



# Formation of a healthy corporate culture in a medical organization

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The health care system is a complex socio-economic mechanism, which is designed to ensure the implementation of the most important social principle - maintaining and improving the health of the population, providing highly qualified treatment and prevention care.

Important to remember that healthcare organizations have two stakeholders: doctors and patients (internal and external client). Often, attention is paid only to patients, but it is worth starting with the formation of the commitment of health professionals to the work organization, to create a positive image.

Unfortunately, the image of the organization is often formed spontaneously. The reason for this is not only the reluctance of managers to deal with this problem but also the lack of experience and knowledge in the field of image formation and corporate culture of the organization.

Culture is elusive, but its impact is easily traced in the daily behavior of employees of any level. Defining goals, setting goals, developing patterns of behavior and attitudes at work and the actual activity within the organization are mediated by its ideology. Elements of culture are reflected in the official vision of the medical institution, and thus become accessible to the external environment - patients, partners, competitors and society as a whole.

An established healthy corporate culture is an important management tool, creates strong competitive advantages, increases the social responsibility of medical organizations to society and patients, improves the quality of medical activities. The presence of corporate culture, values and behaviors allow improving the processes of strategic development, internal communication, unity and cohesion of the team, to reduce staff turnover in the organization.

The system of continuing professional education of doctors and heads of health care institutions should provide for the implementation of educational programs in the field of formation and development of the corporate culture of medical organizations.

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## Relevance

We are at the threshold of global change. And these changes are due to many political and socio-economic factors. In light of recent events, humanity has faced the problem of the global spread of a viral pandemic. The crisis situation accelerates the process of development of society, from meeting only individual needs to the formation of social consciousness and responsibility. The period of growing up is always painful and difficult. Because at this stage the realization of one's own responsibility and contribution to socially significant events comes. And the main need is the



formation of systemic life principles and rules that will contribute to the sequence of actions. And how else can we form maturity, if not to strive to build productive and high-quality relationships with our environment?!

In the medical field, the need to move to a new level is particularly acute. After all, it is the medical professional (doctor, nurse) who are the internal consumers of medical services. The quality of life and health of the external client - the patient - depends on their motivation, job satisfaction, involvement in solving clinical problems.

Finally, it is necessary to start treating the cause of an unhealthy organizational culture in medical institutions. This is expressed in the fragmentation of interaction between professionals, weak management, lack of coordinated work between health workers, directive communication styles, unhealthy competition, and lack of patient-oriented service.

Unfortunately, the image of the organization is often formed spontaneously. The reason for this is not only the reluctance of managers to deal with this problem but also the lack of experience and knowledge in the field of image formation and corporate culture of the organization.

The effectiveness of the organization is determined by a number of formal factors, including the level of organizational and technical condition of the medical institution, resource availability, staff qualifications, the availability of mechanisms for strategic planning and development of the organization, the level of employee motivation, etc. [1].

National culture is superimposed on the corporate, as the external situation is reflected in the internal. The culture of the medical profession has shaped the paternalistic approach for centuries. In the current realities, there is a growing need to move to a partnership, equal approach, contributing to the formation of autonomy of doctors and patients. For example, in Japan the principles of flexibility, people-centeredness are developed, while in the USA the culture of innovation, focus on results, individualism, and aggression is expressed, competitive companies win [2]. Cultural reform in the NHS<sup>1</sup> has identified 3 main strategies: aimed at management, continuing education, the formation of professional self-regulation [3].

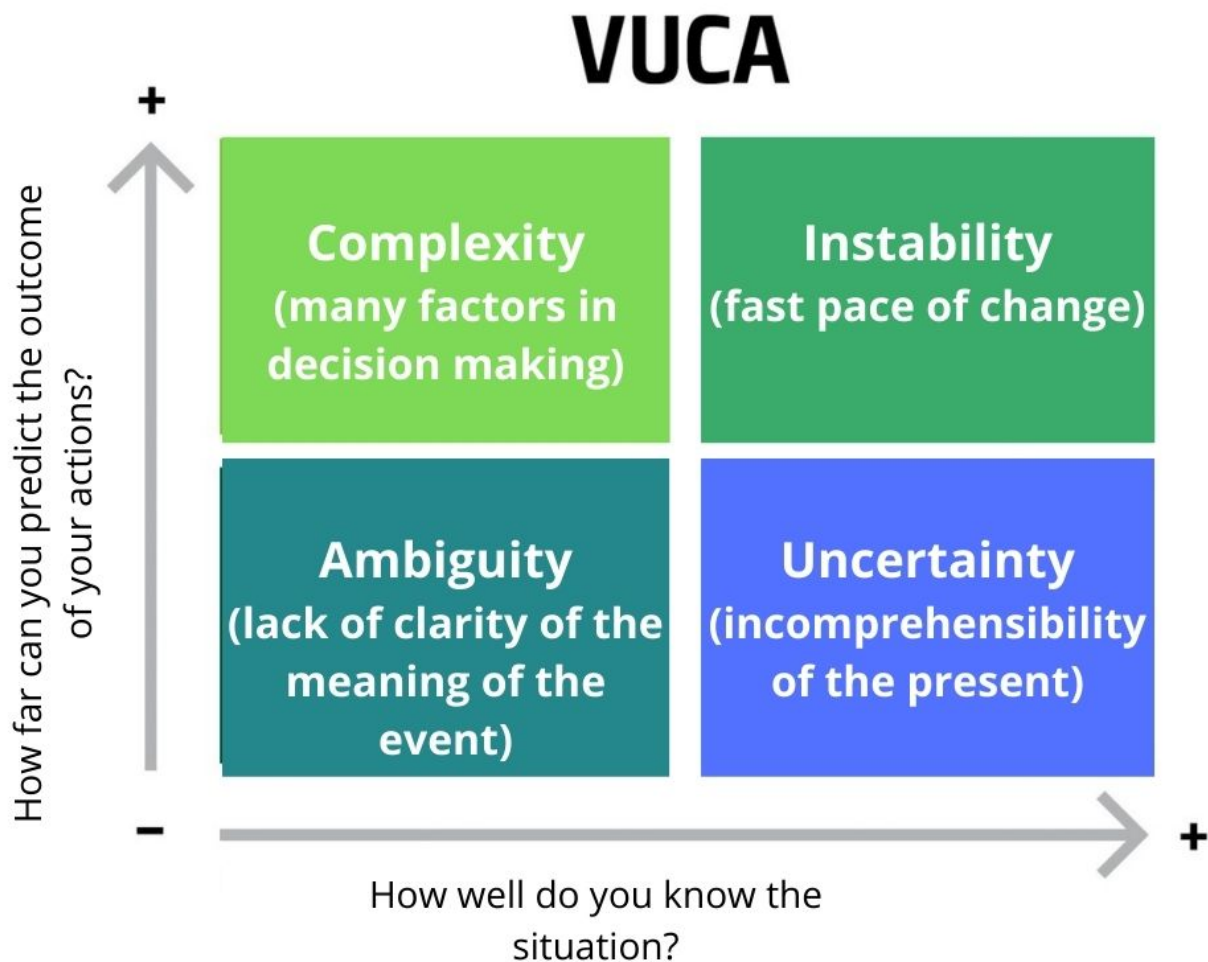
The role of staff in the functioning and development of modern medicine has increased: the main factor of competitiveness is its human and social capital.

