



Organization Trust Diagnostic Intelligence Report

Meridian Regional Health Centre | July 27, 2026

Participants: 300

This report gives leadership a clear view of their organization's trustworthiness: the observable behaviours and conditions through which trust is earned.

The Trust Diagnostic reveals how trust is currently being experienced across the organization, and where leadership attention will have the greatest impact. It makes visible the organizational conditions that determine how effectively strategy is implemented, how decisions are made, and how people work together.

The Trust Diagnostic assesses observable behaviours across three interdependent lenses:

Processes - The structural guardrails (workflows, documentation, cross-functional coordination, and process ownership) through which trustworthiness is embedded by design rather than left to individual intention. Under pressure, these are what hold.

Communication - The transparency, openness, and two-way feedback through which trustworthiness is either confirmed or questioned in daily work. It asks whether clarity, connection, and fairness are actually experienced, or only intended.

Culture - Culture is the behavioural environment shaped by every choice made in your organization, past, present, and future. It encompasses values-coherence, ownership, psychological safety, and the norms that govern how people act. Culture is either shaped with intention or shaped by default.

These three interdependent areas can be summarized as follows:

- Culture - the behavioral environment that makes trustworthiness possible. Do we behave in ways that build a trustworthy organization?
- Communication - how clarity, transparency, and two-way feedback are experienced in practice. Do our communication practices create clarity, connection, and fairness?
- Processes - the structural guardrails through which trustworthiness is embedded by design. Do our business mechanics reliably support collaboration and shared responsibility?

How to Read this Report

The Trust Diagnostic measures organizational trustworthiness: not trust as a sentiment: the observable behaviours and conditions through which trust is earned or eroded. It does not assess personalities or performance. It reveals the organizational conditions being created through everyday leadership choices, systems, and behaviours.

This report is designed to support leadership teams to:

- understand the trust environment in which results are being produced
- identify where organizational design is enabling or constraining performance
- align leadership action around the conditions required for the next stage of growth

The Trust Diagnostic is most powerful when used as a collective leadership instrument, not an evaluative tool.

Trust as an Organizational Asset

Trustworthiness is an operating condition. Organizations often speak of "building trust" as though it were a communications exercise. Trust is an outcome, a judgment people make based on how an organization actually behaves. You cannot build trust directly. You can only build the conditions under which trust is earned: the culture people experience, the communication they rely on, and the systems that either support or undermine them.

When these dynamics remain invisible, leaders are left operating within parallel mandates, each acting with good intent, without a shared view of the human system that connects their work.

The climate of trust within an organization shapes

- the speed and quality of decisions
- how effectively people collaborate across boundaries
- the organization's capacity to adapt, innovate, and generate an impact
- whether strategy translates into coordinated action

Organizations operate in one of three broad trust environments:

Trust Dividend

Where trust is actively generating value. Energy flows into innovation, collaboration, ownership, and continuous improvement.

Stability Zone

Where trust is sufficient to maintain performance, without yet enabling full organizational potential.

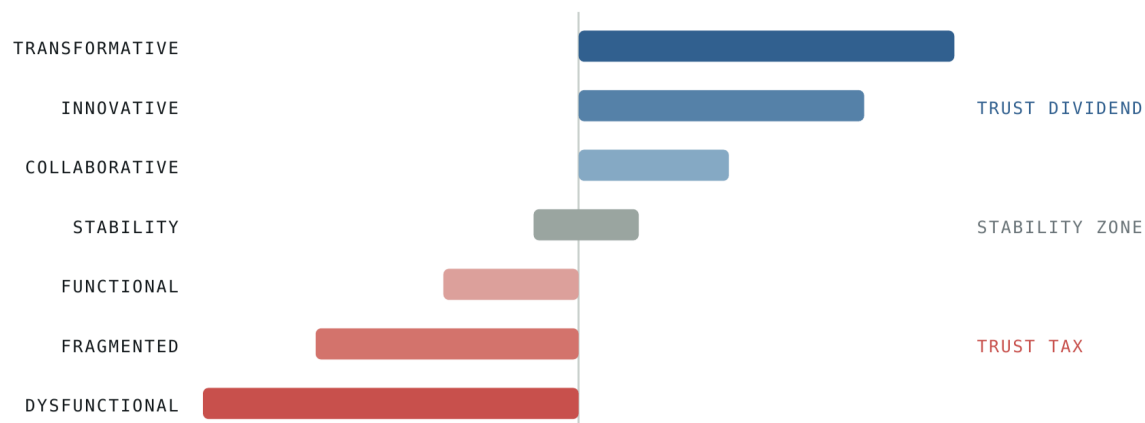
Trust Tax

Where hidden friction, incoherence, and disengagement increase the cost of operations and limit results.

The Trust Diagnostic reveals which environment the organization is currently operating within, and what that means for leadership focus.

Trust Diagnostic Diagram

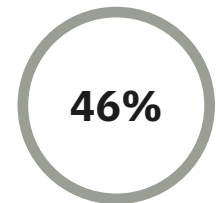
The Trust Diagram below shows there are seven levels which comprise the Trust Diagnostic. These are linked with the three broad environments - the top three are associated with the Trust Dividend environment, the middle is the Stability Zone, and the bottom three are associated with the Trust Tax environment. Each of these levels is comprised of the three interdependent areas, processes, communication, and culture, which are assessed in the Trust Diagnostic.



Organization Trust Profile

Your Overall Trust Operating Environment

Stability - 46%



Meridian Regional Health Centre is operating in Stability on the Trust Diagnostic.

