

Fairview Values and Culture Principles

HOW WE LIVE IT

How We Live It outlines the actions and behaviors expected of all of us to bring our values and culture principles to life and advance our vision of becoming the most human-centered healthcare system.



Fairview

Our Values



Pioneering Spirit

We assume the honor of being a leader

We demonstrate a willingness to take initiative, embrace challenges, and act upon opportunities to shape the future of human-centered care, no matter our role — living our principle of **Leadership**



Human Connection

We bring warmth, compassion, and clarity to every interaction

We listen deeply, communicate openly, and build trust through honest connection — living our principle of **Transparency and Shared Understanding**



Drive Toward Success

We move with urgency and imagination

We balance thoughtful, proven practices with a willingness to experiment, adapt, and embrace smart risk to create lasting impact — living our principle of **Agility**



Humble Approach

We stay curious and open to learning

We seek feedback, value diverse perspectives, and continuously grow ourselves and others — living our principle of **Growth Mindset**



Collective Strength

We show up — For each other and our shared purpose

We build alignment, support one another, and deliver more by working together — living our principle of **Teamwork and Alignment**



Pioneering Spirit

We Assume The Honor Of Being A Leader

We demonstrate a willingness to take initiative, embrace challenges, and act upon opportunities to shape the future of human-centered care, no matter our role — living our principle of **Leadership**

HOW WE LIVE IT

Below	Meets	Exceeds
Unwilling to incorporate new solutions into work.	Actively seeks information about new work situations.	Engages in challenges to the work and sees change as an opportunity for growth and improvement.
Is not open to new strategic possibilities. Discourages team from embracing change.	Approaches change and new situations as opportunities for learning or growth. Focuses on the beneficial aspects and speaks positively about the change to others.	Detects underlying issues and takes initiative to create a plan of action to minimize potential issues. Communicates the need for change and guides others to accept the change.
Fails to meet minimal expectations for work. Settles or gives up when faced with challenges. Wastes time and resources pursuing nonessential tasks.	Takes appropriate action when faced with a challenge, including collaborating to set and meet agreed-to expectations.	Utilizes resources and time thoughtfully to accelerate results and overcome barriers. Establishes and achieves realistic objectives, addressing challenges as they occur.
Often waits for direction to address challenges which delays progress on assignments. Gives up easily.	Shows initiative and resilience to identify and overcome obstacles to complete assignments.	Goes beyond addressing immediate issues by identifying root causes and implementing effective fixes. Encourages colleagues to push through obstacles.



Human Connection

We Bring Warmth, Compassion, And Clarity To Every Interaction

We listen deeply, communicate openly, and build trust through honest connection — living our principle of **Transparency and Shared Understanding**

HOW WE LIVE IT

Below	Meets	Exceeds
Begins interactions without clear introductions and/or sufficient explanation of what to expect. Uses a rushed, transactional, or inconsistent tone.	Clearly introduces self and role. Explains what to expect. Sets a positive and respectful tone for the interaction to foster warmth and psychological safety.	Personalizes the interaction, anticipates needs, and adapts approach to build trust. Reduces anxiety and helps others feel at ease.
Does not listen or communicate clearly. Inconsistently acknowledges and responds to emotional and environmental cues.	Builds trust by demonstrating empathy, actively listening, and communicating clearly with plain language to ensure respect and understanding.	Continuously checks for understanding, validates emotions and experiences in real time, and adjusts communication style to meet unique needs.
Interacts in ways that discourage participation or overlook the needs and concerns of others.	Invites diverse input, has an open mind, suspends judgement, and acknowledges needs and concerns of others.	Actively seeks out and amplifies voices that may be hesitant or missing, while modeling curiosity and openness in ways that encourage honest dialogue with others.
Ends interactions with unclear, incomplete, or assumed next steps. Consistently misses opportunities to provide a warm handoff.	Reviews next steps, ensures understanding, and provides a warm handoff whenever possible.	Anticipates questions or barriers regarding next steps and addresses them proactively.
Avoids ownership, minimizes concerns, or responds defensively when expectations are not met. Delays action or shifts responsibility.	Restores trust when expectations are not met by listening, demonstrating empathy, apologizing, and taking ownership of next steps.	Follows through until a resolution is complete. Partners across teams to prevent recurrence and closes the loop with those impacted.