The financial challenges facing health professionals - access to market relations, by increasing the requirements for the productivity of the doctor, increasing the number of patients with a constant resource of work, reducing the cost of medical services.

Another significant threat to healthcare facilities is the growth of competitors in the market, which leads to frequent mergers and amalgamations of organizations. For health professionals, these are additional stressors that cause feelings of instability and the emergence of new quality indicators, the emergence of new requirements, changes in reporting, which often increase staff turnover and cause a shortage of qualified professionals in medical institutions [4].

At the same time, any organization has a sphere of relations that is not subject to formal regulation but affects the efficiency of the hospital, such as the traditions of the organization, its microclimate, the influence of informal leaders, and others.

As often as we talk about the VUCA world, which is characterized by volatility, uncertainty, complexity, and ambiguity, internal contradictions dominate in human nature. On the one hand, we all strive for freedom, expression of will, and change, on the other - we stick to a stable system, old patterns, and everything familiar (Figure 1).



**Figure 1.** *VUCA World*

If we turn to our realities, we can note rather rigid principles of the administrative chain of command and bureaucratic structure of the organization (hierarchy). There is a contradiction between an equal partnership model of interaction and administrative-command management methods.

The shift of such a contradiction towards management structures ultimately leads to the replacement of true professional corporate culture by surrogate forms of imposing directives, slogans, principles on top. As a result, there are formal rules and standards, not the essence of professional relations. This, in turn, does not contribute to the formation of loyalty and a sense of belonging of an individual employee to a single organization [5].

In many fields of medicine, the "shameful approach" has long been a part of the corporate culture. "Because medicine was often seen as the work of a single doctor (or other professional) who worked individually with a patient. When something went wrong, the automatic response was to try to determine who was to blame and often to discipline." Duke University Medical Center stressed in an article about creating a "safety culture."

Humiliating health professionals can be effective in preventing repeated mistakes, Duke says, but it can also lead to the spread of concealment, lies, and accusations. "Recent efforts have been made to change this - to encourage people to report problems, not to hide them so that they can be

solved," Duke said. "Developed Healthcare organizations remember that the main reason for their existence is to care for patients, and they want to be as effective, safe and useful as possible." [6]

## **The main problems in medical institutions**

Among the main problems in medical institutions are:

1. Lack of transparent, consistent communication with clear information.
2. Employees do not know the strategic goal, prospects of the organization.
3. Lack of transparent indicators of quality and efficiency.
4. A high degree of burnout, low level of employee involvement.
5. Low level of motivation for development (for example, skills of analysis of clinical situations based on international evidence-based clinical information, development of communication skills, etc.).
6. Low level of employee autonomy.
7. Inability to work in a team.
8. Inability to get out of conflict situations.
9. Low level of technical equipment in the medical institution [7,8].

The main factors that affect the satisfaction of health professionals:

1. Sense of security, the formation of effective strategies (support, effective internal communications, feedback from colleagues, patients).
2. Clear organization of the work process (clear tasks, distribution of professional responsibilities, involvement in decision-making, transparent system of incentives and rewards, support for professional development and training).
3. Formation of coordinated work (mission, values, goals).

That is why the achievement of the target function of the Health Care System (production and provision of quality medical services) today depends on two factors such as:

1. Volitional managerial influence of the head of a certain level with their ability to administratively distribute material, financial and human resources;
2. Personal professional and moral qualities of the medical professional.

## **Definition of corporate culture and its components**

Corporate culture (CC) - a system of collectively shared values, beliefs, patterns of behavior of health professionals, which determine the originality and uniqueness of the medical organization, which contributes to the identification of employees with the organization (Figure 2).



