

INSPIRING A CULTURE OF EXCELLENCE

Motivation for the moment, inspiration for a lifetime

Gary Campbell
President, Impact2Lead, LLC
President and CEO of Johnson Health Center
Certified “Go-Giver” National Speaker



The Agenda

- **9:30 – 9:45** **Welcome and Introduction**
- 9:45 – 10:00 The Happy Pic
- 10:00 – 11:00 Inspiring a Culture of Excellence
- 11:00 – 11:15 Break
- 11:15 – 12:00 Challenges and Opportunities
- 12:00 – 1:00 Lunch
- 1:00 – 1:45 Building Collaborative Relationships
- 1:45 – 2:20 Bringing it all Together
- 2:20 – 2:30 Closing Remarks

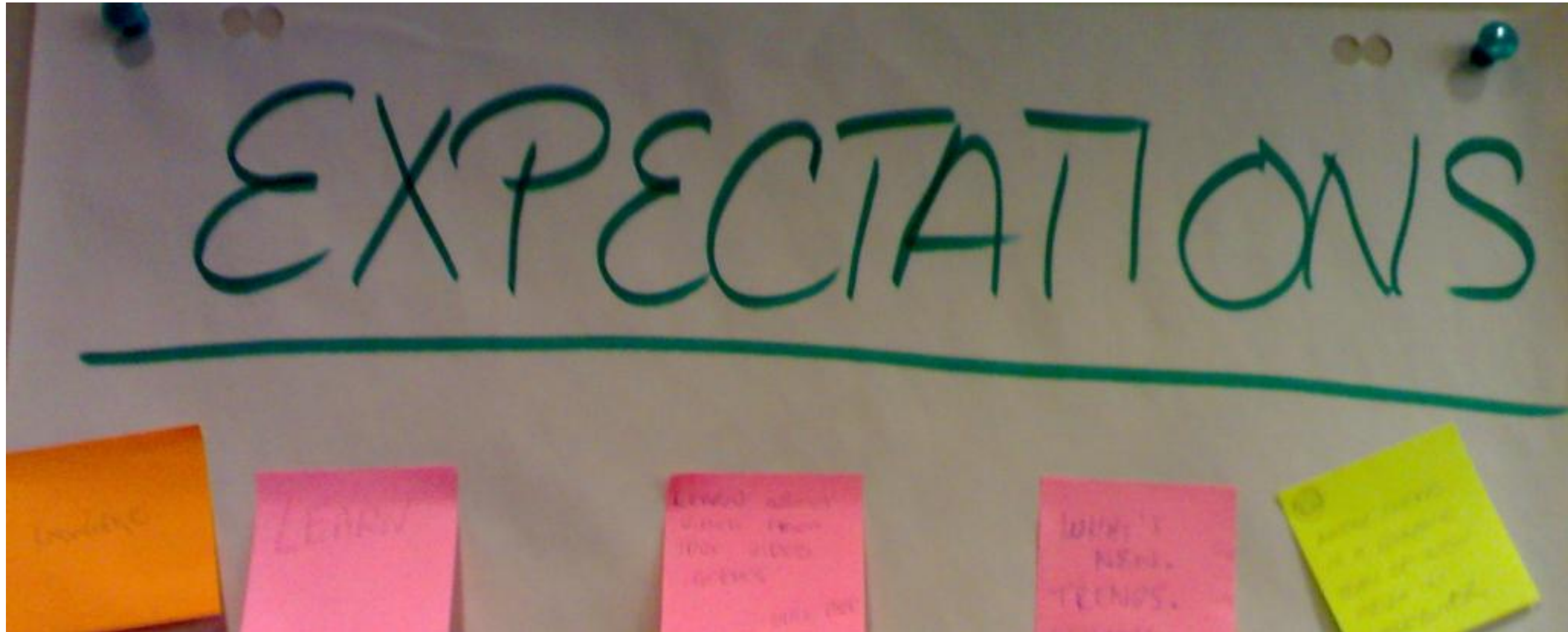
GARY CAMPBELL

IMPACT2LEAD, LLC

- Lynchburg, VA Native – Pittsburgh, PA Flavored
- 25 Years of Leadership Experience
- Fortune Companies and Non-Profit FQHC
- Launched Impact2Lead in 2013; currently the CEO of Johnson Health Center
- Coach, Consult and Speak on Inspirational, Leadership, Strategy and Workplace Topics Nationwide
- **Architect of Culture Transformation** resulting in award winning Employer of Choice Certification
- 2023 & 2025 Non-Profit of the Year, 2024 Best in Business Large Employer Award
- Clear on my why



