

DC1



Building a Bridge from "Professional" to "Person":

A Simplistic Approach to Enhancing Team Connectedness

Presenter: Christine Denicola, MA, NBC-HWC

Session Overview

1. Introduction
2. Learning Objectives
3. Professional and Personal Identity
4. Effective Teams
5. Workplace Context and Background
6. Overview of a Simplistic and Resource-Friendly Initiatives
7. Team-Based Problem Solving Activity
8. Participation in a Simulated 'Culture Coffee Break' (CCB)
9. Team-Based Problem Solving Activity
10. Debrief and Close Out

Slide 1

DC1 Denicola, Christine, 6/27/2023

Introduction



Professional Background



Personal Background

3

Raise your hand if...

4

Learning Objectives

After participating in this workshop, participants will be able to:

- Define the value in respecting and appreciating individualism and uniqueness in the workplace.
- Understand the direct impact of employee activation on collaborative, connected, high-functioning teams.
- Implement a variety of wellness initiatives with minimal or no additional resources in your workplace.

Professional Identity

In a literature search of over 700 publications about what professional identity means, author Fitzgerald concluded that professional identity includes:

- the ability to perform the functions of the profession
- knowledge, as evidenced by education and/or certification
- identification with a community of practice and with the values and ethics of the profession
- personal identification as a professional within an identified professional group

[Reference 1, Fitzgerald, 2020]

Professional vs Person

In the workplace setting, most people have a sense of professional identity. Yet, every single person is a unique individual that is trying to balance their professional identity with their personal identity.

Baggette et al. explored human emotion in the workplace, and found that when people feel that they are personally cared for as an individual in the workplace, there is evidence for improvement in:

- Teamwork
- Respect
- Trust
- Collaboration
- Confidence
- The sense that each individual matters



[Reference 2, Baggette et al, 2016]

7

Effective Teams



A 2018 study found that the number one global workforce trend was teamwork, where employees are expected to work more collaboratively than ever before.

According to the study, “effective teamwork allows teams to produce outcomes greater than the sum of individual members’ contributions...While task-work competencies are the knowledge, skills and attitudes (KSAs) necessary to achieve individual task performance, team competencies are those KSAs **critical for team members to interdependently interact with one another effectively** and in such a way that leads to positive team-based outcomes” [Reference 5, Lacerenza et. al., 2018].

Yet, despite expectations for employees to work collaboratively, the study found that companies continue to **see a lack of effective teamwork** among employees. They found that in order to boost effective teamwork, organizations need to boost competencies, including interpersonal processes that include developing trust, conflict resolution, and psychological safety.

[Reference 5, Lacerenza et. al., 2018]

Workplace Context and Background

In 2020, I became the Director of Operations for a NYC-based Pediatric Oncology clinic.

The clinic is home to ~50 core full-time personnel, with a total of 80+ individuals that rotate through the clinic that include:

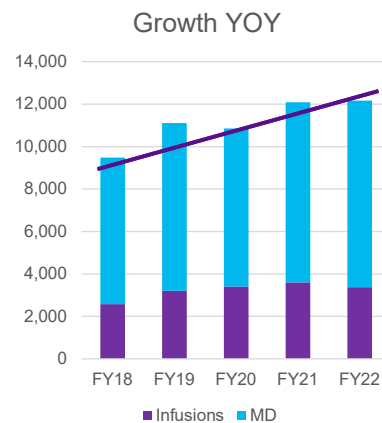
- attending physicians
- physician fellows
- nurse practitioners
- infusion nurses
- medical secretaries
- clinical trial staff
- psychologists
- social workers
- child life specialists
- nutritionists
- physical therapists
- educational coordinators
- teachers



