

LSUHS Podcast: Building a Healthy Workplace

Audio	Video
Mark Klein: One of the best parts about creating something new is that you have to have a format in order to break it, and that is sort of what we're doing today on the LSU Health Shreveport Podcast. Up until now, we've focused on ways to improve your mental and physical health with the help of our faculty experts and physicians here at LSU Health Shreveport. Today, we're doing something a little different. We're still talking about health, but we're looking at it through the lens of workplace culture and what it means to create a healthy workplace. Why is that important? Because of time. It's estimated that the average American spends roughly a third of their adult life at work. Where you work and how you feel while you're there can have a major impact on both your mental and physical health. So clock in, grab a cup of coffee, open up that spreadsheet, and let's get to work on this episode of the LSU Health Shreveport Podcast. Today's guest is the Executive Director of Human Resources at LSU Health Shreveport, one of the largest employers in North Louisiana with more than 2,000 team members. He has more than 17 years of experience in HR across healthcare, government, and startup organizations. He leads a team of more than 20 HR professionals and can help you run a meeting that people won't leave saying, "That could have been an email." Making his LSU Health Shreveport Podcast debut, Dr. Chadwick Green. Glad to have you on the show. Dr. Chadwick Green: Thanks for having me. Mark Klein: Let's get into it. When people see a podcast from LSU Health Shreveport, they usually think about physical health—living better, eating healthier, and things like that. Today, we're talking about a different kind of health: a healthy workplace. Why is that important to you?	Mark and Chadwick Green Interview in a Television Studio

Dr. Chadwick Green: It's important because everyone deserves a place they're happy to go to every day.

Nobody wants to work somewhere that makes them miserable. Most people leave jobs because they're unhappy, and most people stay because they are happy. When people come to work with greater stability, satisfaction, and a sense of purpose, they're much more likely to stay and contribute over the long term.

Mark Klein: From an HR perspective, what does a healthy workplace look like?

Dr. Chadwick Green: A healthy workplace is built on the relationships you have with the people around you.

You have to be collaborative with your coworkers, your managers, your supervisors, and your leadership team. If you don't have that relationship-building aspect, it becomes difficult to grow and learn. Being happy, being collaborative, and having a psychologically safe environment where people feel comfortable sharing ideas and concerns are all important pieces of a healthy workplace.

Mark Klein: When I think about workplace culture, there are things that come from leadership and things that come from employees. Collaboration is really a two-way street. What does building that kind of culture look like in the real world?

Dr. Chadwick Green: First and foremost, culture takes time. It's not something you build in 30, 60, or 90 days. It requires consistent effort from leadership. If culture isn't supported by executive leadership, it's going to fail.

At the same time, culture requires buy-in from everyone. If leadership is committed but supervisors aren't, or if employees aren't engaged, it becomes much harder to build that collaborative environment. Everything starts with leadership and engagement. That's why HR works hard to be visible and accessible. We want people to know we're not just here when something goes wrong. We're also here to answer questions, support people, and help build relationships.

Mark Klein: Let's talk about that. Most people hear "Human Resources" and think either "I have a problem and need HR," or worse, "HR is coming to see me."

From your perspective, what should HR's role be?

Dr. Chadwick Green: Historically, HR spent a lot of time being operational—putting out fires and responding to problems. Today, we're shifting toward strategic HR. That means putting programs, systems, and support structures in place that help prevent problems before they happen or minimize their impact.

We want to be viewed as partners rather than just the people you call when something has gone wrong. We still want people to come to us with concerns, but we also want to be proactive in helping people grow and develop in their careers.

A conversation with HR shouldn't automatically make people nervous. We want employees to see us as a resource and a partner in their success.

Mark Klein: We started a little heavy, so let's lighten things up. Over your years in HR, what are some of the workplace pet peeves you've heard over and over?

Dr. Chadwick Green: That's a loaded question.

One of the classics is somebody leaving food in the refrigerator forever.

Then there are things like microwaving fish in the office. Everyone has experienced walking down the hallway and realizing someone made that decision.

And honestly, many office frustrations come from little things rather than major issues.

Maybe the entire department enjoys a celebration, but one person is always left cleaning up. Or maybe someone has a habit they don't even realize they have.

One of my wife's biggest pet peeves is people smacking when they eat.

The important thing is remembering that most people don't realize they're doing these things.

Mark Klein: I have to confess—at my last job, which I left about a year ago, I accidentally left coffee creamer in the refrigerator. So if anybody's watching, that's on me.

But you're right. The interesting thing is that these little issues often become bigger issues because people don't communicate about them directly.

Dr. Chadwick Green: Exactly.

One of the biggest challenges in leadership is helping people have those conversations.

HR's role is often to coach leaders on how to address concerns directly and respectfully. We partner with managers to help them guide employees through situations rather than simply escalating every issue.

Mark Klein: I like that concept of leadership coaching.

What does a leadership coaching conversation actually look like?

Dr. Chadwick Green: I focus heavily on emotional intelligence.

A lot of workplace challenges come down to self-awareness. People don't always realize what they're doing, when they're doing it, or how it affects others.

When we're coaching leaders, we encourage them to consider those dynamics and think through how to approach situations constructively.

One example is email communication.

People often read emotion into emails that may not actually be there.

I tell leaders to read emails like a robot.

