

#### OUR FOR-IMPACT CULTURE CODE

## WHY FOR-IMPACT?

"Non-profit" is a legal structure, not a way of doing things.

And we don't believe we should define ourselves in the negative.

Instead, we exist to create

## IMPACT.

Hence, this is our for-impact culture.



In everything we do,
we believe in proving it's
possible to deliver high-quality,
low-cost healthcare to
the world's poor.

# Proving possibility requires **REMARKABLE** results.

#### **DEF: REMARKABLE**

Worthy of remark; striking

The driving force behind our for-impact culture is to get

**REMARKABLE** results for our patients.

## WHY CARE ABOUT CULTURE?

## Culture IS strategy.

—Jim Collins

Great teams bring the same entrepreneurial energy to improving their culture as they

do to improving their product.



We want to build the best global health organization in the world. To do that, we need a culture where remarkable people produce remarkable results.

People & results. That's what makes a great organization people love and invest in.

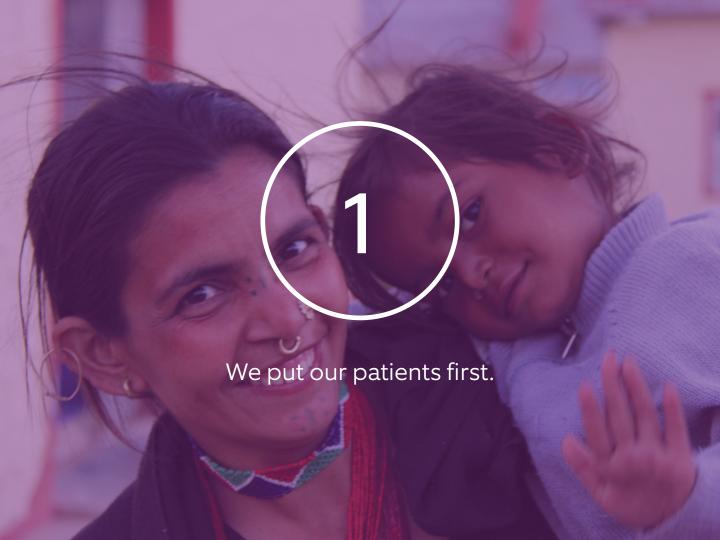
#### Here are the

## 11 PRINCIPLES

that drive our for-impact culture.

#### POSSIBLE'S FOR-IMPACT CULTURE CODE

- 1. We put our patients first.
- 2. We embrace challenge with grit.
- 3. We treat efficiency as a moral must.
- 4. We think big.
- 5. We build simple.
- 6. We challenge conventional thinking.
- 7. We realize great design creates dignity.
- 8. We are transparent until it hurts.
- 9. We balance professional intensity with personal support.
- 10. We make commitments with integrity.
- 11. We believe everything is impossible, until it isn't.



Our #1 rule:

## SOLVE FOR THE PATIENT.

In every patient, we aim to see the possibilities we see in those we love.

The dignity and opportunity of our patients are far more important than our own egos or who gets credit.

Favor the patient's interest above the team's.

Favor the team's interest above your own.

# **PATIENTS TEAM SELF**



We are obligated to the battle, but not entitled to its fruits.

—Bhagavad Gita

If building effective healthcare systems for the poor were easy, everyone would do it. We do this work

#### **PRECISELY**

because it is labeled as "impossible" by many.



We expect failure and tremendous degrees of adversity.

**GRIT** is what we deploy to get remarkable results anyway.

#### **DEF: GRIT**

Indomitable spirit; passion and perseverance for long-term goals The only thing that I see that is distinctly different about me is I'm not afraid to die on a treadmill. I will not be outworked, period. You might have more talent than me, you might be smarter than me, you might be sexier than me, you might be all of those things—you got it on me in nine categories. But if we get on the treadmill together, there's two things: You're getting off first, or I'm going to die. It's really that simple.

We seek out people with grit because we are building a **FORMIDABLE** team.

#### **DEF: FORMIDABLE**

The kind of team who "seems like they'll get what they want, regardless of whatever obstacles are in the way."

\*h/t to Paul Graham for this definition.



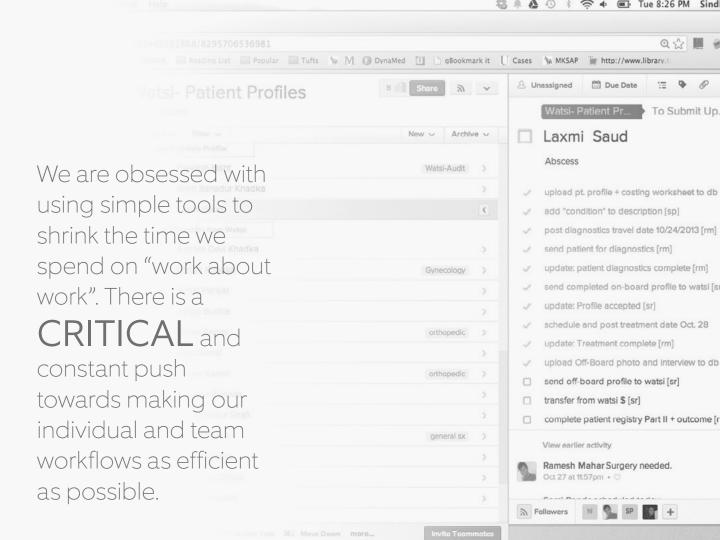
When your outcome is impact,



is a terrible thing to waste.