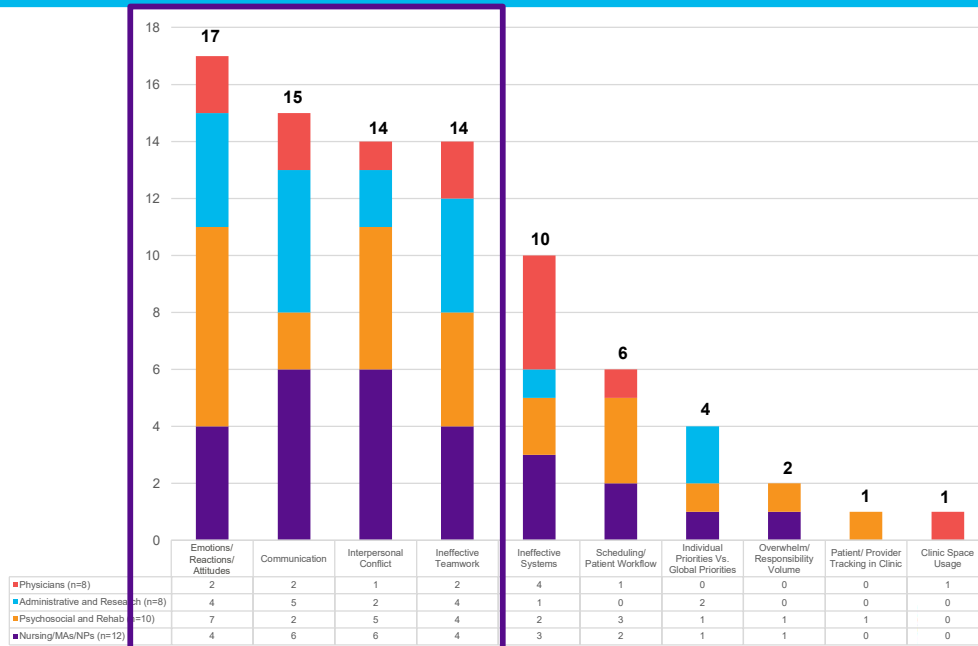
Workplace Context and Background



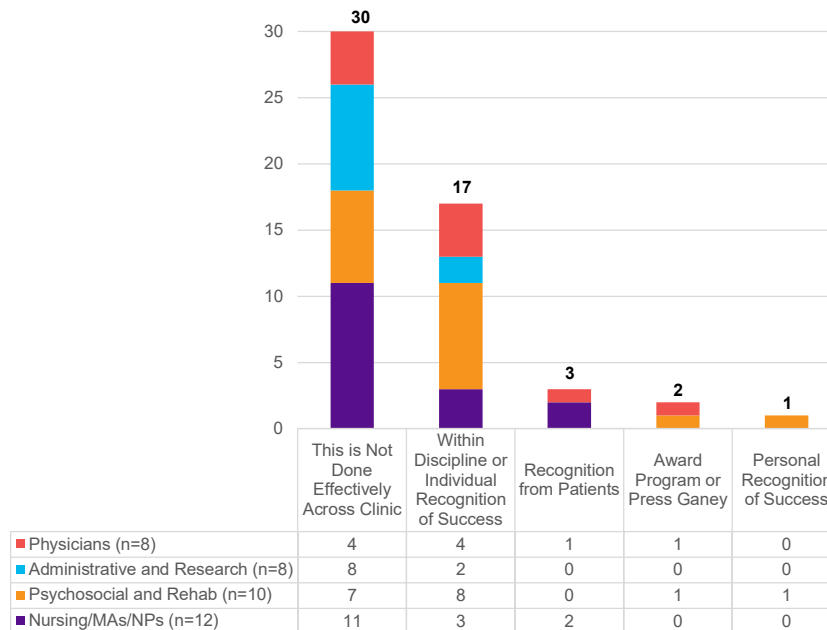
The clinic was facing a 28% increase in volume with no increase in staff, while navigating a global pandemic.



