

Welcome

- We will be starting soon
- There is no sound until we get started
- Please keep your phones and computers on mute to support a pleasant experience to all
- Use the chat feature for questions

Just in Time Training

Providing Support for Health Care Staff/Frontline Workers

TOPIC: Discovering Joy in Work Part 2



JOY in Work

In a COVID-19 World Part 2



TODAY'S PRESENTERS



Ian Rios
Administrator Funded Project



Zachary Kee
Director

Our focus is on providing compassionate care by increasing workplace engagement and utilizing role model patient-centered behaviors.



Today's Agenda

Quick Recap of Joy in Work Part 1

Finding Joy in Team Dynamics

What Matters to You Conversation Steps

Wrap Up

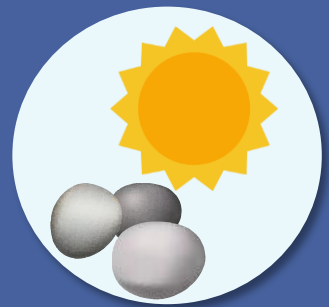


Recap of Joy in Work Part 1

MODULE ONE RECAP



Joy in Work Framework



Setting the Stage for a
'What Matters To You' Conversations



What Matters to You (WMTY) Conversations

What

A type of conversation rooted in **appreciative inquiry** that taps into strengths or bright spots, or what's already working in the organization, that offer **energy for change**.