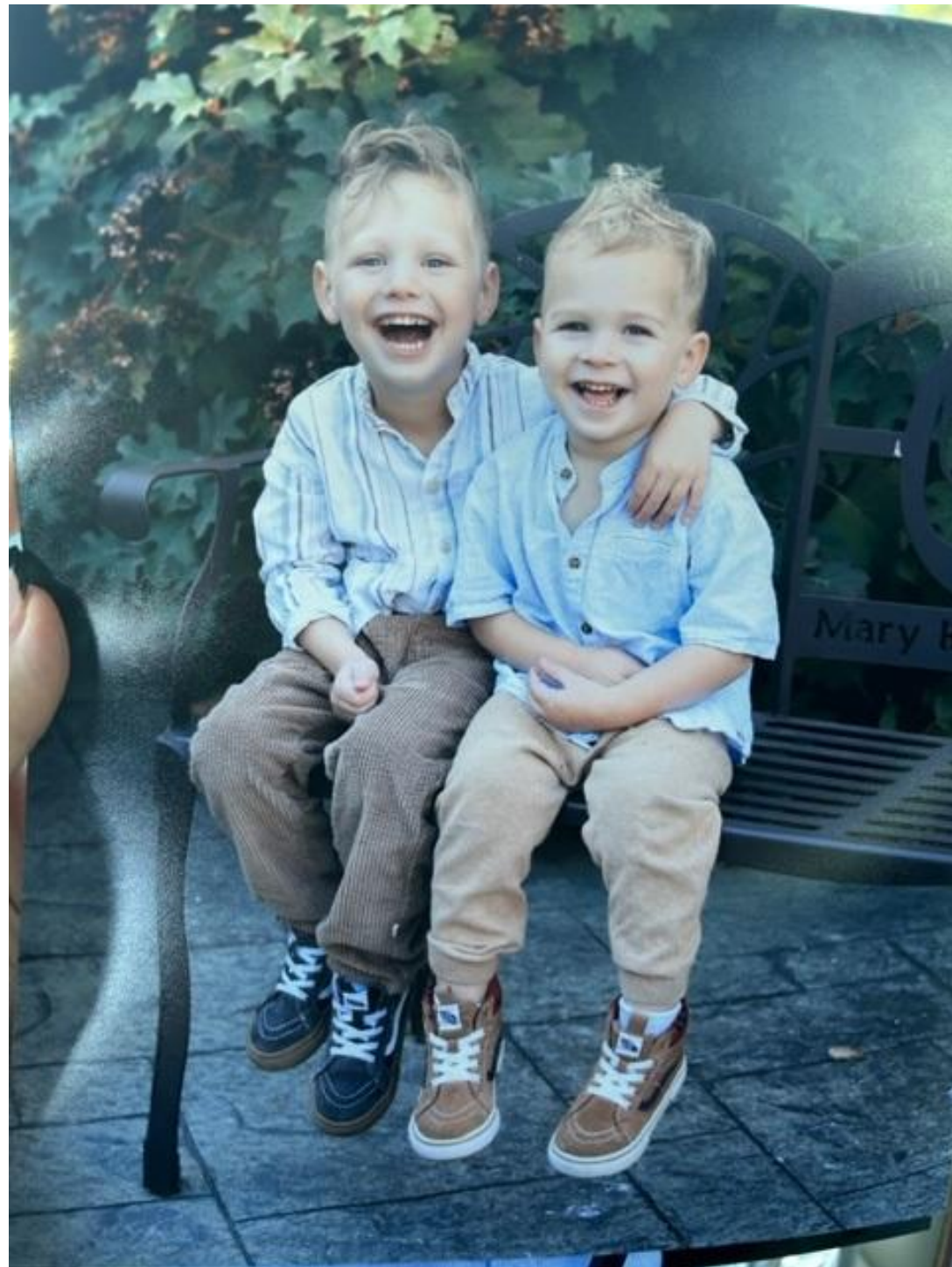
For Today



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The Happy Picture (or two)