**Figure 2.** *Components of the corporate culture*

Corporate culture is formed taking into account the influence of external and internal factors of the organization, solving problems of external adaptation, and internal integration in the environment.

The result of external adaptation is a single agreed mission and model of the behavior of employees with external clients (patients, suppliers, other medical institutions, etc.) and the principles of medical care (paternalistic or partner model, doctor-centric or patient-oriented, etc.). The results of external adaptation form the image of the organization.

The result of internal integration is the formation of the organization's staff, its overall internal ideology, encouraged or condemned patterns of behavior, approaches to encourage or punish employees for their work [9,10].

Unfortunately, the image of the organization is often formed spontaneously. The reason for this is not only the reluctance of managers to deal with this problem but also the lack of experience and knowledge in the field of image formation and corporate culture of the organization.

Important components of the Corporate Culture of the organization are:

- Management style
- Methods of employee interaction

- Internal communication system
- Understanding of their responsibilities and the level of responsibility of each employee
- Ethics
- Formed communication skills
- Corporate norms and standards of behavior (work with documentation, qualification requirements, training development, models of behavior in conflict situations, individual / collective solution of complex situations at work) [\[11,12\]](#).

The Corporate Culture performs a number of important functions:

- it forms a certain image of the organization through the gradual synthesis of individual elements of culture into an integral whole that has an emotional impact on people and their positive attitude to the organization;
- it determines the mission, philosophy, goals of the organization, creates a basis for motivation of professional activity, stimulates activity in people, the desire for self-realization;
- it forms the development strategy of the organization, regulates management activities, promotes the identification of employees with the organization, cultivates a sense of devotion and pride, involvement in the activities of the organization;
- it strengthens the system of social stability, facilitates the processes of adaptation, maintains the necessary rules and norms of appropriate behavior of employees, their relationships, contacts with the outside world, which is a guarantee of stability of the organization.

One of the founders of corporate culture is the American researcher E. Shane. Analyzing the structure of organizational culture, he proposed to distinguish three main levels: superficial, internal, and deep (1981, USA) ([Table 1](#)).

Levels of organizational culture	Elements	Key features
Superficial (symbolic)	Artifacts (external factors)	Organizational structure, history, and image of the organization, internal communication, stereotypes of behavior, technology, product quality.
Internal (organizational and ideological)	Value orientations	Mission, values, principles of the organization, code of ethics.
Deep (macrosocial)	Basic suppositions	National mentality, attitude to the person, activity, ways of reaction to various situations.

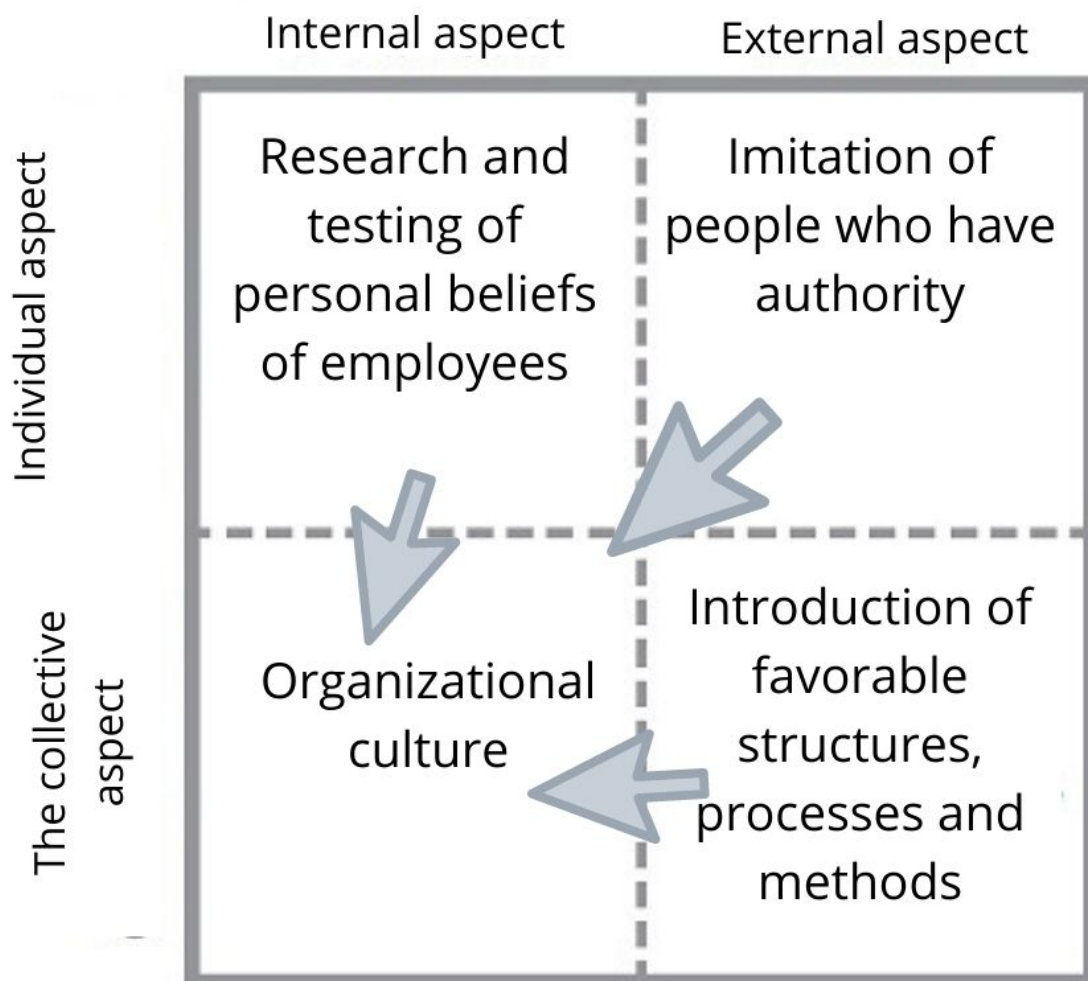
**Table 1.** *The main elements of the organizational culture*

According to E. Shane, the cognition of organizational culture begins with the initial or superficial (symbolic) level. Artifacts or external factors that affect organizational culture are easily identified.