When

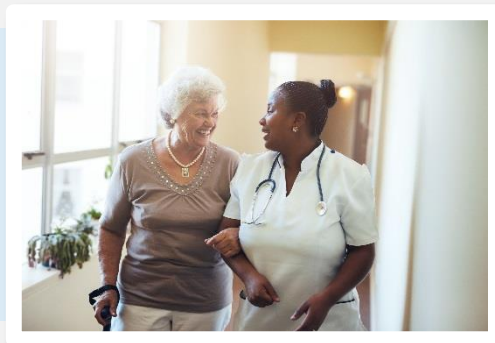
Informally,
in-person ad-
hoc basis

Staff and
leadership
rounds

Office hours
with leadership

Small
department-
specific focus
groups

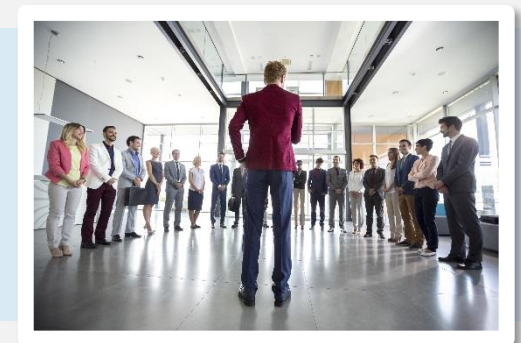
Who



Employee and Customer

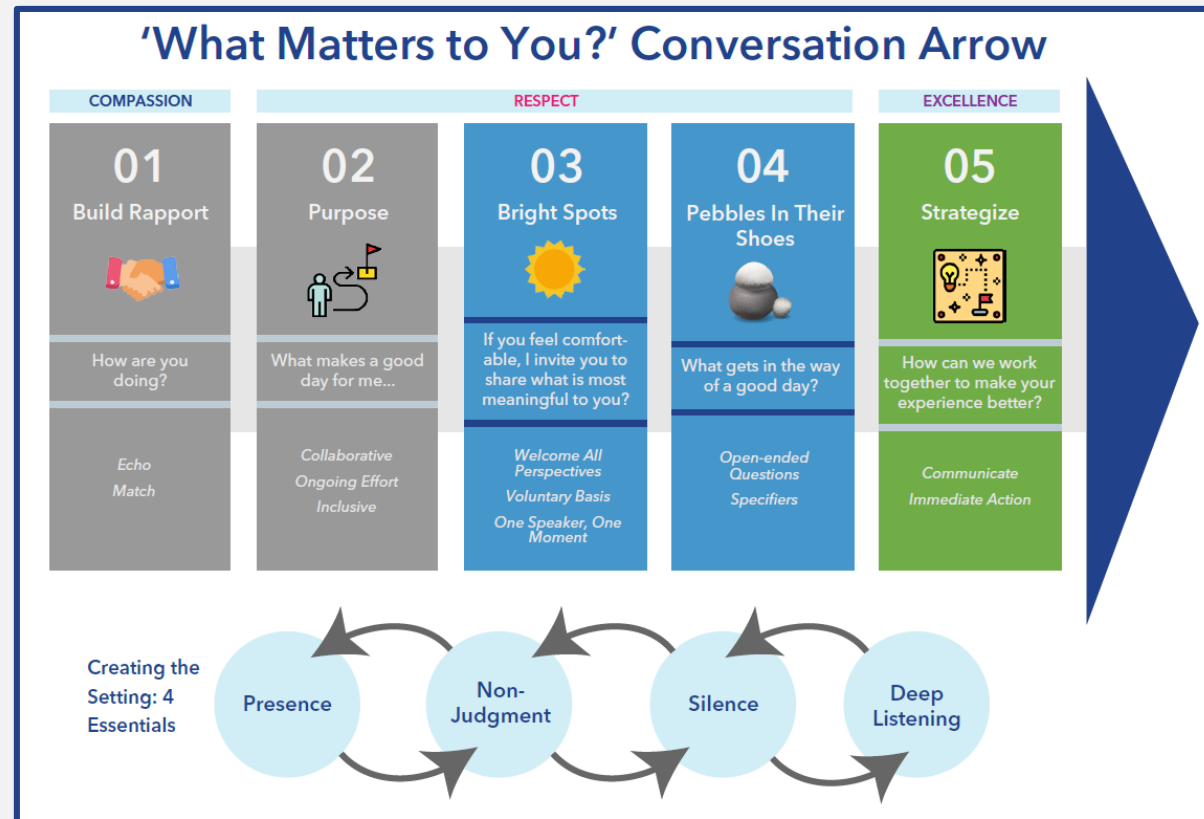


Employee and Employee

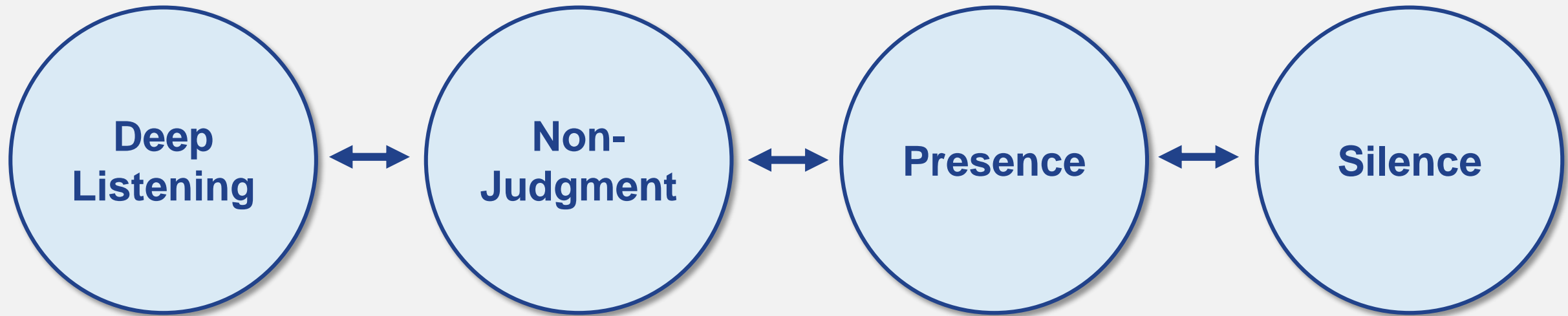


Employees and Leader

WHAT MATTERS TO YOU CONVERSATION ARROW: CREATING THE SETTING



Creating the Setting: 4 Essentials





Finding Joy in Team Dynamics

Leadership and Psychological Safety

TEAMS DEFINED



Group of people with specific skills who work together to achieve a measurable objective or result.

HOW ARE A JIGSAW PUZZLE AND A TEAM SIMILAR?



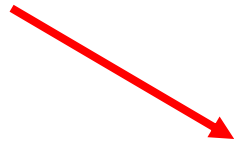
**What matters
most to you
as a leader
or in a
leader?**

Leadership Reflection

- List three things that matter to you as a leader of your team or in a leader of an ideal team.
- Draw or write them in your notes or hold them in your mind.
- Once you have completed your reflection, consider sharing them in the chat. Exchange what matters most to you as a leader.

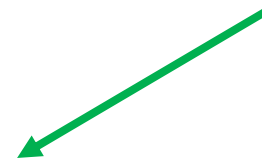
How do Leaders affect our sense of wellbeing both individually and as a team?