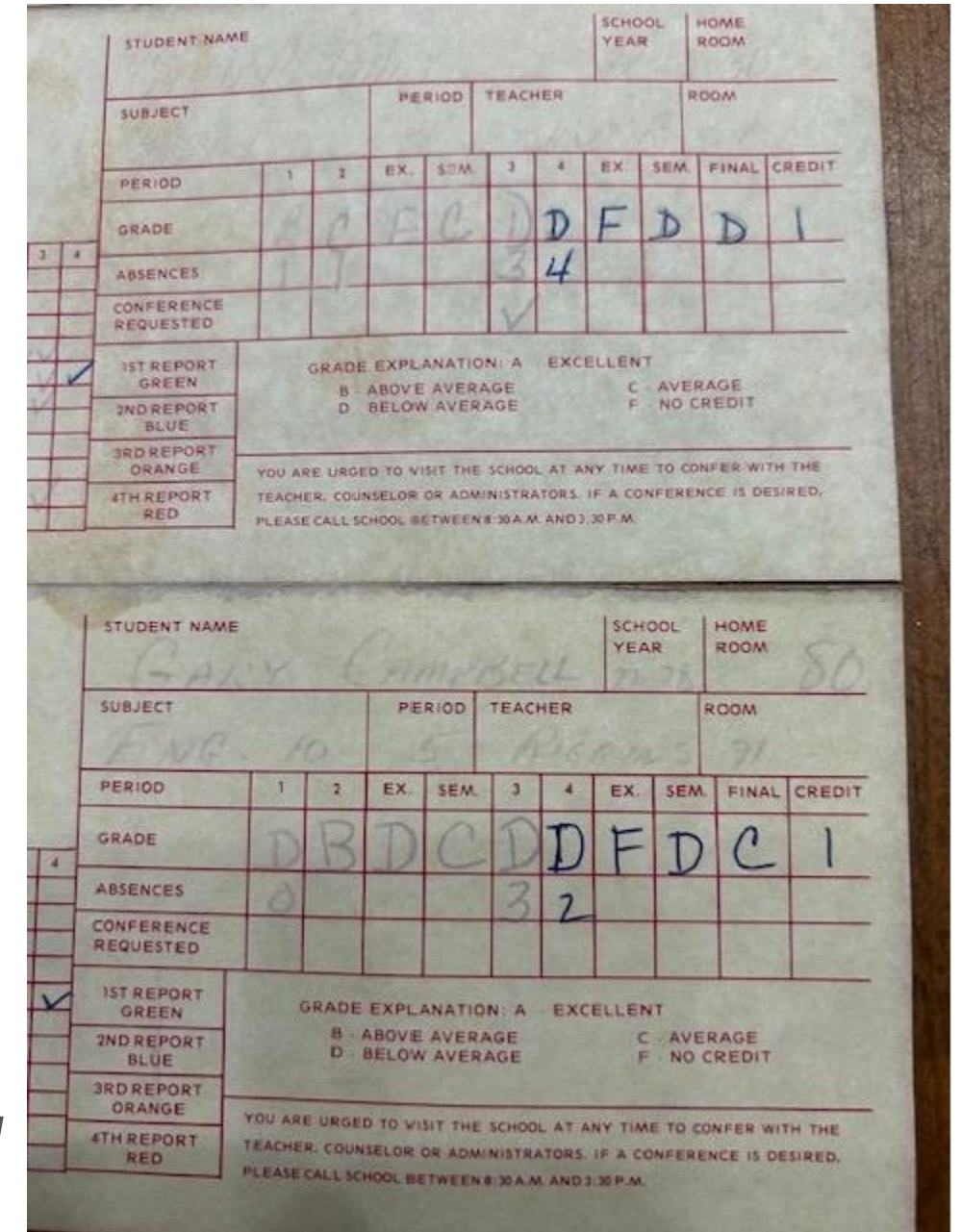


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MY JOURNEY

- Grew up in Lynchburg, VA
- Never took things too seriously
- Six-year summer vacation
- Personnel?
- The big move and discovering my own potential with help
- A federally qualified what in Lynchburg?
- Growing into my purpose to unleash potential, and improve the life of every person I touch through Johnson Health Center and ultimately Impact2Lead

STUDENT NAME		SCHOOL YEAR	HOME ROOM
GARY CAMPBELL		10	80
SUBJECT	PERIOD	TEACHER	ROOM
ENGLISH 10	5	Mr. Smith	71
PERIOD	1	2	EX. SEM. 3 4 EX. SEM. FINAL CREDIT
GRADE	D	B	D C D D F D C 1
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CONFERENCE REQUESTED			
1ST REPORT GREEN	GRADE EXPLANATION: A - EXCELLENT		
2ND REPORT BLUE	B - ABOVE AVERAGE C - AVERAGE		
3RD REPORT ORANGE	D - BELOW AVERAGE F - NO CREDIT		
4TH REPORT RED	YOU ARE URGED TO VISIT THE SCHOOL AT ANY TIME TO CONFER WITH THE TEACHER, COUNSELOR OR ADMINISTRATORS. IF A CONFERENCE IS DESIRED, PLEASE CALL SCHOOL BETWEEN 8:30 A.M. AND 3:30 P.M.		

Unleashing Potential Begins with Leadership



Leading in this Landscape

- Gallup's latest study conducted in 52 countries and building on decades of research in what people need from THEIR leaders:
 - Hope (56%)
 - Trust (33%)
 - Compassion
 - Stability
- Leaders must know three things in this climate:
 - The impact of hope, trust, compassion and stability on those they lead
 - They must know and clearly understand themselves, playing to strengths and recognizing gaps
 - They must know/understand their specific leadership role and the expectations that accompany it

But is it that simple and how do we inspire hope?



Top Leadership Traits Today

- ***Adaptive Leadership***

- Adaptive leaders distinguish themselves by skillfully responding to uncertainty, **leading through change**, and guiding their organizations toward success

- ***Emotional Intelligence***

- **Leaders who can effectively understand and manage their emotions** are better positioned to foster positive team dynamics, promote collaboration, and navigate complex interpersonal relationships

- ***Purpose Driven Leadership***

- There is a growing emphasis on purpose-driven leadership, where leaders align organizational goals with a broader sense of purpose and societal impact.
Clearly understanding their why and helping others understand theirs (I2L)

- Source: <https://www.forbes.com/sites/brentgleeson/2024/01/02/the-top-5-leadership-trends-that-will-drive-success-in-2024/?sh=47ec58503da0>

Adaptability and Change

sometimes
the things
we can't change

end up
changing us

Control what you can Control

We cannot direct the wind, but we can adjust the sails.

Dolly Parton

It's 5:10 AM, the Coffee is on, the full day is planned



Meanwhile...



