Mini Pii Session
*Joy in the Workplace*
*August 28, 2019*

Nick Stavros, CEO of Community Medical Services presented on *Joy in the Workplace*. Community Medical Services (CMS) is a CARF–accredited substance use disorder treatment program providing services in 33 clinics spread out amongst 9 states in the form of outpatient medication-assisted treatment and private one–on–one and group counseling, and Intensive Out-Patient therapy (IOP) to those seeking help with their substance use disorders.

The presentation highlighted how CMS has created a culture where staff feel engaged, listened to, and valued, leading to a culture of change where staff feel empowered to make decisions. At CMS, joy in the workplace is abundant due to a cultivation of a “growth culture”, which Nick describes as “a company that is very transparent and candid about not only what they are doing well, but especially what they are doing wrong and one that is willing to make mistakes” all in the name of innovation. At CMS, staff are encouraged to think in this way and be okay with making mistakes. This, according to Nick, is the way that keeps improvements constant.

The presentation covered how important it is for staff to feel heard and for them to feel that their input is valued and incorporated into decision making. CMS accomplishes this by:

- Upper executives in the organization routinely going two levels down and conducting bi-weekly 1:1 meetings with staff at that level to check in on how things are running.
- Making sure all initiatives are driven from the bottom up, instead of a top down approach to ensure inclusiveness of all staff that will be affected by any changes.
- Weekly web-based town hall meetings with all employees where leadership are open and transparent and sharing, questions, and shout outs from staff are encouraged and recognized by leadership. Every question, even the smallest, are addressed by leadership so everyone feels heard and addressed.
- “Good news” stories are shared every week during their town hall meetings that line up with the organization’s mission, vision and values to remind staff of the purpose behind the great work the organization does.
- Living out an on-purpose lateral organization where upper executives are not the ones with upfront covered parking and the CEO requests not to be treated any differently than the least paid employee in the organization.
- Creating an environment where the mission, vision, and values of the organization are purposefully visible and apparent and lived out in every decision made.
- Cultivating an environment where staff are encouraged to find joy, value, and purpose in what they do.
- There is value in studying your actual culture, taking a hard look at what it really looks like; what you are best at and what you are lacking. A resource for this is an article put out by the Harvard Business Journal entitled: “What’s your organizations cultural profile?”, which can be found at: [https://hbr.org/2018/01/the-culture-factor](https://hbr.org/2018/01/the-culture-factor)
- The following books were also referenced in this presentation:
  - *Work Rules: Insights From Inside Google That Will Transform How You Live and Lead*  
    Author: Laszlo Bock
- *Lean Start Up: How Today’s Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*
  Author: Eric Ries
- *Traction: Get a Grip on Your Business*
  Author: Gino Wickman
- *The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers*
  Author: Ben Horowitz
- *Drive, The Surprising Truth About What Motivates Us*
  Author: Daniel H. Pink

Joy in the Workplace
Growth Strategy:
1. Focus on building a quality platform at the expense of growth
2. Then, focus on exponential growth on the strong foundation
How to Reinforce Culture

1. **Autonomy**
   a) Regional Structure
   b) Autonomous clinic initiatives

2. **Mastery**
   a) Growth/Learning culture

3. **Purpose**
   a) New Employee MVV brief with CEO & 100% of new employees
   b) Weekly Town-Halls
   c) Hire to MVV
   d) Make Decisions aligned with MVV

It Starts with Our Vision
**CMS Mission, Vision, Values**

**MISSION:**
To help those who are suffering from substance use disorders. We consider these people our patients, and our singular aim is to help them heal. We’re proud that our clinics provide our patients an environment that is free of judgment and condescension and we’re steadfast in treating everyone with the utmost dignity and respect.

**VISION:**
Leading the change to eliminate the consequences of substance use disorder in our communities.

**VALUES:**
- We see challenges as opportunities to demonstrate initiative.
- We listen to and honor the reality of those we serve.
- We are evangelists for practices grounded in science and evidence.
- We value people who are passionate about making an impact.

**CMS Culture**

[Diagram showing a matrix with axes labeled FLEXIBILITY and INDEPENDENCE, and quadrants labeled Learning, Purpose, Enjoyment, Caring, Results, Interdependence, Authority, and Safety.]

[Proprietary]
Weekly Town-Hall

**Weekly Tempo:**
1. Employees post any question/concern they have in sli.do
2. Other Employees vote up or down on questions
3. Employees post shout-outs to other employees

**Live Town Hall Tempo:**
1. Always start with Good New Story
2. Give Company General Updates
3. Go over oldest 4 shout-outs
4. Address Top Voted Questions; no question is ignored no matter the content

Survey Questions & Feedback

[ICR Employee Feedback Summary table]

[Graph showing survey responses]

Connecting Recovery | Healing Communities