THREATS

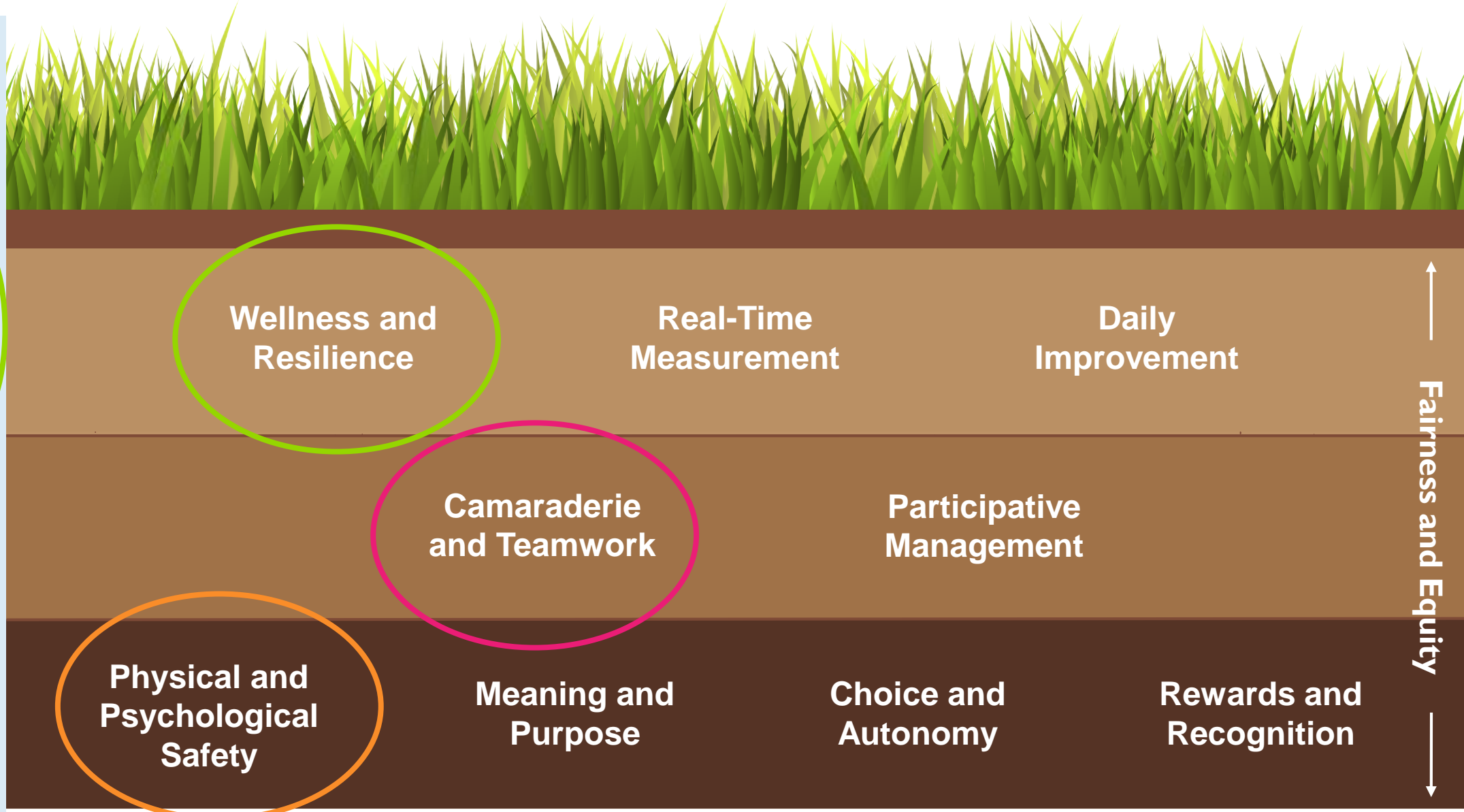


- Status
- Certainty
- Autonomy
- Relatedness
- Fairness

Rewards



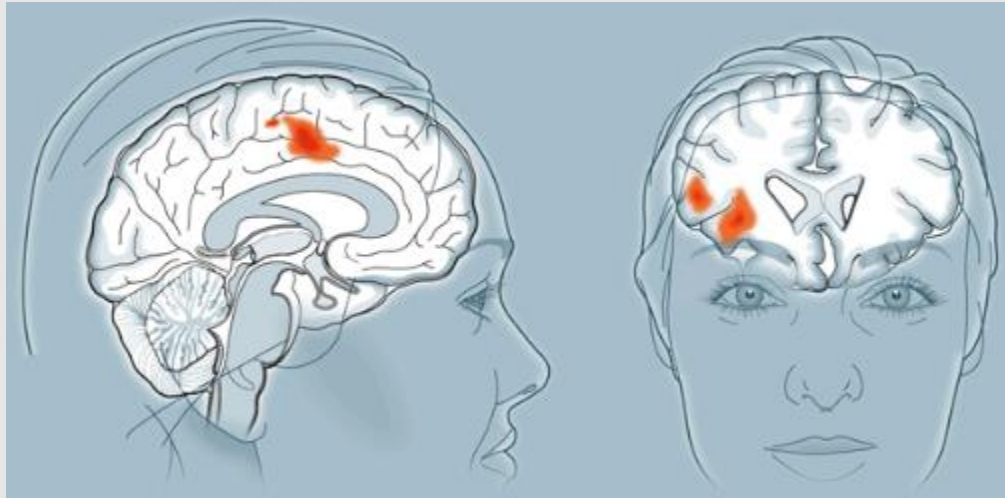
Nine Components for Joy





How your brain dictates your behavior

Social Pain



Physical Pain

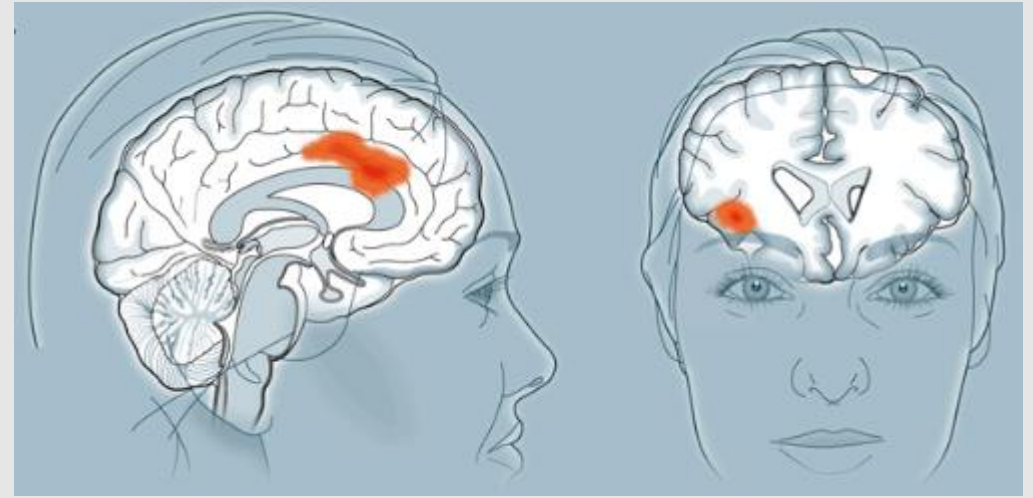


Exhibit 1: **Social and Physical Pain Produce Similar Brain Responses**

Brain scans captured through functional magnetic resonance imaging (fMRI) show the same areas associated with distress, whether caused by social rejection or physical pain. The