Inspiration and Hope Begins with Vision





AMHERST COUNTY
COMMUNITY HEALTH CENTER

About JHC

- Founded in 1998
- Non-profit, independent, federally qualified health center (FQHC)
- Bi-Partisan Support
- Serving the City of Lynchburg, counties of Amherst, Appomattox, Bedford and Campbell
- Governed by Board of Directors – minimum of 51% users
- Primary care, behavioral health, dental, pharmacy, OB/GYN, transpiration, mobile medical and dental, and nutrition and fitness
- 30,000 patients with 100K visits and nearly 270 staff members
- Health Centers been around since 1965, serve over 34M in over 17K sites across the country – see patients regardless of the ability to pay

Vision for Everything

Current Strategic and Overarching Vision for Johnson Health Center

- A transformed system to improve care and bring purpose and fulfilment to the work we do on the path to improve the life of every person we touch*
- “To be a place where staff feel highly valued, patients are deeply cared for, and leaders model the way by living out the core values.”*



Core Values

- Core values are the root beliefs that a person or organization operates from. They are the principal perspectives that guide a person or organization's behavior with others

<https://medium.com/@scoutcoaching/core-values-what-they-are-why-they-matter-and-how-to-define-yours-93164383eada>

- True core values are never compromised for any reason

JHC's Mission

To provide affordable and comprehensive healthcare with quality services and strong community partnerships to improving access to healthcare for all



The Why

We are drawn to leaders and organizations that are good at communicating what they believe. The ability to make us feel like we belong, to make us feel special, safe and not alone is what gives them the ability to inspire us – Simon Sinek

My Why

My why is to improve the life of every person I touch because it brings me happiness and fulfillment to serve others so their potential might be unleashed, and they realize a real sense of hope

Always wanted to work for an Employer of Choice

“You have truly created an environment of teamwork, Mr. Campbell, where people feel heard, valued and are encouraged to be creative and innovative in doing the work they do around here” – Retired Johnson Health Center Executive

She Said It

- “It was the best culture that we have ever looked at,” Gioia said. “They scored the highest on our survey in terms of some of the questions that we asked.”
- The Johnson Health Center probably has a better culture than most, and most of them have more resources than the Johnson Health Center, according to Gioia.



** News and Advance interview with Employer of Choice International CEO, Joyce Gioia – April 24, 2016*

The Vision

- In August 2014, JHC was experiencing the following
 - Recruitment and retention issues
 - Non-existent employee engagement
 - Lack of community engagement
 - Credibility issues
 - Lack of trust in leadership
- In August 2014, JHC committed to the following
 - Employees would be first – an engaged culture with a focus on the people
 - Focus on “wowing” our customers (patients)
 - Rebranding ourselves in the community
 - We would build trust and leadership at all levels
 - ***We would become core values driven, know our why and become an Employer of Choice***

A Few Results

- More than doubled patient access since 2014 w/mobile units and footprint expansion into broader service area and tripled revenues
- Turnover remaining under the national average
- **2016 Employer of Choice, 2017 Best Place to Work, 2018 Top 9 Emerging Small Business, 2022 Best Place to Work, 2023 and 2025 Non-Profit of the Year, 2023 Best Place to Work, 2024 Best Large Business and numerous clinical practice recognitions**
- Formalized leadership and training programs internal/external
- Multiple teams/committees to drive organizational success – engaged employees on improvement activities/committees all over the health center
- CQIP (Quality Program) with 80% improved outcomes since 2015 and a 95% patient satisfaction rate (HRSA Best Practice)

From our Chief Nursing Officer

I failed to tell you when we last met that I would need you to participate in my most recent efforts to spread cheer! Sorry!

During our February nursing department meeting, I introduced the monthly nursing core value award. This award will be presented to one nurse or MA during each department meeting beginning in March. Nurses and MAs can be nominated by their peers each month for acts that align with our JHC core values.

The nominations are due to me by the 25th of each month. I will then send the nominations to you with names excluded, and you get to vote for your favorite! This way, you get to see the great and awesome things our nursing team is doing, and I don't have to choose one!

The logo for Impact2Lead, featuring a stylized blue 'i2L' with a white arrow pointing right, and the text 'IMPACT2LEAD™' in black below it.

Gary's Secret Sauce

- Be purposeful and live for something bigger than yourself
- Know that adversity/change is always there and will remain part of life, especially in the world we live in now – don't let it consume you but rather inspire you
- Control what you can control and deep breathe the rest
- Extend grace and gratitude – laugh more
- Surround yourself with people who make you better and ask yourself, is the person I am about to touch better because of me
- Be that positive influence – regardless and communicate it well
- ***Put the 5 Fs to work in your life intentionally to drive your purpose, wellbeing and inspiration; create a plan around them all – remember why you do what you do***
 - ***Faith, Family, Fitness, Fun and Focus***

Find your own fit path



But don't overdo it



Take Time to Rest and Celebrate



THE GOLDEN RULE

All things being equal, people will choose to do business with those they know, like and trust.

– Bob Burg & John David Mann
The Go-Giver Series

IMPACT2LEAD

THE SIX PILLARS OF IMPACT

- **I** – *Inspire to Influence*
 - *The compelling vision that delivers on the why and purpose*
- **M** – *Make it Personal*
 - *Building strong relationships / EQ leader oriented*
- **P** – *Passion for Enthusiastic Participation*
 - *Displaying the commitment on the why to get the buy-in*
- **A** – *Authenticity all the Time*
 - *Complete transparency and suspension of egos – organization first*
- **C** – *Character through Communication*
 - *Leading with listening and empathy*
- **T** – *Trust for the Commitment to Excellence*
 - *Establishing trust at all levels so everyone knows what's in it for them – do what you say, know your business well, apologize when you need to*