And when you're working in the world's most challenging environments under constant uncertainty, the way to maximize learning is to minimize the time to try things.

It's everyone's job to turn time into resources and possibility for our patients.





Lions can catch, kill, and eat mice, but they will die doing so because it's a calorie negative endeavor.

## So instead they hunt antelopes.

Like lions, we can't afford to hunt mice.

Nearly 1 billion people around the world lack access to high-quality healthcare.

#### Thinking

# BIG

is balanced by focused execution.

Spreading resources thin to appear big is enticing and common in impact work.

But it's dishonest and leads to low-quality impact.



Instead, we set goals that are big enough to matter and small enough to achieve.



Complexity is easy. Simplicity is hard.

People ignore complexity.
People enjoy simplicity.

Complexity makes work feel like a burden. Simplicity makes work feel like progress.

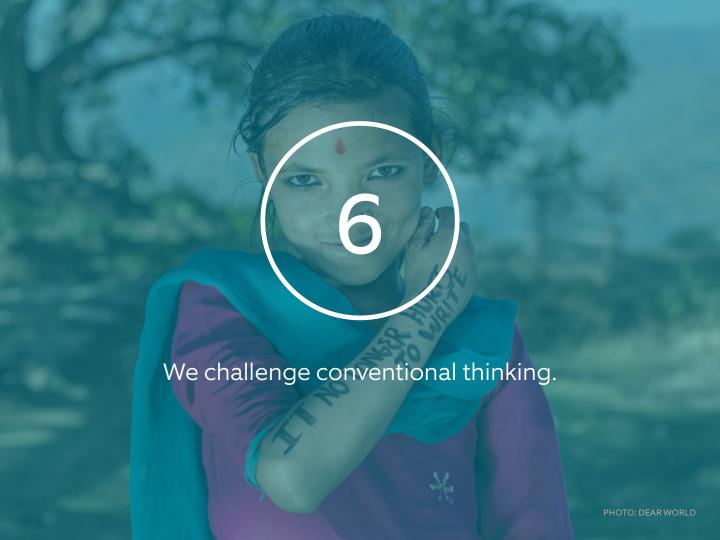
Our goal is to minimize complexity as we grow.

But otherwise, complexity

and bureaucracy flourish,

great people leave, and

results suffer.





Most conventional "wisdom" says the poor can't have high-quality, low-cost healthcare.

When confronted with that "wisdom," we should always ask:

Is this the beginning of a conversation about getting healthcare to the poor or the end of one?

-Dr. Paul Farmer

When challenging convention:

Don't be angry.

Don't be arrogant.

DO demand data to justify conventional wisdom.

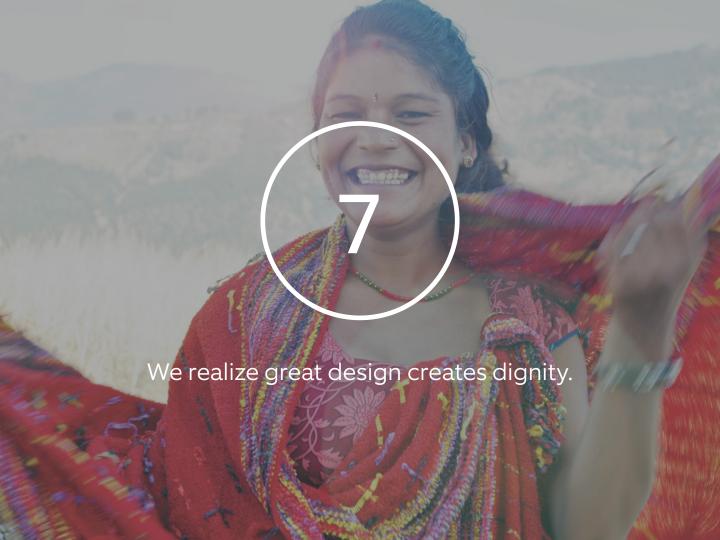
# If data doesn't exist, solve for the patient and prove

possibility with data.

If data doesn't exist, solve for the patient and prove possibility with data. It's our job to solve for

## THE PATIENT

and win debates with data not create enemies based on opinion.