The internal (organizational and ideological) level of organizational culture involves the formulation of values and beliefs shared by employees of the organization. The system of values, implemented in the philosophy of the organization, serves as a guide to action in a non-standard situation. Employees learn stereotypes of perception, thinking, the experience of behavior, values of the professional environment to which they belong.

The deep level includes the basic or fundamental preconditions, collective and conscious of the employees of the organization.

In most companies, the culture reflects the beliefs, norms, and problems of the leaders of the organization and the founders, with all their pros and cons [\[13\]](#).



**Figure 3.** Application of Wilber's 4 quadrant model to organizations

Wilber's scheme shows that it is possible to form an organizational culture in three parallel ways [14]:

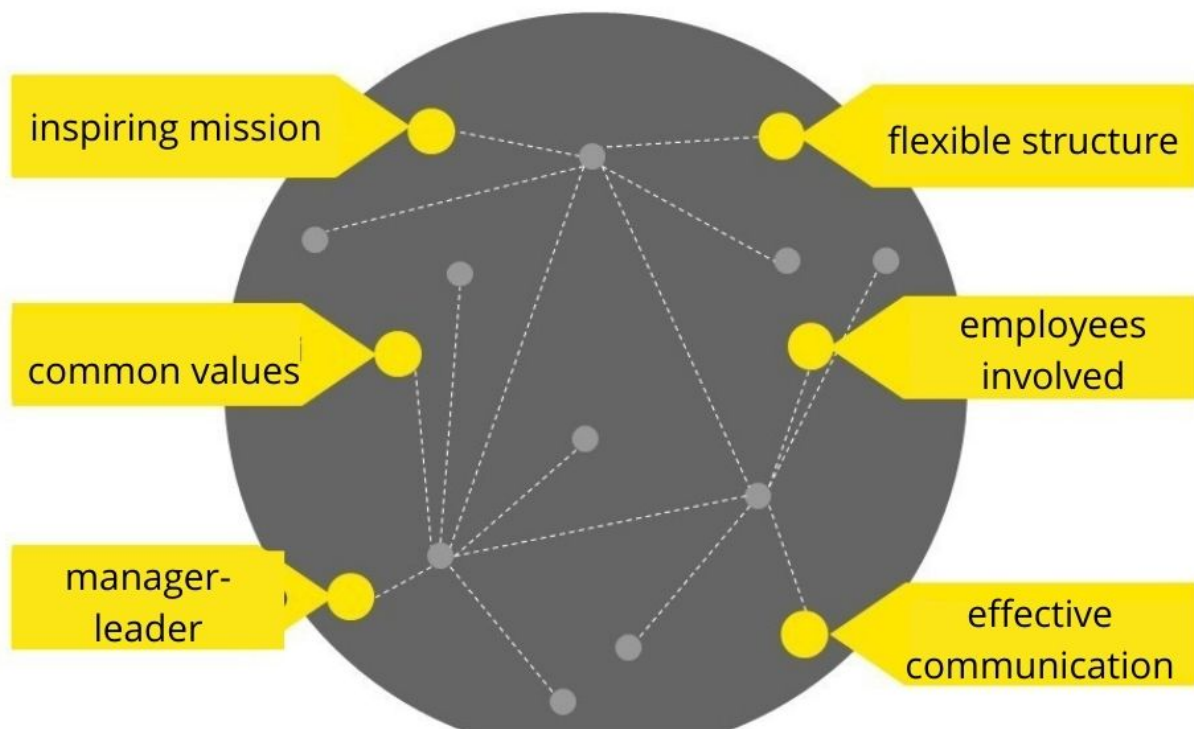
1. To introduce favorable structures, processes, and methods (lower right quadrant)
2. To make people with authority in the organization become role models (upper right quadrant)
3. To encourage people to study how their personal belief system supports or undermines the new culture (upper left quadrant).

Culture, according to Wilber, should be formed in accordance with the environment and purpose of the company; but not based on personal beliefs, norms, and interests of the founders and leaders.

## **6 elements of the corporate culture of the future**

### **Mission**

## Elements of corporate culture of the future



**Figure 4.** *Elements of the corporate culture of the future*

According to experts, by 2025, Generation Y will account for approximately 75% of the total workforce. A simple understanding of the direction of development and purpose of the company for employees of Generation Y is not enough. Millennials want to work in the future with a mission that inspires and describes how they contribute to the development of society through their work.

According to the EY survey<sup>2</sup>, 88% of Generation Y employees want to work in socially responsible companies, and 92% of company executives believe that it is important to monitor not only profits but also non-financial parameters to assess the effectiveness of the organization.

It is important to understand that in order to form an inspiring mission, it is necessary to pay attention to the so-called 3P or "triple bottom line" approach when the company's mission is based on "three whales": people, planet, and profit.