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Break



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Current State



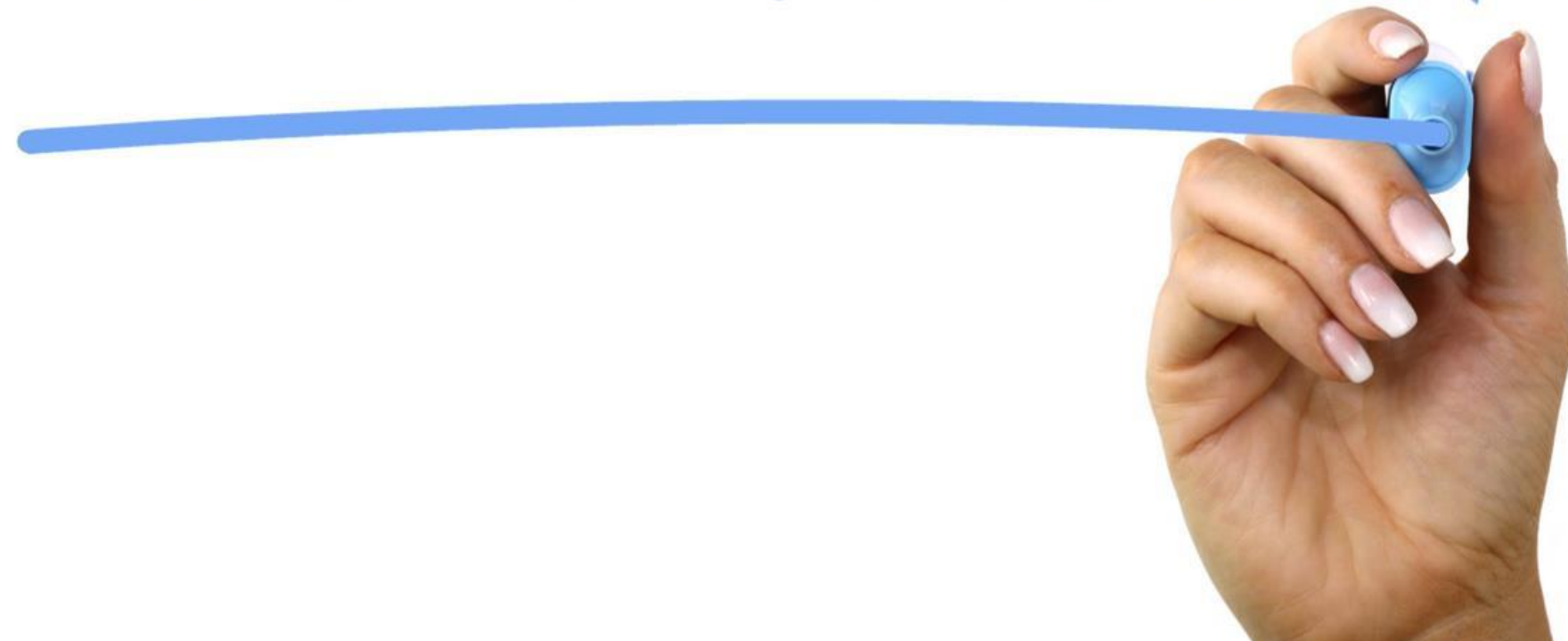
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The Climate

- Political landscape in general
- Aging infrastructure requiring upgrades
- Affordable housing/homelessness in some areas
- Financial constraints and budget pressures
- Federal policy changes and funding uncertainty
- Public safety
- Managing growth
- Inflationary pressures
- Others?

Opportunity

OPPORTUNITY



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Breakouts

What collectively keeps you up at night, how are you approaching resolutions and what are the opportunities?



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Lunch



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Greatest Achievement?

“Gary is the only administrator I have ever liked!”

Dr. Douglas Farrago – MD, Former President of Forest Direct Primary Care, Author, Inventor of Knee Savers & Cryohelmet



Leading and Collaborating

Building

a culture

of collaboration

CULTURE

PEOPLE

LEADERSHIP

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Everything Rises and Falls on Leadership

John Maxwell



What is Leadership?