Don't assign emotional tone that may not exist. Unless someone explicitly says something negative, don't assume frustration, anger, or disrespect.

Reading communication objectively avoids a lot of unnecessary conflict.

Mark Klein: That's incredibly practical advice.

One thing I keep hearing throughout this conversation is communication. Whether it's emails, conversations, collaboration, or feedback, communication keeps coming up. How much does communication impact workplace morale?

Dr. Chadwick Green: Communication is everything.

If you under-communicate, people miss information, make assumptions, and become frustrated.

I've always heard it's better to over-communicate than under-communicate, within reason.

When you clearly explain expectations, answer questions, and confirm understanding, you're much more likely to achieve positive outcomes.

Communication helps eliminate confusion and creates alignment.

Mark Klein: Let's talk about one of the most common workplace experiences: meetings.

What makes a meeting effective?

Dr. Chadwick Green: Agendas help tremendously.

You need to know the purpose of the meeting. Are you preparing people for something? Are you asking them to take action? Are you providing information?

The purpose should be clear, and the meeting should provide value.

Without that structure, meetings can easily become conversations that should have been emails.

Mark Klein: Let's talk about the dreaded meeting that could have been an email.

Not everything requires a meeting.

Dr. Chadwick Green: Absolutely.

One of the best questions I ever learned from a leader was: "Am I bringing value to this conversation?"

If I'm not bringing value, it probably belongs in an email.

If I can clearly communicate something in writing, then I've saved several people an hour of their time.

The question should always be whether the discussion actually requires face-to-face interaction.

Mark Klein: For leaders listening today, what's the one thing they should remember before scheduling their next meeting?

Dr. Chadwick Green: Respect people's time.

Think about whether you would want to sit through the meeting yourself.

Consider how long people can realistically stay engaged. Everyone has a point where attention starts to drift.

Bring value, be intentional, and make the best use of everyone's time.

Mark Klein: Earlier you mentioned how healthy culture can improve employee retention. Why is retention such a useful measurement of workplace culture?

Dr. Chadwick Green: Retention tells a story.

When we analyze employee data, we can identify patterns and trends. If turnover repeatedly occurs under the same conditions, we can investigate why and work toward solutions.

HR tries to be strategic by looking at feedback, survey results, employee concerns, and workplace experiences. Once we understand what people need, we can make improvements.

To us, some changes may seem small. To employees, they can be significant.

Something as simple as offering a small perk or responding to employee feedback can dramatically improve someone's day and change how they feel about the organization.

Mark Klein: Let's talk specifically about LSU Health Shreveport.

With more than 2,000 employees, culture becomes a really big responsibility. Tell me about the culture here and why you think it's such a great place to work.

Dr. Chadwick Green: One reason is that we're always evolving.

Healthcare changes constantly, and workplace culture has to evolve with it.

We're not trying to reach a point where we say, "The culture is fixed. We're done."

We're always asking what's next and how we can make the employee experience even better.

That's what makes LSU Health Shreveport special. We're committed to continual improvement.

Mark Klein: If someone's watching this and considering joining the team, why should they want to work here?

Dr. Chadwick Green: Because we're always looking for ways to improve and because we genuinely care about our people.

I admire our leadership team because we're aligned around creating a better workplace.

That includes employee recognition, engagement activities, opportunities for growth, and creating moments that remind people we're all human.

At the end of the day, we want employees to bring their authentic selves to work.

I don't want half of a person. I want the whole person.

Your personality, ideas, and experiences can make a meaningful difference here.

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Be yourself. That's one of the reasons I think LSU Health Shreveport is such a great place to work. Mark Klein: As we wrap up, we've talked about workplace pet peeves, communication, meetings, and culture. Ultimately, though, this conversation has always been about building a healthy workplace. If this entire discussion could have been summarized in one email, what would you want people to take away? Dr. Chadwick Green: It takes time to create meaningful change. Culture does not happen overnight. Trust, collaboration, communication, and valuable interactions all contribute to success. Be the best version of yourself, build strong relationships, and remember that culture is something we all help create. Mark Klein: Anything you'd like to add before we finish? Dr. Chadwick Green: Just this: HR is not here to come after anyone. We're here to help guide people, support their development, and help create future leaders at LSU Health Shreveport. Mark Klein: How can employees get in touch with HR if they need assistance? Dr. Chadwick Green: We have several teams available, including Talent Acquisition, Benefits, Employee Records, Employee Relations, Data and Analytics, Policy Administration, and Organizational Development. Employees can contact us through our departmental emails, phone extensions, or by visiting us in the Administrative Building. Our team believes strongly in servant leadership. If you come to us with a question, we'll do everything we can to help guide you to the right answer. Mark Klein: That's awesome. Thank you so much for joining us today. It was a different direction than we've traditionally taken on the podcast, but a very important one. Thanks for your time. Dr. Chadwick Green: Thanks for having me. We'll see you next time.	

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Mark Klein: For more information about LSU Health Shreveport, visit lsuhs.edu. If you're a member of the LSU Health Shreveport community and would like to appear on the podcast, simply send an email to SHVcommunications@lsuhs.edu. We'd love to hear about the work you're doing—whether it's in the clinic, the classroom, the laboratory, or anywhere else across our institution. You can find the LSU Health Shreveport Podcast on YouTube, Spotify, Apple Podcasts, and wherever you get your podcasts.	LSUHS Podcast animation.