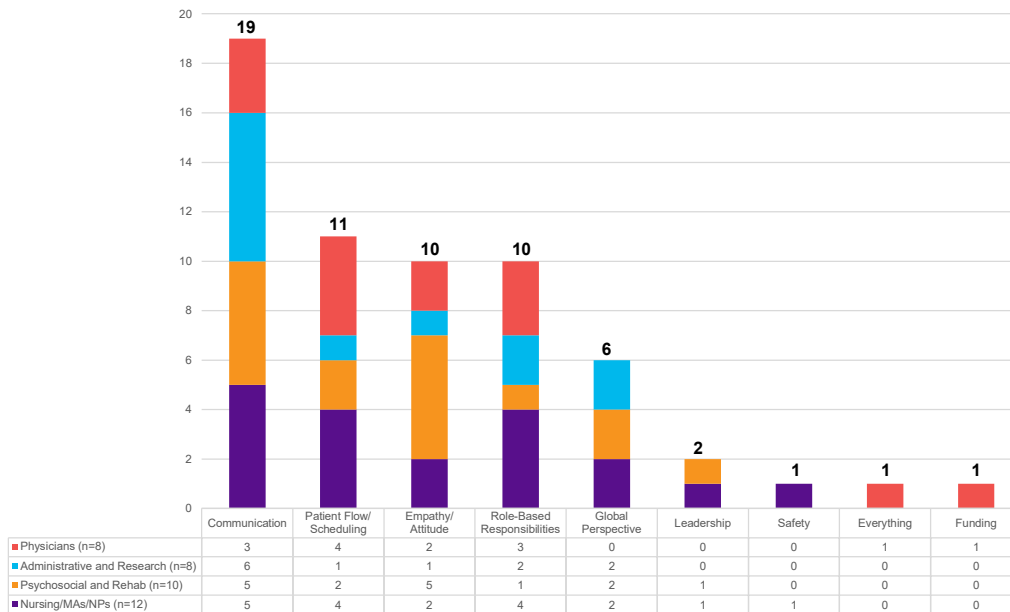
In your experience, what tends to cause conflict and how does it get resolved?



What are some of the ways you feel we celebrate success or recognize a job well done within clinic?



If we were able to focus on just one thing to fix or improve, what would it be?



Summary of Findings

Culture

Operations

Findings from the introductory meetings pointed to the following as priority areas to address:

1. Communication
2. Professionalism and respectful approaches to interpersonal interactions
3. Recognition and appreciation of staff
4. Scheduling and patient flow
5. Clarify scope and responsibilities for all roles in clinic
6. Standardized workflows for all essential operational functions

Summary of Findings



Additionally, we identified that in our workplace, we needed to address people feeling undervalued as individuals and we needed to increase appreciation and respect for one another.

Qualitative data showed that staff felt underappreciated, and that they did not feel respected as unique individuals.

Many staff reported being seen only as their professional title, and not as a person with value for their individualism and uniqueness.



Culture

Develop an interdisciplinary
“Culture and Wellness Taskforce”
(CWT) that focuses on the priority areas
related to culture and personnel
wellness.

Operations

Develop an interdisciplinary
“Operational Taskforce”
that focuses on the priority areas related
to operations.

Culture Initiatives

To address our areas of priority, we created the following resource-friendly initiatives :

- ***Discipline Spotlights***
- ***Take Care Cart (TCC)***
- ***Appreciation Cards***
- ***Culture Coffee Breaks (CCB)***

Discipline Spotlights

Monthly Discipline Spotlight is an initiative to gain new perspective about colleagues and to learn about their unique roles and backgrounds through their lens.

The goal of this project was to create space to recognize, respect, and celebrate the hard work our colleagues do each day in our clinic.

This was designed to address gaps in understanding about various roles, responsibilities, and service areas across our workforce.



Discipline Spotlights

How it Works

1. Line up a discipline for each month to be spotlighted
2. A member of the CWT worked with disciplines to identify opportunities to highlight their careers, services, training, and information unique to them.
3. Throughout the month, the discipline shared games, presentations, and activities, as well as facilitated the TCC to talk with people in clinic.
4. They also shared information at each week's 'all hands' meeting during their spotlight month.
5. At the end of the month, the CWT gave them a token of appreciation for their time, efforts, and commitment.



Discipline Spotlights

'Guess Who' Baby Photos



Professional Services and Training Presentation



Kahoot Learning Games



Photo Gallery and Headshots



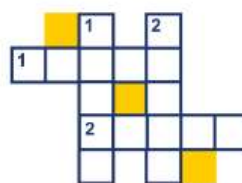
Trivia Boards



'Guess Who' Biographies



Cross Word Puzzle about Service Area



Distribution of TCC



Take Care Cart (TCC)



In our busy pediatric oncology clinic, we saw that our staff did not always have the chance to take time throughout the day to eat, hydrate and/or distress.

The cart was pushed around the clinic on a weekly basis on rotating days to provide staff with the opportunity to care for themselves in the ways they needed by taking items on the cart.

We created a sign-up for cart preparation and management to create a sense of shared responsibility across personnel.