Everything we build, from a hospital to a business card, has real implications for the

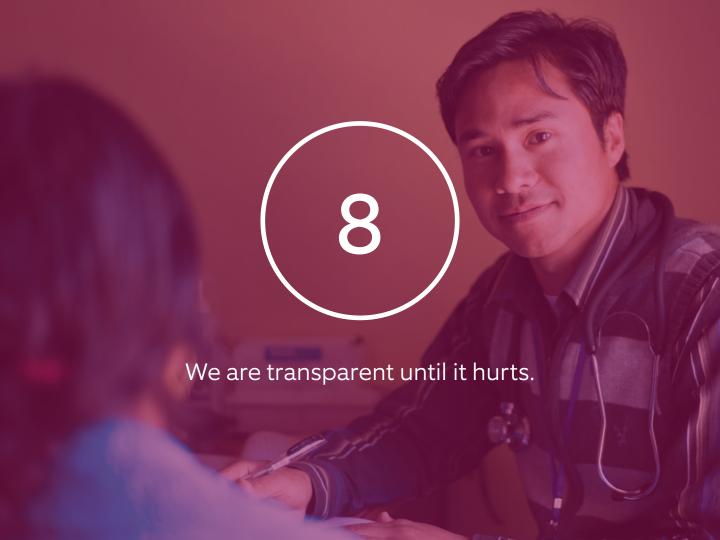
### **DIGNITY**

of our patients and the effectiveness of our impact.



Great design isn't a luxury—
it's a powerful and real
priority in everything we do.

Design isn't just the way something looks. It's the whole thing, the way something actually works, on so many different levels. Ultimately, of course, design defines so much of our experience. I think there's a profound and enduring beauty in simplicity, in clarity, in efficiency. It's about bringing order to complexity.



# Sunlight is the best disinfectant.

—Louis Brandeis

At the core, we believe in transparency because it's an accountability guarantee against our own human frailties.



We also work to build in transparency as a default

state in our systems.

A few examples:

We publish Quarterly Impact Reports openly covering all areas of the organization.

We use Asana so team members can see everything happening across the organization.

Our strategy, areas of responsibility, milestones, and board minutes are open within the team.

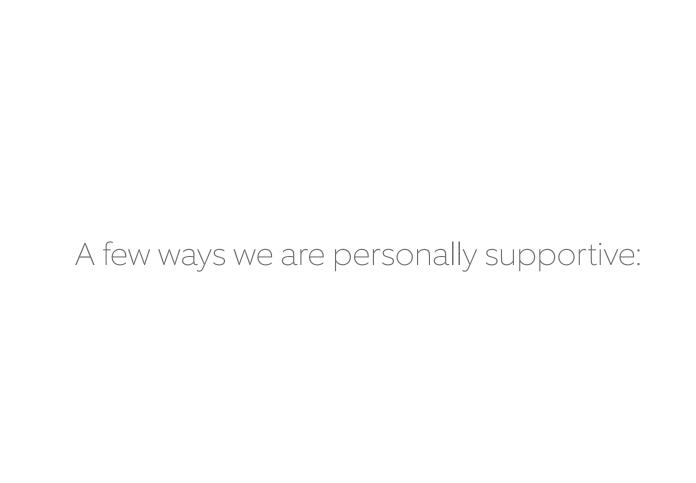


We're a team, not a family. We hire, develop and cut smartly so we have stars in every position.



Yet our leaders constantly remind themselves to be professionally uncompromising and personally supportive.

We only select leaders who are "givers"—people who are always looking to add value to their teammates' lives inside and outside of work.



We use our networks to find world-class mentors for team members.

We use a reciprocity listserve so anyone can ask for support inside or outside of work.

We let people own their 1 on 1 meetings with their managers so they can cover their needs.



A small body of determined spirits fired by an unquenchable faith in their mission can alter the course of history.



It's important to our patients we have internal consistency—that what we think, say, and do is aligned.

Plus, Google found that dependability is the 2nd most important contributing factor to team performance.

Psychological Safety Team members feel safe to take risks and be vulerable in front of each other. Dependability Team members get things done on time and meet Possible's high bar for excellence. Structure and Clarity Team members have clear roles. plans, and goals. Meaning Work is personally important to team members. **Impact** Team members think their work matters and creates change.

We have designed a globally coordinated team that is information-intense and relies on remote collaboration.

The only way to create team trust and outcomes for our patients in this environment is to deliver on commitments.

Bone healing is a great metaphor here: If you take good care of a fracture, the bone becomes stronger than it was before. If you take good care of your promises, the relationship becomes stronger than it was before



We go to work every day determined to create a better world—to expand humanity's belief about what's possible.

Hope is the belief in the plausibility of the possible as opposed to the necessity of the probable.

In our team,

# HOPE

isn't a fluffy, soft, or naïve concept.



We believe in a hard-edged hope—one created when possibility is earned through execution against all odds.

Do we sound like your kind of people?

Join us to prove possibility.

JOIN US

Want to share something with us?

WRITE US

See our work.

WATCH OUR MANIFESTO

Thanks to the many exceptional teams and individuals who influence our evolving for-impact culture. We recommend reading their work for more insights.



CONTACT US

**OUR OFFICES** 

USA

30 Broad Street, Floor 9 New York, NY 10004

**NEPAL** Sanfebag

Sanfebagar-10 Achham, Nepal

GENERAL INQUIRIES

answers@possiblehealth.org

DONATIONS

donations@possiblehealth.org

PRESS

media@possiblehealth.org