dorsal anterior cingulate cortex (highlighted at left) is associated with the degree of distress; the right ventral prefrontal cortex (highlighted as right) is associated with regulating the distress.

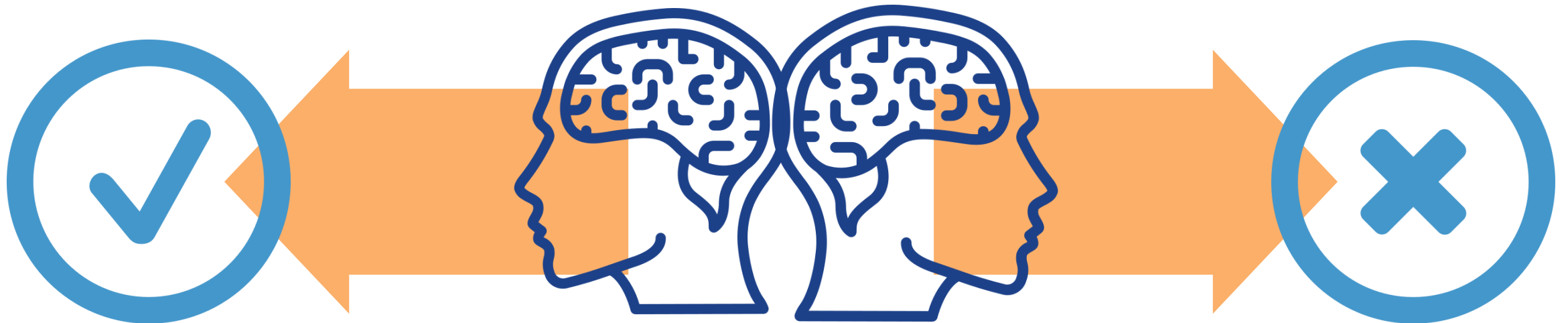
Research from: NeuroLeadership Institute



The Approach-Avoid Response

The very basic function of our brain is to distinguish when to approach or avoid something. This response developed as an evolutionary response and has largely helped humans to stay alive (think Cavemen and Saber Tooth Tigers).