For the successful realization of the highest goal of the company, its mission, "the right employees" are needed, who, in turn, meet its corporate values [15].

### **Values**

Organizational culture is the intangible basis of any company. In general, that are those values and norms that shape its spiritual ideology.

Values have the greatest force when they correlate with the mission and vision of the organization, simply and clearly describe the principles of interaction in the medical institution, are shared by all employees, and are understandable. On this count, an important role is played by the immediate supervisor, who should act as a role model for employees.

P. Lencioni notes: "If an organization is tolerant of everything without exception, it will have no specific guidelines." Therefore, it is important to answer the question: "How do we behave?" and to set the priorities of the medical institution, on the basis of which guidelines for the behavior of employees at all levels will be established [16].

Collins and Porras point out that a common mistake made by leaders is to take a populist approach to impose values through common phrases that appear on posters, T-shirts, and websites. In most cases, this strains employees and inspires distrust. The main mistake of leaders is that they strive to act on the principle of "everything for everyone", and therefore outline values as broadly as possible. Leaders who add too many values to their priorities eventually begin to neglect them, as they realize the impossibility of their implementation [17].

The way out of this situation is a clear delineation and distribution of values and definition of basic values, key, desired, and random (Table 2).

No.	Type of value	Content
1	Basic	Minimum standards of behavior that organizations need (honesty, integrity, respect, responsibility).
2	Key	Fundamental, it does not change over time (client-orientation).
3	Desired	It takes time to integrate into the culture of the organization (professionalism, systematization).
4	Random / spontaneous	Spontaneous and not always beneficial (cynical approach, tactlessness).

**Table 2.** *Type of values in the organization*

Culture is elusive, but its impact is easily traced in the daily behavior of employees of any level. Defining goals, setting goals, developing action models, and actually the activity within the organization is mediated by its ideology. Elements of culture are reflected in the official vision of the medical institution, and thus become accessible to the external environment - customers, partners, competitors, and society as a whole.

The greater the consistency manifested in the actions of the leaders of the medical organization, the more harmoniously the culture develops and the stronger it becomes. The quality of organizational culture largely determines the effectiveness of the medical institution. This assessment is based on the following fact: it is much more important WHO is the core of the corporate team than WHAT services the organization provides.

A strong culture not only forms the loyalty of employees, helps to attract new employees, but also becomes an attribute of the competitiveness of the medical institution. The values that unite the team become its distinguishing feature in the market. This can be embodied in a friendly attitude and personal approach, high professionalism, and quality service. Thus, the culture within the company, projected on its customers and partners, becomes the basis of the market offer and value promise, i.e., the corporate brand of the hospital.

## **Leader**

Management culture is one of the components of the corporate culture. The most well-known



typology includes four types of the managerial culture of the organization (power culture, role culture, task culture, personality culture).

The study reflects the attitude of managers by type of corporate governance culture in medical organizations. For this purpose, the classification of types of corporate culture proposed by T. Harrison (1972, USA) was used [\[11,18-20\]](#).

More than 70% of heads of medical organizations are focused on the most important management resource - power (hierarchy, few rules, total control). About 55% of respondents associate the success of the organization with the level of development of management culture, which focuses on the formalization and standardization of procedures, rules, and technologies governing the activities and behavior of employees. The source of power in this case is the position. The individual qualities of the leader do not matter much.

The majority of deputy heads of medical organizations who participated in the study focused on the management culture of the task. According to the respondents, the organization should appreciate the ability to quickly address current situational problems and tasks.

The majority of respondents are convinced of the need to develop a managerial culture of the individual. The greatest attention should be paid to methods of increasing labor, personal potential, and creative values of employees.

At the same time, the results of the study show that the level of professional development of leaders of medical organizations in the field of formation and development of the corporate culture of medical institutions is not growing fast enough, which does not meet the pace of development of modern Health Care System and the society needs [\[9\]](#).

The main skills for today's leaders should be:

1. Formation of strategy, goals, and clear objectives.
2. Providing systematic feedback to the employee about mistakes, achievements.
3. Creating corporate training.
4. Skills of negotiations, meetings, consultations.
5. Skills of conducting a critical conversation in the event of conflict situations among employees, processing complaints.
6. Formation of a multidisciplinary approach in working with the patient.
7. Effective communication skills (mentoring, partnership, non-directive communication, delegation skills).

P. Lencioni states that before reaching an understanding with employees the management team should be formed, which must agree upon answers to important questions 6 ([Table 3](#)) [\[16\]](#).

Question	Content
Why do we exist, create a product (medical service)?	Reason. Mission.
How do we behave?	Company priorities / values. Model of each employee behavior (for example, the ability to work in a team, the ability to resolve conflict situations, the profile of non-functional competencies).
What are we doing?	Specifics of services provided.
How will we succeed?	Strategy.
What is important right now?	Key priority / thematic goal.
What should each of us do?	Responsibilities of each (solving clinical situations based on evidence-based medicine - functional competencies).

**Table 3.** 6 key questions for the management team

## Flexible structure

In conditions of uncertainty and unpredictability of the environment, medical organizations should be flexible in solving new issues, problems, complex challenges that arise before them. But before that, it is first necessary to create a safe environment for employees ([Table 4](#)).

Characteristics	Explanation
Limited	There is a clear framework for work.
Calm, balanced	Reliability, predictability of actions.
Stable	Regular basis, the sequence of actions.
Safe	Confidentiality, ethics.
Principled	"Hard" for monitoring work, "soft" for creativity development.
Emotionally safe	You can express personal discomfort, caution, disagreement, anxiety, and caution.
Powerful	Allows you to share the burden of responsibility for difficult and dangerous cases.

