communicates the continuity of a company's business model. It says, This is the kind of company we are.
- Your brand has a unique and immediately recognizable identity that distinguishes itself from others in its industry.
- Details matter!

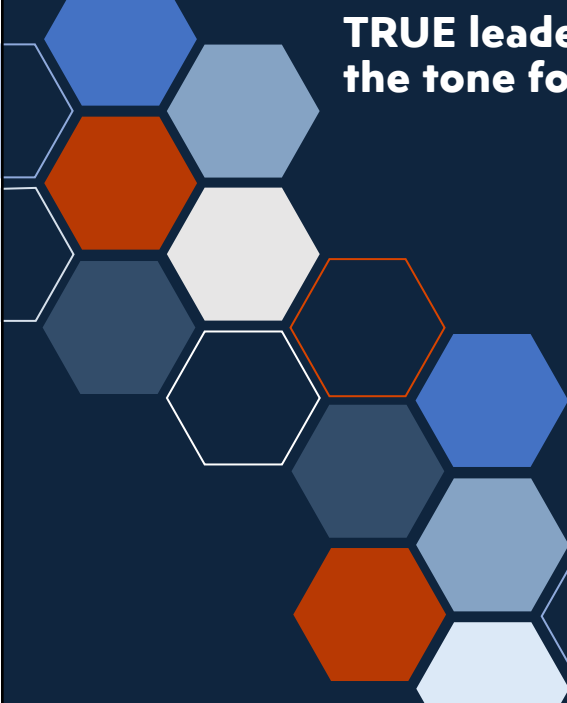


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What is your vision statement?

What is your company mission statement?

Does your resume show YOUR personal vision and mission?



TRUE leaders make people better and set the tone for the whole organization

- Get in the trenches
- Create a sense of belonging
- Be an advocate or ambassador
- Define clear goals
- Listen and don't assume
- Give them the tools to be successful
- Recognize and uplift
- Personal and professional development is crucial
- Master the art of constructive criticism
- Don't let a bad apple spoil the bunch
- Don't tolerate those that do not meet company standards
- Don't be afraid to ask the hard questions or be afraid of negative feedback. People need the opportunity to correct their mistakes, but this can only be done when there is clarity of the expectations and why they were not met
- A little fun goes a long way
- A culture requires trust
- Is it lip service, or do you mean what you say? Actions back up your words
- Never asking someone to do something you won't do yourself. Gather information on the state of the union
- Don't be afraid to see your flaws and admit the problems



- Culture lives or dies based on people**
- Strong relationship rooted in trust**
- Clear communication of goals and expectations**
- Recognize top performances**
- Encouragement of personal and professional growth**



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“The F Word”

What

Does

This

Mean??

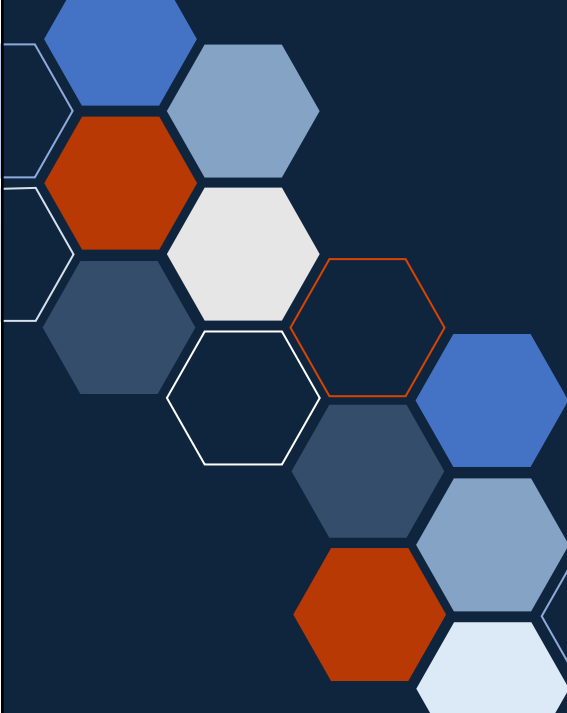
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Fruits of Strong Culture

- Companies with strong leadership and engaged employees experience 62% LESS turnover!
- Potential clients are more likely to choose a provider with a strong brand on display



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In 2022, turnover rates for segments of the healthcare industry ranged from 19.5% at hospitals to 65% for at-home care providers to 94% at nursing homes.

Healthcare workers who don't work in a single location, such as nurses, home health aides, and therapists, may miss out on opportunities to interact with their managers in person. Cut off from these critical personal connections, they can feel underappreciated and unseen, which makes it more likely they'll look for a job elsewhere.

Impacts of Cultural Life Cycle

The average cost of turnover for a regular position is between six and nine months of an employee's salary. Replacing a highly specialized healthcare professional can cost as much as 200% of the employee's yearly salary.

The average cost of turnover for a staff registered nurse in the US is \$46,100, with an average range of \$33,900 to \$58,300, according to the 2022 NSI National Health Care Retention and RN Staffing Report from Nursing Solutions Inc., a national nurse recruitment agency. The average time needed to replace a nurse is about 87 days. Nurses in some fields, including emergency services and behavioral health, are leaving at accelerating rates, with cumulative turnover rates that exceed 100%. (This happens when jobs need to be filled repeatedly—for example, an organization with 100 employees may have 50 positions that are filled by employees who stay long term and 50 positions where lots of turnover is the norm. Each terminated employee is part of the organization's overall turnover rate.)

KPI =
Key Performance Indicators

The New Leadership
KPI

- Keep people interested
- Keep people informed
- Keep people involved
- Keep people inspired

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BUDGET FOR THE BUILDING OF YOUR CULTURE

- The ROI for a strong culture will be seen in your employee retention, decreased expenditure of employee replacement, fiscal growth from increased referral and attention from a strong brand, strength and stability during tough times from a strong contingency plan.



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In Closing...

Coach UP

Happy Employees=Better patient care because its personal and professional!

Be the leader that can leave the building and not have a fear in the world

The reversed Golden Rule

F WORD

Only use the Org chart for what you have to

Celebrate and educate

Take care of them and they'll take care of you
AND your patients

An abstract graphic on a dark blue background featuring several hexagons. A large orange hexagon is the central focus, with a smaller white-outlined hexagon to its left and a smaller solid orange hexagon below it. A light blue hexagon is positioned above the large orange one. A thin orange vertical line is located to the right of the large orange hexagon.

References

<https://www.oracle.com/human-capital-management/cost-employee-turnover-healthcare/>

JUMPSTART YOUR WORKPLACE CULTURE by
Eric D. Stone

A portrait of Tara Bridges, a woman with shoulder-length brown hair and blue eyes, smiling. She is wearing a dark blue top with white stitching details. The portrait is set against a dark blue background with abstract hexagonal shapes in orange and light blue.

Thank you for having me at HCAF!

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