Take Care Cart (TCC)



While this was the most resource-heavy initiative, we were able to implement it by utilizing some of our budget for special events to keep this within our overall budget.

The average cost of operating each cart was around \$25, as we stocked it with coffee from our pantry, ice water from our water machines, light snacks, and small giveaways.

For 'special' carts around the holidays, we shifted budget from a clinic-wide holiday lunch into resources for the cart which were better received and ultimately cost less than the lunch. These carts were around \$150 per cart. These included:

- a gourmet hot chocolate cart
- a pie cart
- a hot pretzel cart
- a cart with bagels, fruit and juice

Take Care Cart (TCC)

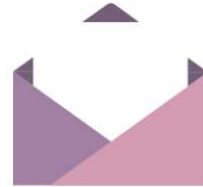
Aromatherapy spray
and sachets



Stress balls and
fidget toys



Blank note cards to
fill out for colleagues



Snacks for sustenance



Coffee, tea and ice water



Chocolate and candy



Appreciation Cards



In order to facilitate a greater sense of appreciation, we developed an 'appreciation cards' initiative.

- Personnel were asked to complete a card with a simple message to show their appreciation for a colleague.
- Cards were available in multiple locations across the clinic, and were distributed on the TCC.
- We provided regular reminders about using the cards to encourage use of them.
- Once completed, cards were distributed into a box in a central location of our worksite. On a monthly basis, our CWT would empty the box. The cards were then delivered to the addressee along with a note of thanks from our leadership team, and a few blank cards to encourage them to pass on the effort to others.

Appreciation Cards

Staff that received a card in a given month had their name added to a centralized board in our workplace that said

“This month we are extra grateful for...”

The names were also read aloud and applauded at an ‘all hands’ meeting monthly.



Culture Coffee Breaks



When looking at data from our analyses, there was clear evidence of our need to improve appreciation and recognition efforts across the clinic.

We identified that people wanted to feel recognized not just for accomplishments, but for the general effort they dedicate every day, which starts with improving the feeling of respect.

Additionally, we learned that we needed to bolster an appreciation for each member of our workforce as an individual and their unique perspective in the workplace.

The CWT discussed opportunities and ways to improve connection between one another, and developed the model for “Culture Coffee Breaks” (CCB)

About CCBs



Culture Coffee Breaks were developed as a way for people to connect in a deeper way than we typically have the opportunity to in our workplace.

For around 20 minutes over coffee and light snacks, participants are given the opportunity share something personal, with the goal of facilitating meaningful connections with colleagues in order to develop a greater understanding and appreciation for colleagues individualism and uniqueness.

We utilized 'The And' cards from theskindeep.com which were created to enable human connection by facilitating vulnerable and value-based discussions in a non-judgmental space to create real connections. Each card from the deck contains a value-based question to facilitate more thoughtful and meaningful interaction.

[Reference 12, *The Skin Deep*]

Facilitation of CCBs

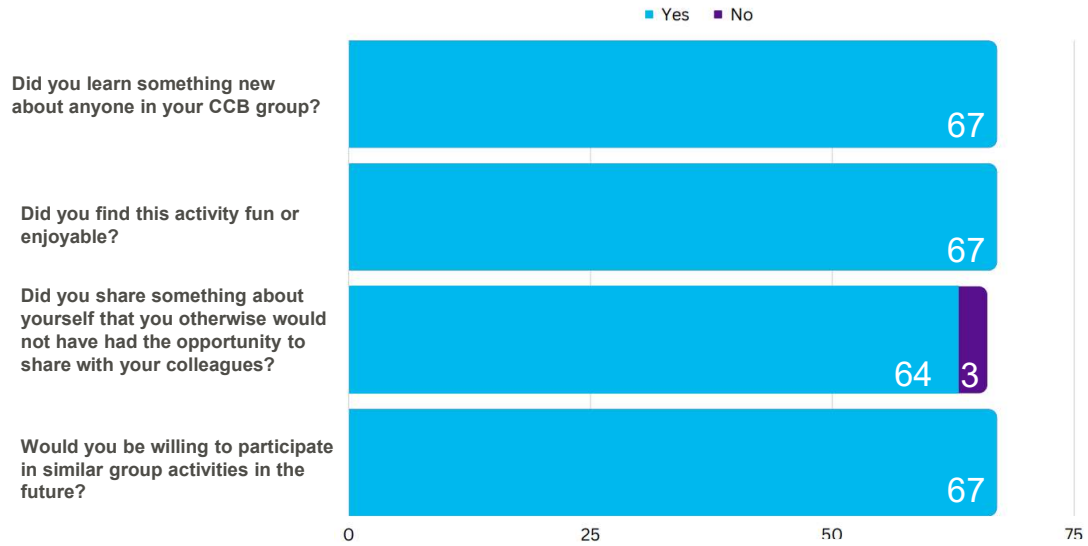
- Initially, we targeted invitations to people to join specific CCBs to keep the number of participants to around 8-10.
- Once we captured participation from 90% of our core workforce, we started running open sessions for people to drop into.
- We provided coffee (from pantry) and light refreshments to participants, for an average cost of \$8 per session.
- Participants all have an opportunity to answer a values-based question from the deck
- At the end of the session, everyone was asked to scan a QR code and complete a post-participation survey.

