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# Conversations on Building Organizational Culture: Midmark

Why consistency, caring, and leading by examples are keys to organizational success

» **Building a successful organizational culture** doesn't happen overnight. But the payoff can last for years, or in Midmark's case, well past 100. Sue Hulsmeyer, Senior Director, Human Resources, Midmark, provided several key elements used by Midmark team members throughout the company's 100-plus year history in several market segments.



Sue Hulsmeyer

## LEADERSHIP

To build a successful culture, a company's leadership needs to lead by example, Hulsmeyer says, "emulating the behaviors and expectations that we have of each other. Keeping the culture alive on a day-to-day basis, however, happens at every level. Our leaders emulate the culture, setting the stage for what is expected, but the culture lives and breathes because of our teammates."

## CONSISTENCY IN CHARACTER

Consistency in character is symbolized by the term "teammate," Hulsmeyer says. "At Midmark, we reference our employees as teammates because they demonstrate support and respect for one another every day and always have. Our teammates truly care for each other and our customers. They enjoy coming to work every day and believe they are playing an important role in the delivery of healthcare by communicating,

collaborating, offering ideas and working to provide the best solutions for caregivers and patients in animal health, medical, and dental.”

## EMPATHY

John Baumann, Midmark’s President and CEO, believes that empathy is also important — seeing the world through the eyes of others, Hulsmeyer says. “When we connect with individuals in that way, we gain new insights and build relationships.

“We support and promote the animal health division as an important and vital part of our overall mission,” Hulsmeyer continues. “We have an acute awareness that companion animals are truly part of the family. Our teammates and their pets are the best example of this and take our mission to improve the experience between the patient and the caregiver personally.” Because of this, we have invested in the following.

**“Hulsmeyer says Midmark teammates consistently go above and beyond to not only support each other during work hours but find ways to provide support on their own time, organizing events to raise funds to help a teammate in need or to build awareness of a charitable cause.”**

Hulsmeyer says Midmark added pet insurance to its benefits package for its teammates this year, acknowledging the importance of the human-animal bond.

Midmark also supports a local museum that includes a zoo by donating equipment so that their staff can provide better care for the animals.

“This type of support is appreciated by our teammates and motivates them.”

## PASSION

“We are also passionate about our work and the impact that Midmark is making in the delivery of healthcare,” Hulsmeyer says. “It is both motivating and rewarding that our work helps people and the greater good.”

One teammate recently commented, “Midmark empowers its teammates to share their ideas, make decisions

## Giving Back

Team members, more than ever before, want support from leadership to participate in social responsibility efforts, says Sue Hulsmeyer, Senior Director, Human Resources, Midmark.

“The world has evolved, and we have access to more education, technology and social media, making social awareness higher, so I believe we feel more responsibility to help and give back. There is more expectation of philanthropic work, whether it’s local, national or international. Potential recruits are looking for companies that participate in giving back to the greater good.”

About two years ago, a group was formed at Midmark called “Midmark Young Professionals.” The group was created by teammates themselves to promote and foster dynamic development of the careers of Midmark’s young professionals through consistent social, communal and professional engagement.

“One of the objectives of the group is to organize community service events to give back to the community,” says Hulsmeyer. “Midmark is proud to support these types of initiatives.”

and ultimately make an impact on the business. I think the average tenure speaks volumes of our culture — it’s nearly three times the national average. People enjoy and are passionate about their work at Midmark.”

## CARING

“We believe in integrity, always doing the right thing when no one is looking simply because it’s the right thing to do, and showing compassion and caring at every touch point... at every level.”

Another teammate recently commented, “Midmark takes care of its teammates and in turn, its teammates take care of the company. In my personal experience, when life happens, teammates not only understand, they offer to help—it’s like having a second family.”

Hulsmeyer says Midmark teammates consistently go above and beyond to not only support each other during work hours but find ways to provide support on their own time, organizing events to raise funds to help a teammate in need or to build awareness of a charitable cause.

Each year, there is a “4 Miles For Heart and Health” run in support of a teammate who passed away while running due to an unknown heart condition. “During the annual event, funds are raised to make vascular screenings more accessible to the community to help save lives. This is just one of many examples of philanthropic efforts in support of our teammates and the community.” **VAM**