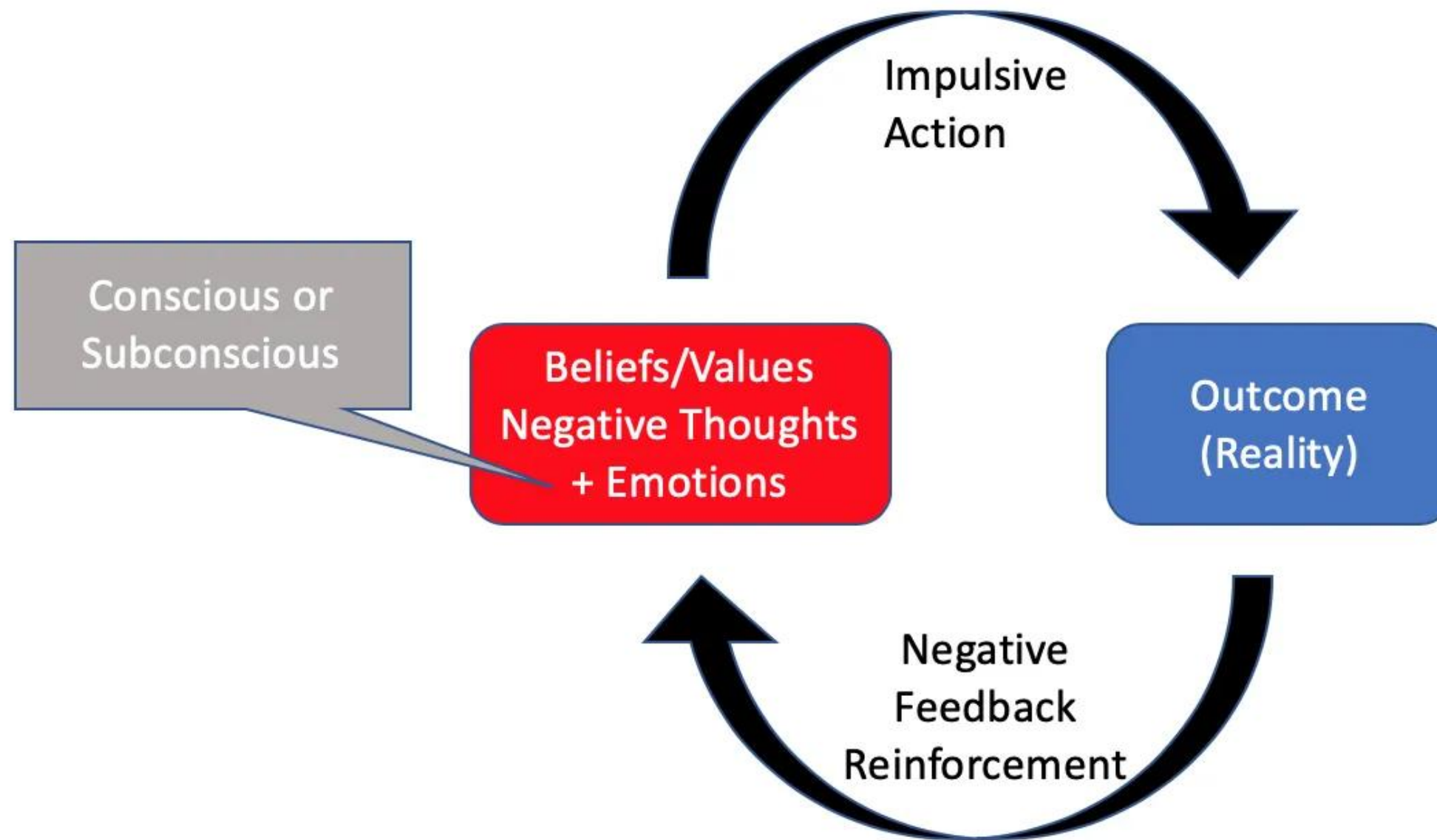
Emotional Intelligence

The 5 Components of Emotional Intelligence



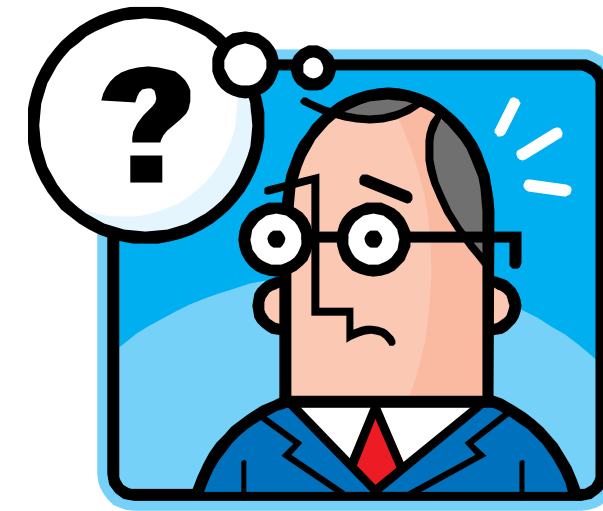
- 1. Self Awareness**
The ability to recognise and understand your moods, emotions and drives, as well as their effect on others
- 2. Self Regulation**
The ability to control or redirect disruptive impulses and moods
- 3. Motivation**
A passion to work for reasons that go beyond money or status
- 4. Empathy**
The ability to understand the emotional makeup of other people
- 5. Social Skill**
Proficiency in managing relationships and building networks

The Amygdala Attack



The Emotional Audit Tool

- Pause for 15–20 seconds
- Take a deep breath, step away if possible
- Ask what you are feeling and thinking
- How will what I want to do right now look tomorrow, next month or in five years
- Decide what to do different in the future
- Keep a journal of the triggers, your feelings and responses during the journey



Tips to Improve EI

- Be strongly motivated to learn or change what you knowingly struggle with
- Find someone who is good at the skill(s) you want to improve
 - Watch that person do it and talk to them about it
 - Practice it yourself – track/record your progress
 - Ask the person to give you feedback until you have mastered the skill(s)
- Consider doing a DiSC or 360 feedback and/or taking the comprehensive Talent Smart assessment
- Engage a professional coach
- Read Daniel Goleman's work on EI

Relationship Management Tips

- Remember that emotions play a role in every interaction you have with another person – emotions often influence the “back and forth” between two people more than words being said
- Again – take time to understand where the other person is coming from by listening, being patient and asking questions
- Show that you care
 - Don’t hide a genuine interest in someone even if there are certain things you do not like about them
 - Save time for small talk
 - Do not be the leader of a one-sided conversation – this is a turn-off and will impact your ability to influence
 - Be empathetic

The Case for Teamwork

“One of the most sustainable competitive advantages that has been largely untapped” – Patrick Lencioni

– True teamwork, when individuals put aside personal agendas, has power that cannot be defined. It supersedes politics and maintains an emotional, enthusiastic and purposeful sense in all that gets accomplished...for the greater good!