CWT Facilitator Reviewed Our Developed Guidelines:

By participating in today's CCB, we as a group agree that our guidelines are that:

- We're all here looking to connect and get to know our colleagues on a more personal level.
- Each person can participate at whatever level feels most comfortable to them. Anyone has the right to skip their turn if they do not feel comfortable answering the selected question.
- We are committed to improving the overall culture of our workplace and relationships with our colleagues.
- We maintain respect for our colleagues and support all responses to the question.
- We remain respectful and cognizant of time as we respond to the question to ensure everyone is able to participate.

Post-Participation Survey Data (n=67)



31

Post-Participation Survey Data (n=66)

I will feel more comfortable collaborating with the members of this Culture Coffee Break group after this meeting:



32

Post-Participation Comments



33

Overall Results

Culture

“Culture and Wellness Taskforce” was able to successfully implement 4 unique initiatives that addressed:

- Collaboration
- Appreciation and Recognition
- Employee Wellness
- Employee Engagement



Operations

“Operational Taskforce” was able to successfully implement 4 unique workgroups that were able to complete over **55 projects** in 1.5 years that improved:

- Patient Experience
- Scheduling Workflows
- Optimization of Space Utilization
- Communication Across Clinic

Let's get up and shift around!

35

Team-Based Problem Solving Activity

Together with your small group, discuss the below and decide on one final question that you all agree on.

Prompt: Imagine that your table is a team of employees at a company. You are given the chance to select your company's new CEO, but you can only ask one question of the candidates. Together at your table, decide on the one question you would ask candidates in order to choose your new CEO.

Let's get up and shift around!

37

Simulated “Culture Coffee Break” (CCB)

Guidelines:

By participating in today's CCB, we as a group agree that our guidelines are that:

- We're all here looking to connect and get to know our colleagues on a more personal level.
- Each person can participate at whatever level feels most comfortable to them. Anyone has the right to skip their turn if they do not feel comfortable answering the selected question.
- We are committed to improving the overall culture of our workplace and relationships with our colleagues.
- We maintain respect for our colleagues and support all responses to the question.
- We remain respectful and cognizant of time as we respond to the question to ensure everyone is able to participate.

Questions:

In your group, select one of the following questions. Then go around the table so each member of your 'team' has the opportunity to answer.

- **Describe the most recent thing that inspired you.**
- **What's the wisest thing someone told you?**
- **Describe your proudest moment.**
- **What's one thing you've always wanted to learn but haven't—and why?**

Note: If your group finishes answering your question, you can move on to answer another question to keep the activity going.

Team-Based Problem Solving Activity

Together with your small group, discuss the below and decide on one final question that you all agree on.

Prompt: Imagine that your table is a team of employees at a company. One evening, you see strange lights outside, and realize that an alien spaceship has landed near your building. Your team is greeted by the aliens, who tell you that you can ask them one question about anything. Together at your table, decide on the one question you would ask.