**Table 4.** Characteristics of productive organizational space

It is also important, if necessary, to move away from a rigid hierarchical structure, provide employees with opportunities to address an urgent situation, respond quickly, interact closely with each other both internally and externally, and have sufficient decision-making powers. All this implies simplification of organizational structures, which should become more flexible and adaptable.

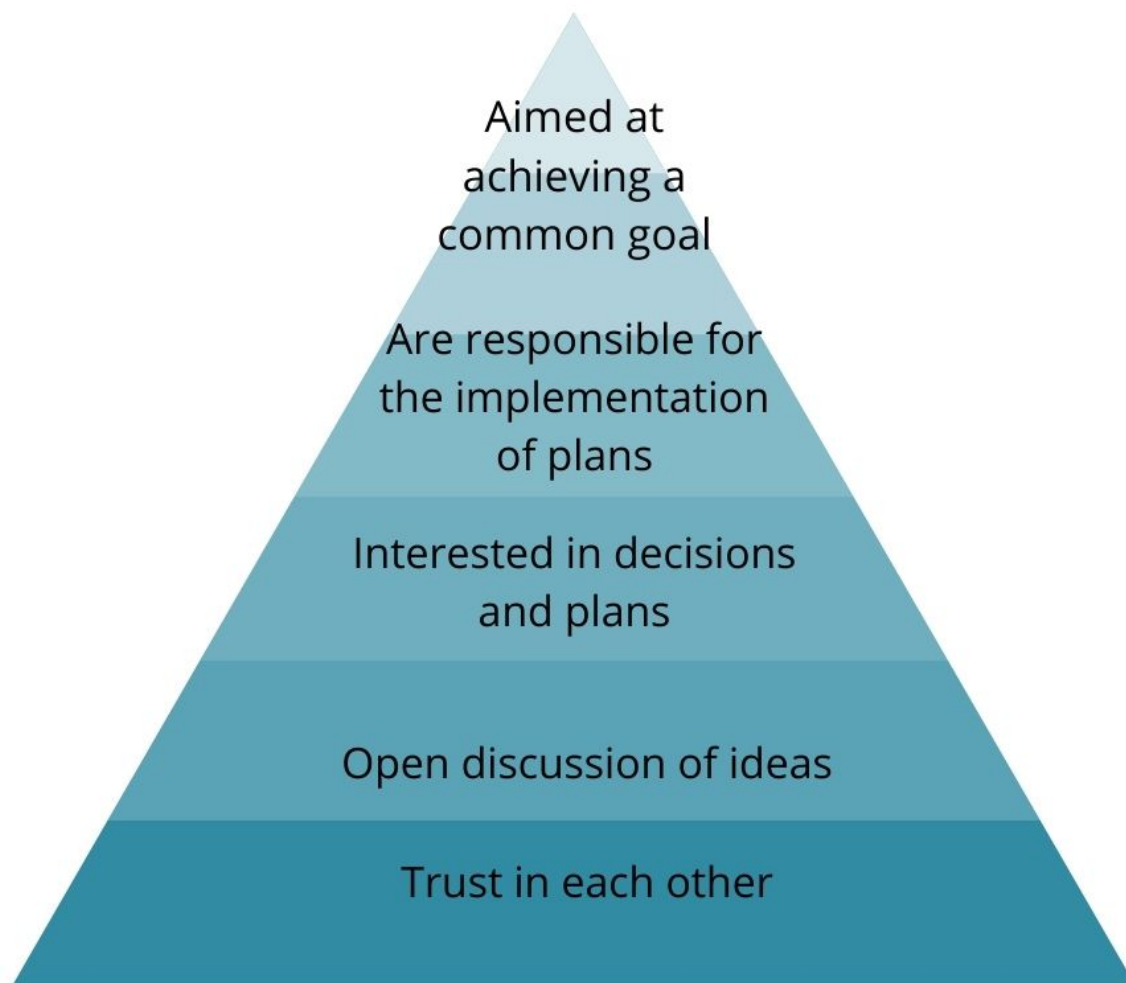
On the example of RHD<sup>3</sup> (resources for human development) spend a lot of time on the formation of rules that ensure healthy and productive teamwork. The result was the Bill of Responsibilities for Employees and Customers. According to this document, there is no single right way to solve the problem and make decisions due to the fact that everyone has their own view, the vision of reality. Consequently, the differences in opinions are inevitable and we must be prepared for this.

The RHD team has to do 2 basic things:

- To distance oneself from one's need to "be right" in order to hear and respect the realities and opinions of others;
- Distinguish thoughts (what happens in the head) from behavior (what you do or say). That is the formation of reflection skills.

Another organization, Buurtzorg<sup>4</sup>, operates on the principle of self-government, without a hierarchical structure. All team members are nurses (10-12 people each team, total - 7 thousand employees). They independently set directions, priorities, analyze problems, make plans, evaluate employee productivity. Productive self-government is achieved through systematic learning. All team members take a special course "Methods of interaction for decision making", gaining skills for effective group decision making. As part of the training, participants deepen their knowledge in the areas of cooperation: types of active listening, communication styles, organization of meetings and conferences, etc.

P. Lencioni proposes to move away from the key shortcomings of teams (distrust, irresponsibility, fear of conflict, unpretentiousness, ineffectiveness) and build effective teams ([Figure 5](#)) [16].