The Next Big Question

What might be the primary cause of teamwork/relationship breakdown in your world today?



Building the Trust

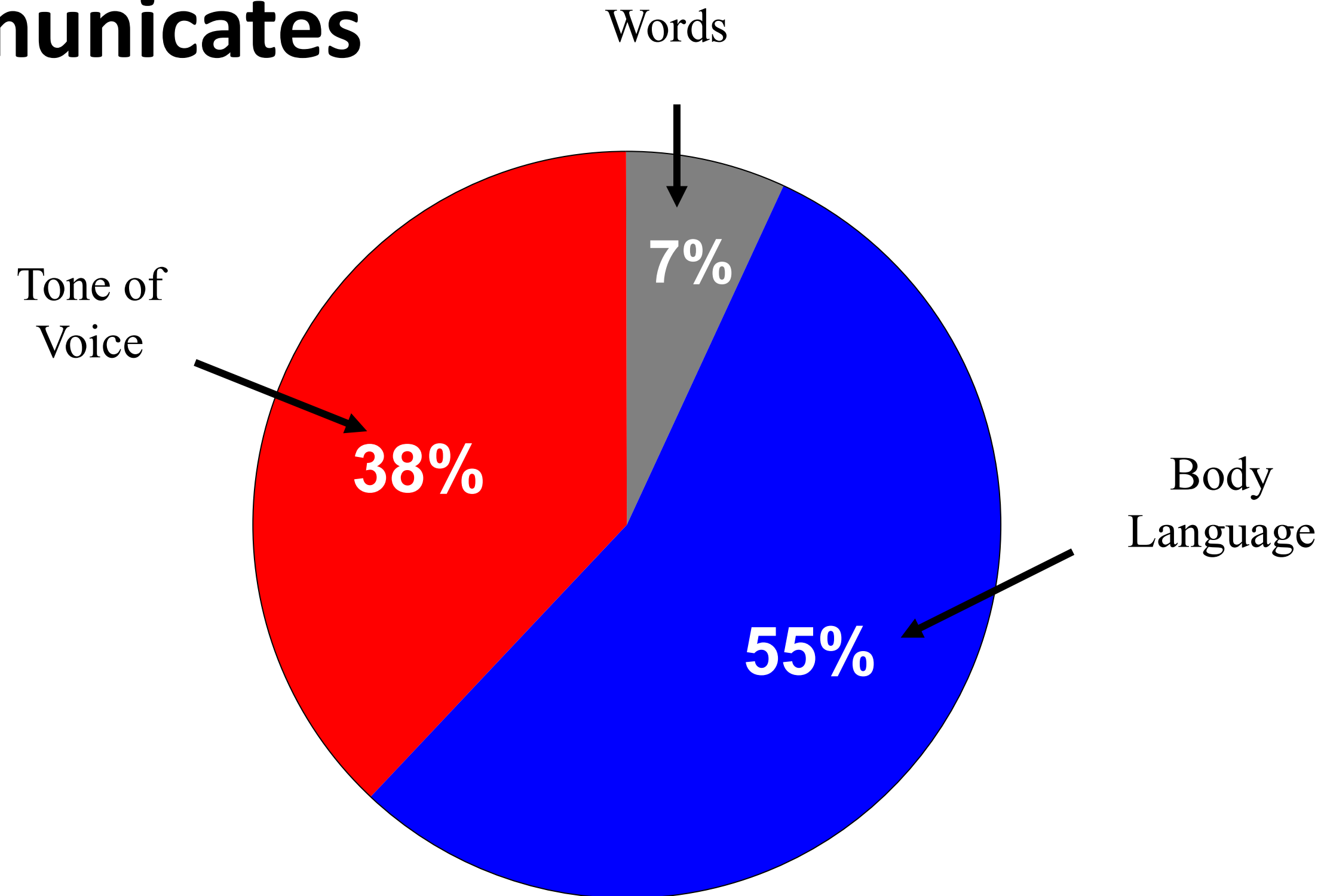
- In David Horsager's "The Trust Edge" – he references the eight pillars to build a foundation of genuine success and trust:
 - Clarity, Compassion, Character, Competency, Commitment, Connection, Contribution and Consistency

Trust, not money, is the currency of business and life

The Trust Pillars

- Clarity – Establishing the **vision**
- Compassion – Deeply **caring** about the people you serve
- Character – Doing what is **right** over what is easy
- Competency – Staying fresh, relevant and current to build **faith**
- Commitment – People believe in those who stand in a **positive** posture during adversity
- Connection – People will identify with those who are **visible** in the right way
- Contribution – People immediately respond to those who **deliver** results and **do** what they say
- Consistency – People will notice the little things done in a **consistent** fashion