39

Debrief & Questions

40

Acknowledgements



Department of Pediatrics,
NYU Grossman School of Medicine



Stephen D. Hassenfeld Children's
Center for Cancer and Blood Disorders



My Family

41

References

1. Fitzgerald A. Professional identity: A concept analysis. *Nurs Forum*. 2020;55:447–472. <https://doi.org/10.1111/nuf.12450472> | FITZGERALD
2. Baggett, M., Giambattista, L., Lobbestael, L., Pfeiffer, J., Madani, C., Modir, R., Zamora-Flyr, M., Davidson, J. (2016). Exploring the human emotion of feeling cared for in the workplace. *Journal of Nursing Management*, 24: 816-824. <https://doi.org/10.1111/jonm.12388>
3. Gerlach, R., Gockel, C. (2022). A question of time: How demographic faultlines and deep-level diversity impact the development of psychological safety in teams. *Frontiers in Psychology*, 13: 765-793. <http://dx.doi.org/10.3389/fpsyg.2022.7>
4. Germani, A., Delvecchio, E., Li, J.B., Lis, A., Nartova-Bochaver, S., Vazsonyi, A., Mazzechi, C. (2021). The link between individualism-collectivism and life satisfaction among emerging adults from four countries. *Applied Psychology Health and Well-Being*, 13: 437-453. <https://doi.org/10.1111/aphw.12259>
5. Lacerenza, C., Marlow, S., Tannenbaum, S., Salas, E. (2018). Team Development Interventions: Evidence Based Approaches for Improving Teamwork. *American Psychologist*, 73 (4): 517-531. <http://dx.doi.org/10.1037/amp0000295>
6. Lind, M., Tomsen, D. (2018). Functions of personal and vicarious life stories: identity and empathy. *Memory*, 26 (5): 672-682. <https://doi.org/10.1080/09658211.2017.1395054>
7. Locke, K. (2019). Development and Validation of a Circumplex Measure of the Interpersonal Culture in Work Teams and Organizations. *Frontiers in Psychology*, 10:850-868. <http://dx.doi.org/10.3389/fpsyg.2019.00850>
8. O'Madagain, C., Tomasello, M. (2021). Shared intentionality, reason-giving and the evolution of human culture. *Philosophical Transactions B*, 377: 20200320. <https://doi.org/10.1098/rstb.2020.0320>
9. O'Rourke, H., Collins, L., Sidani, S. (2018). Interventions to address social connectedness and loneliness for older adults: a scoping review. *BMC Geriatrics*, 18:214-227. <https://doi.org/10.1186/s12877-018-0897-x>
10. Ortiz, M. (2021). Leading-Following and Mentoring: Making Connections. *Nursing Science Quarterly*, 34(4): 454-457. <https://journals.sagepub.com/doi/10.1177/08943184211031564>
11. Rabkin, S., Frein, M. (2021). Overcoming Obstacles to Develop High-Performance Teams Involving Physician in Health Care Organizations. *Healthcare*, 9: 11-36. <https://doi.org/10.3390/healthcare9091136>
12. Song, Y., Zhao, Z. (2022). Social Undermining and Interpersonal Rumination among Employees: The Mediating Role of Being the Subject of Envy and the Moderating Role of Social Support. *International Journal of Environmental Research and Public Health*, 19: 8419. <https://doi.org/10.3390/ijerph19148419>
13. The Skin Deep. (2023). About Us. <https://shop.theskinddeep.com/pages/about-us>.
14. Wright, J., Climenhage, U.J., Schmitt, M., Branscombe, N. (2020). Perceptual harmony in judgments of group prototypicality and intragroup respect. *PLoS ONE*, 15(12): 2043821. <https://doi.org/10.1371/journal.pone.0243821>
15. Ying-Ying, Y., Yang, L.Y., Lee, F.Y., Hwang, S.J. (2019). DAA-based IIT simulation model enhances the interprofessional collaboration and team efficiency competency of health professionals. *Journal of Chinese Medical Association*, 82: 169-177. <http://dx.doi.org/10.1097/JCMA.0000000000000024>
16. Zhenjing, G., Chupradit, S., Ku, K.Y., Nassani, A., Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, 10: 890400. <http://dx.doi.org/10.3389/fpubh.2022.890400>



ACTIVATE

2023 | NATIONAL WELLNESS CONFERENCE

Thank you!

Christine Denicola, MA, NBC-HWC

Director, Education and Academic Affairs

NYU Langone Health, New York, NY

Christine.Denicola@NYULangone.org

**For instructions on how to implement the
initiatives presented today, scan this QR code**