This indicates an organization environment with the ability to maintain consistent performance, growth, and operational effectiveness over time, even in the face of challenges or changes. It has reliable structures, and communication is healthy and trusted. Things remain balanced, consistent, and resilient to change or disruption.

Trust System Strengths

Culture | Communication | Processes

Trustworthiness is not created by a single initiative. It is generated through the interaction of culture, communication, and processes, each reinforcing the others.

In the Trust Diagnostic, these three interdependent lenses represent how trustworthiness is:

- shaped (Culture)
- expressed (Communication)
- embedded (Processes)

Together, they show how trustworthiness is currently being built, or undermined, through the organization's everyday systems and choices.

Overall trust condition

Meridian Regional Health Centre is operating in a Stability environment.

Primary organizational strength

Culture is the highest performing dimension.

Primary organizational constraint

Communication is the lowest-scoring dimension.

Perception Gap

The statement with the greatest variance in responses highlights a significant divergence in perceptions among respondents. This variation suggests inconsistency in understanding, experience, or expectations related to this area.

1. Culture - I get the support I need to deliver.

Additional barriers to building trust

These are the three statements with the lowest scores.

1. Communication - When we raise ideas or concerns, something is done about them.
2. Communication - People here praise good work soon after it happens.
3. Communication - I get the information I need, when I need it.

Use these to focus your improvement planning.

Trust Diagnostic Category Results

The way processes, communication, and culture are being experienced in your organization is as follows:

Culture - Predictability

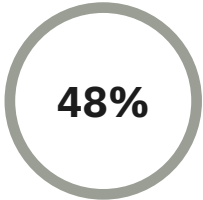
The culture is supportive of the growth of individuals, teams, and the business as a whole. This is because a foundation of Trust has been established across all levels of the business.



53%

Processes - Aligned processes

The daily activities are well coordinated between different functions. There are overarching processes which distribute and allocate resources across the business building stability. This delivers predictable growth.



48%

Communication - Confused communication

There are regular misunderstandings, concerns about strategic direction and intentions. Interactions are characterized by tension and uncertainty. There is a lack of clarity when information is shared.



38%

Development Path

Planning for improvement should initially focus on **Communication** and include actions relating to the three lowest scoring statements. If any statements are classified in the Perception Gap, they should be examined closely as they highlight areas where perceptions diverge.

Trust Distribution and Department Signals

Department-level Trust Profiles reveal how consistently trust is being experienced across the organization.

They highlight:

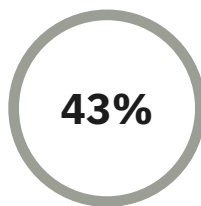
- where conditions are coherent
- where experiences diverge
- where structural or leadership attention may be required

Emergency Department

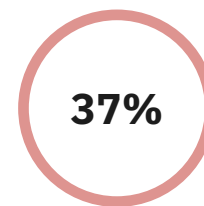
Culture



Processes



Communication

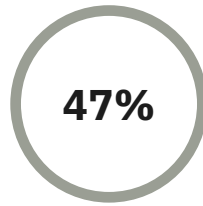


ICU

Culture



Processes



Communication



Medical-Surgical

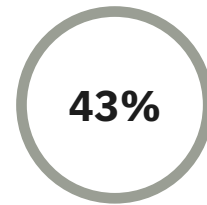
Culture



Processes



Communication

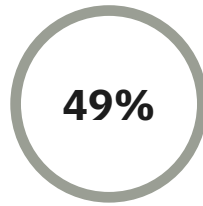


Surgery / OR

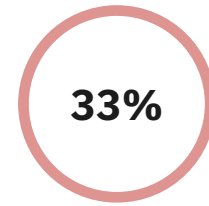
Culture



Processes



Communication

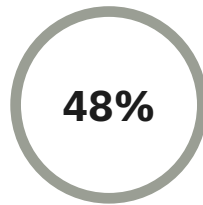


Oncology

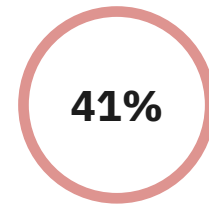
Culture



Processes

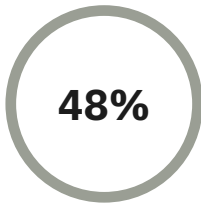


Communication

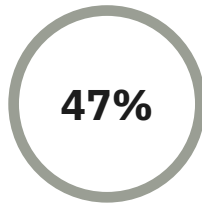


Behavioral Health

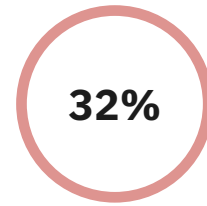
Processes



Culture



Communication



Support Services

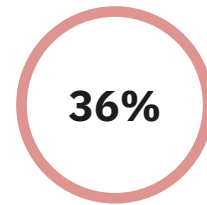
Culture



Processes



Communication



Department results help leadership identify whether trust is being generated systemically or locally, and where organizational coherence can be strengthened.

Using This Report as a Leadership Team

This report is designed to support leadership stewardship of the organization's trust environment.

Leadership teams typically use Trust Diagnostic to:

- frame strategic and operational priorities
- guide leadership coherence conversations
- inform organizational design initiatives
- track trust conditions over time

To use this report effectively:

- Review results collectively, not functionally
- Focus on organizational conditions, not individual performance
- Identify one or two strategic trust levers
- Integrate trust insights into planning and transformation work
- Establish a re-measurement cadence to monitor progress