What Communicates



Tips for Creating a Climate of Open Communication and Trust

- Establish the rules of engagement – respect and professional
- Be a leader that exemplifies an authentic approach
- Interact with team members openly and directly
- Discover your mutual need for information
- Keep team members up to date on key information
- Practice the “open door” approach
- Don’t “shoot the messenger”
- Encourage team members to express their full view of things, even when contrary to yours
- Respond promptly to team members’ communication to you
- Approach problems with a spirit of discovery and improvement and remain curious
- Be honest

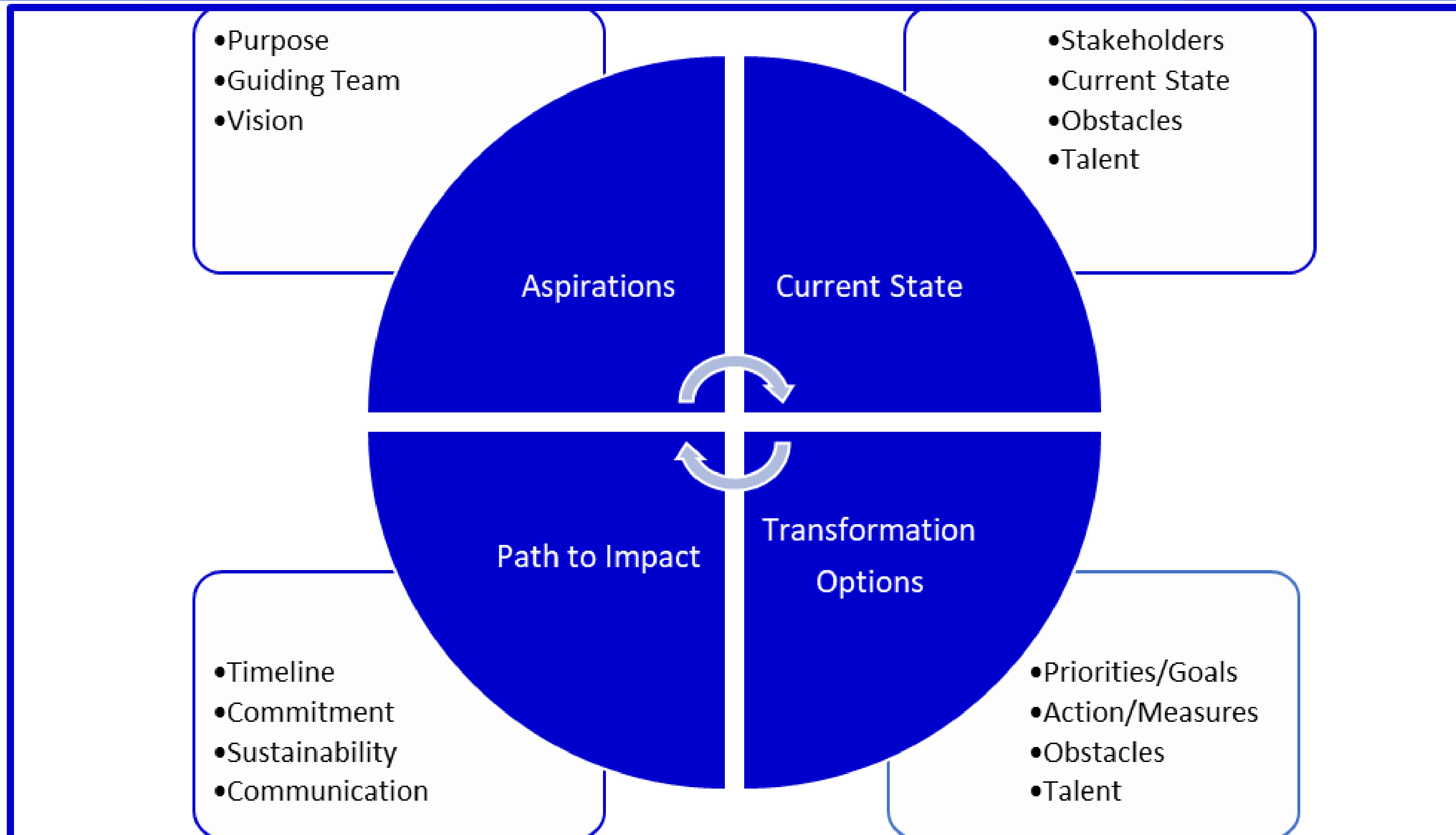
Brand is Underpinned with Core Values

- Values determine the definition of good and bad and are at the heart of culture. They form the culture. They are the lifeline of an organization
- When our behavior conflicts with our values, we experience stress, frustration, and, sometimes, pain. This ultimately affects what we do, and it affects our organizations
- Culture can become a liability when the core organizational values are not embraced and practiced by everyone in the organization
- This impacts your brand and is felt both inside and outside the organization
- It can also impact your personal brand and even your health left unchecked (Impact2Lead)

* <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/organizational-values.aspx>

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Holding Up the Glass as a Result of Success

Planning today for what a reunion looks like in the future, you have a toast with this group to the successful accomplishments starting with the takeaways from today's work

As you hold up your own glass in 10 years, how have you as a leader made an impact, controlled your destiny and left a legacy in the work you are taking on now?

- What does this look like?
- What will you be most proud of?
- What will it feel like when you and this community reconvene in ten years to celebrate?

Closing Remarks



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*"Helping Individuals and Organizations Unleash
Potential Through Impactful Leadership"*