**Figure 5.** *Effective team (P. Lencioni)*

Principles of work of the clinical department/hospital team (based on 6 principles of P. Lencioni):

- Building trust; achieving this goal is possible due to the following components:
  - transparency of information
  - honest and open communications
  - safe conditions
  - promoting employee autonomy
  - acceptance of responsibility (ability to make decisions independently and discuss proposals with management)
  - special profiling of employee behavior to identify the strengths and weaknesses of each
  - acceptance of the diversity of views, the worldview of each
  - equivalence of relations
  - overcoming division
  - systematic feedback.
- Training in conflict management - the development of a model of constructive conflict, the formation of the courage to deny - to argue. The main mechanism for resolving conflict in organizations with a team partnership approach is a 3-stage process: first a one on one discussion, then the mediation of a trusted colleague and, finally, the mediation of the group; in the case of a hierarchical structure, managers need to master the technique of



conducting a critical conversation, providing feedback to the employee (critical, positive, for development). In most medical organizations, a lack of feedback leads to the accumulation of gossip, condemnation, the formation of prejudices and stereotypes, and unconstructive criticism. Employees in such hospitals close themselves off and avoid active cooperation with each other because they stop trusting each other.

- Formation of general involvement in the work process; even if the issue does not concern a joint department/unit, to show interest in related departments/units, especially if the joint interaction affects the effectiveness of treatment (development of team interaction).
- Reporting; discuss with colleagues their results, shortcomings, ability to give feedback, provide recommendations.
- Goal setting means a common goal for the entire organization, not individual departments. For example, the purpose of the Buurtzorg home care service is not to inject or replace the bandage, but to improve people's quality of life and make them more autonomous and independent.

## **Effective communication**

It is important to combine the transfer of information (preferably in dialogue, or through interactive communication) with testing the ability of students to understand, remember and use the acquired information in practice within effective communication between employees. This result can be achieved when each employee undergoes communication training, which will acquire active listening skills (checking the initial position of the interlocutor, dosing information, paraphrasing, generalizing, orderly explanation, risk discussion, joint decision-making, etc.) [\[19-24\]](#).

The ultimate goal is to make employees feel fully informed about where the health care organization is going. Communication will be effective if subordinates do not have the impression that managers are shifting responsibility for decision-making to them, but will feel free and secure in expressing their opinions and positions.

Patience and tolerance for diversity in the medical field play an equally important role. After all, who but a medical professional should be an example of humanism and tolerance. It is a multicultural/multinational organization that will be more successful in making decisions, increasing the sense of freedom of expression, creating a safe and secure environment for both healthcare professionals and patients.

Diversity refers to different cultures/subcultures (nurses, doctors, ward attendants, etc.), different nationalities, religions, different age generations (Generation X, Generation Millennials, Generation Z), and so on.

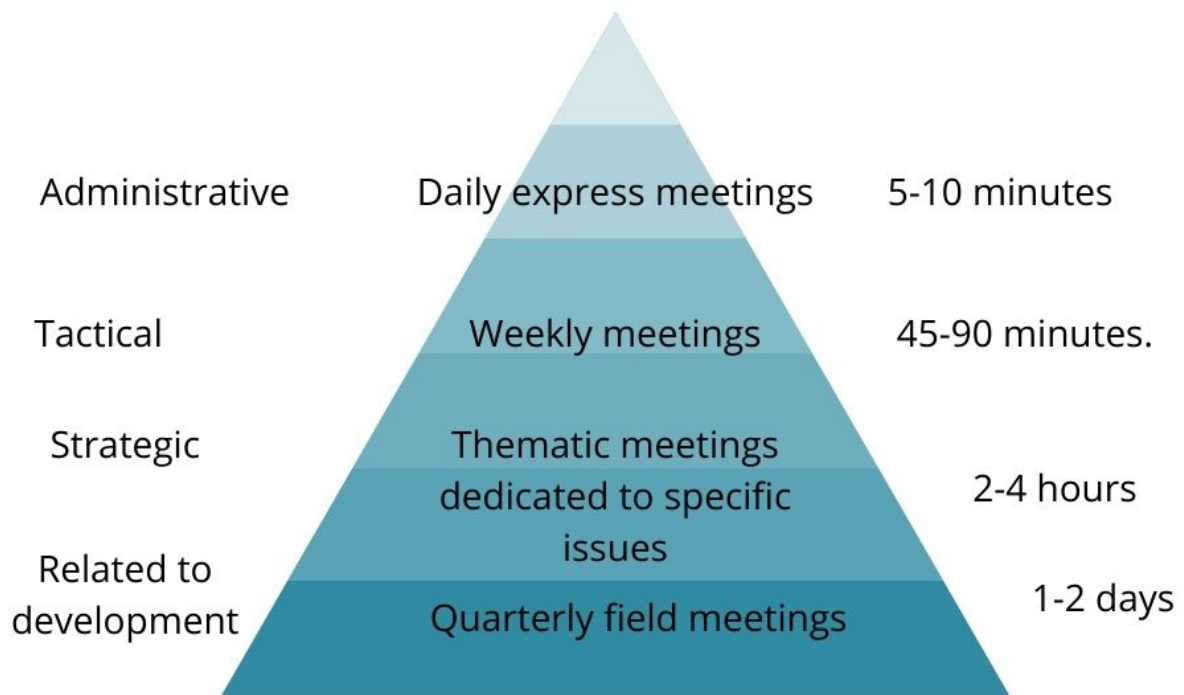
## **Involvement of medical professionals**

Corporate culture should be aimed at ensuring the involvement of employees, which will contribute to the formation of a sense of belonging, significance, and value, continuous development, a sense of self-confidence, and, of course, a sense of balance.