Drive Toward Success

We Move With Urgency And Imagination

We balance thoughtful, proven practices with a willingness to experiment, adapt, and embrace smart risk to create lasting impact — living our principle of **Agility**

HOW WE LIVE IT

Below	Meets	Exceeds
Resists change or new situations.	Manages the risk that comes with moving forward when the outcome isn't certain.	Communicates the need for change and supports others to accept the change.
Makes decisions based on limited data and perspectives.	Evaluates internal and external factors to determine how plans might need to be altered.	Proactively evaluates internal and external factors and adjusts plans accordingly to optimize outcomes.
Discredits efforts to change and improve. Shows little initiative to try new things.	Shows willingness, confidence, and belief in trying new things. Recognizes and appreciates team members trying new things.	Fosters a team culture of experimentation and tolerance for mistakes.
Accepts the status quo and does not offer solutions for improvements.	Identifies ways to do the work better (faster, more safely, etc.) and takes actions to drive improvements forward.	Challenges the status quo and pushes for new goals when the current goal is achieved.
Does not try again when things go wrong. Does not try to understand where things went wrong.	Reflects on what worked and what didn't and moves on quickly to try something else.	Models a growth mindset by openly sharing lessons learned, encouraging experimentation, and guiding others to pivot effectively when things don't go as planned.



Humble Approach

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HOW WE LIVE IT

Below	Meets	Exceeds
Shows limited or inconsistent commitment to fostering inclusion, respect, and a sense of belonging.	Champions an inclusive organization that respects and values diversity and belonging.	Tailors and implements solutions to promote the advancement of a diverse workforce.
Rarely shares knowledge or seeks out new knowledge and skills.	Practices and promotes sharing knowledge and continuous learning as a necessary skill for self and team members.	Raises performance standards for self and team based on applying expected learning.
Fails to seize opportunities to learn and grow and does not apply learning to work.	Takes advantage of opportunities to learn (attends development classes; works on special projects; etc.) and actively applies the learning.	Eagerly shares knowledge and new learning with others. Identifies and advocates for opportunities to embed learnings into team practices.
Involves others in conflict that does not affect them by using stereotypes, gossip, rumors, and innuendo.	Accepts feedback, shares and seeks different perspectives, and uses information to make informed decisions.	Solicits feedback and reflects on and uses different information and perspectives to make informed decisions.



Collective Strength

We Show Up — For Each Other And Our Shared Purpose

We build alignment, support one another, and deliver more by working together — living our principle of **Teamwork and Alignment**

HOW WE LIVE IT

Below	Meets	Exceeds
Primarily focuses on individual outcomes and interests.	Balances individual responsibilities with team and organizational priorities.	Tackles complex and challenging projects, collaborating with others to ensure success.
Deflects responsibility by blaming team and others.	Uses the team as a resource to move initiatives forward. Creates a sense of team by supporting team members to leverage their expertise.	Consistently and proactively leverages the team as a strategic resource, fostering strong collaboration and a shared sense of ownership.
Does not follow established criteria and/or work procedures to deliver a high level of quality and productivity aligned to goals.	Establishes criteria and/or work procedures to achieve a high level of quality and productivity aligned to goals.	Promotes realistic standards of excellence that drive the organization's performance to a higher level.
Lacks understanding of how individual work supports and affects the organization's vision.	Partners with others to build solutions for the organization.	Proactively seeks to understand and meet the needs of stakeholders to support organizational outcomes.
Inconsistently practices a questioning attitude, communicates clearly, checks details, and speaks up.	Actively practices a questioning attitude, communicates clearly, checks details, and speaks up.	Encourages others and models behavior to actively practice a questioning attitude, communicate clearly, check details, and speak up.