And, oddly to say, this is not about corporate celebrations and gatherings in nature, but about proper, systematic workshops. After all, it is the establishment of communication between employees during the meeting, forms corporate unity, increases employee satisfaction, and increases efficiency, the key goal of which is to improve the effectiveness of treatment and quality of patients' lives. Unfortunately, in our time, the structure of meetings has become a must, when the meeting is formal, there is no active involvement of employees and initiative. Only if the question concerns a personal reprimand or problem.

P. Lencioni offers a model for holding regular meetings: daily express meetings (5-10 minutes) - aimed at resolving administrative issues; weekly meetings (45-90 minutes) - tactical issues (a

division of responsibilities, cooperation, etc.); thematic meetings dedicated to specific goals (2-4 hours); quarterly field meetings - checking strategic issues, discussing thematic goals, assessing productivity, discussing changes in the industry and competitive threats (1-2 days) (Figure 6) [16].



**Figure 6.** Four types of meetings (P. Lencioni)

In Holocracy<sup>5</sup>, however, management meetings are specific meetings where only the division of responsibilities and cooperation is discussed. In such organizations there is no status and hierarchy; the partnership model of interaction adheres. Management meetings are held regularly, usually monthly. They follow a strict order so that everyone's voice is heard and so that no one can dominate the decision-making process. The meeting is monitored by a coordinator, who is elected at the beginning of the meeting. With this method, the organization constantly adapts and adjusts the work. There is no need for corridor talks, intrigues, coalitions. The purpose of this meeting is not to create a perfect solution, but to find an acceptable solution for all when there are no fundamental objections [25].

At first glance, this algorithm may seem quite exhausting and time-consuming, but extremely effective, as evidenced by its use in many organizations, including medical and social services.

No.	The name of the stage	Content
1	Submission of a proposal	The proposer expresses their own proposal and the issue to be resolved.



2	Clarifying questions	Everyone can ask questions in order to get information or understand the offer. This is not a reaction, but only a clarification. The coordinator monitors the process.
3	Round of reactions	Everyone is given the opportunity to respond to the offer. Discussions and answers are not allowed at this stage.
4	Making changes and clarifications	The proposer may clarify the purpose of their own proposal or change it on the basis of a preliminary discussion.
5	Round of objections	Coordinator's question: "Do you see any reasons why the adoption of this proposal could harm or push you back?". Objections are expressed and recorded without discussion; if nothing new arises, the offer is accepted.
6	Integration	If there are objections, the coordinator has an open discussion on how to create a modified proposal that would avoid objections, but at the same time would solve the problem. If several objections are addressed to them in turn, until they are dealt with.

**Table 5.** *Stages of the management meeting*

## Conclusion and recommendations

It is worth asking each of us involved in the medical field: "Do we have the desire and drive to make working conditions more comfortable, and the provision of medical care more comprehensive, high quality, and effective?". If so, then it is the responsibility of each of us, because without collective coordinated work it is hardly possible to achieve radical changes. Corporate culture should be formed systematically and consistently with the connection of a team of managers and employees (medical department, research department, finance department, human resources department, etc.) [26].

Areas of influence to create a healthy medical organization:

1. Development of commitment, the loyalty of employees to work through the formation of corporate culture and values.
2. Systematic formal and informal training of all managers and employees (training, focus groups, workshops, masterclasses, small discussion groups).
3. Creating a transparent profile of competencies and performance indicators (functional / non-functional) for each employee, in accordance with the company's values.
4. Instilling a culture of quality, a culture of autonomy through the formation of teamwork (systematic meetings, involvement, providing feedback).
5. Identification of strengths and areas of development of the medical organization at the moment (assessment of the current situation, the formation of the thematic goal, and action plan).

A healthy corporate culture will contribute to the formation of:

1. A good reputation of doctors, trust, and loyalty of patients and medical staff.
2. Increasing adherence to therapy (compliance), treatment culture, and the formation of appropriate patient behavior (growth of preventive measures).
3. Improving the quality of life of medical workers and patients.
4. Increasing patient satisfaction with the quality of medical services.

Advantages at the level of the Health Care System (from the National Strategy for Health Care Reform in Ukraine for the period 2015-2020)

1. Compliance of the staff level with market requirements.
2. Common values and standards in all medical institutions.
3. Quality of teamwork at the state level.
4. The speed of development of all medical institutions.
5. Mobility of medical institutions in periods of change.
6. The image of an attractive employer.
7. The market value of the organization.

No.	Benefits for healthcare professionals	Benefits for healthcare organizations
1	To understand the company's expectations from their work.	To combine corporate, group, and individual goals.
2	To understand one's own role in implementing the company's strategy.	To increase work efficiency.
3	To contribute to the formulation of goals and plans.	To implement changes quickly and effectively.
4	To understand the criteria for evaluating the effectiveness of activities.	To increase the level of employee motivation.
5	To understand the goals of work and corporate norms of behavior.	To improve learning and development processes.
6	To receive regular feedback from the supervisor.	To develop human resources.
7	To understand how they can affect one's own income.	To increase employee loyalty.
8	To set goals for individual development.	To maintain the core values of the company and develop a corporate culture.

**Table 6.** *The benefits of creating a healthy organizational culture for healthcare professionals and organizations*

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