We are all motivated to move away from perceived threats and/or towards perceived rewards.





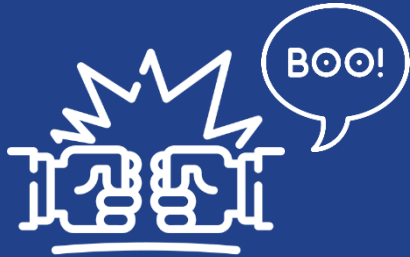
Giving Feedback Can Be Scary!

When most people think about giving feedback to another person on their team, the same part of their brain lights up as if they were walking through the park and saw this guy...





2 Common Dysfunctions of a Team



FEAR OF CONFLICT

IMPACT

Promotes the desire to preserve **artificial harmony** and stifles productive conflict – suppresses diversity.



ABSENCE OF TRUST

IMPACT

The **fear of being vulnerable** with team members prevents the building of trust within the team.

4 Essential Elements =

Psychological Safety:
“a shared belief held by members of a team that the team is safe for interpersonal risk taking.”

1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

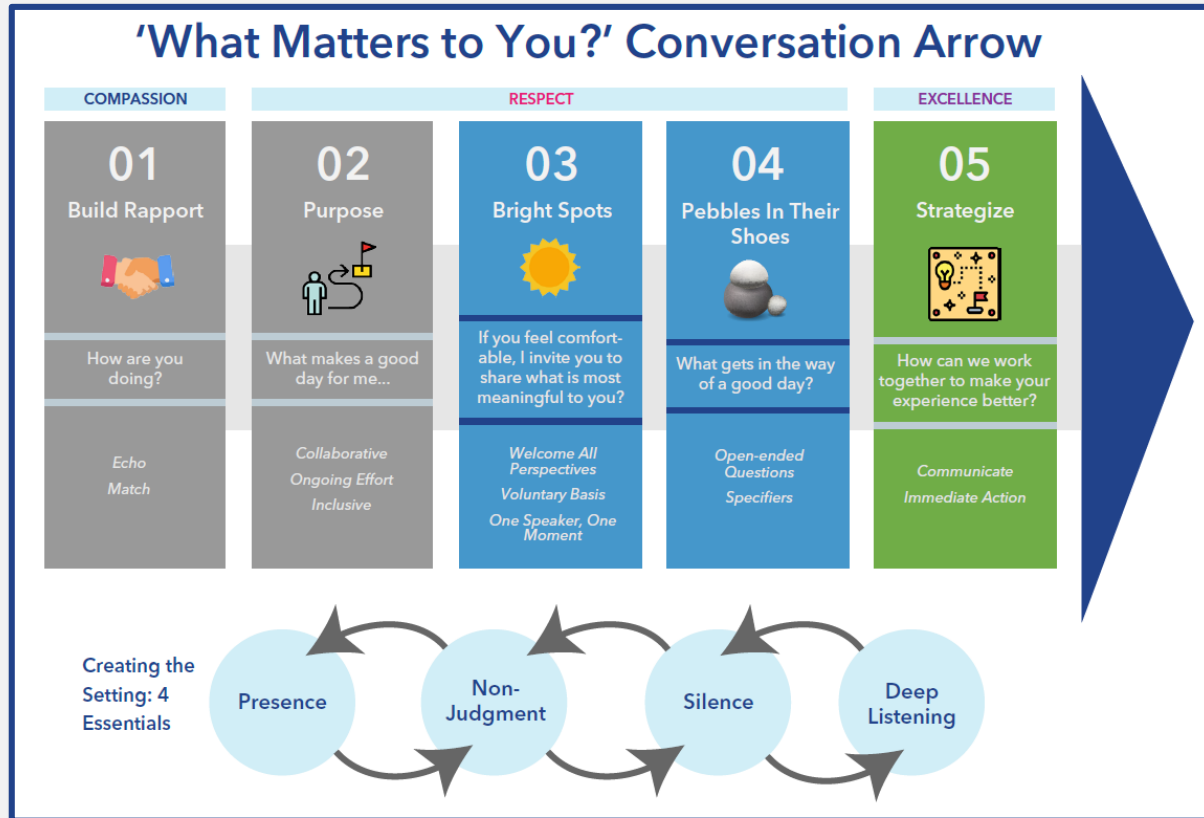
Impact

Team members think their work matters and creates change.



WMTY Conversation Arrow The Steps

WHAT MATTERS TO YOU CONVERSATION ARROW: THE STEPS



'What Matters to You' Conversation

Step 1. Build rapport

Introduction

Rapport-Building Questions

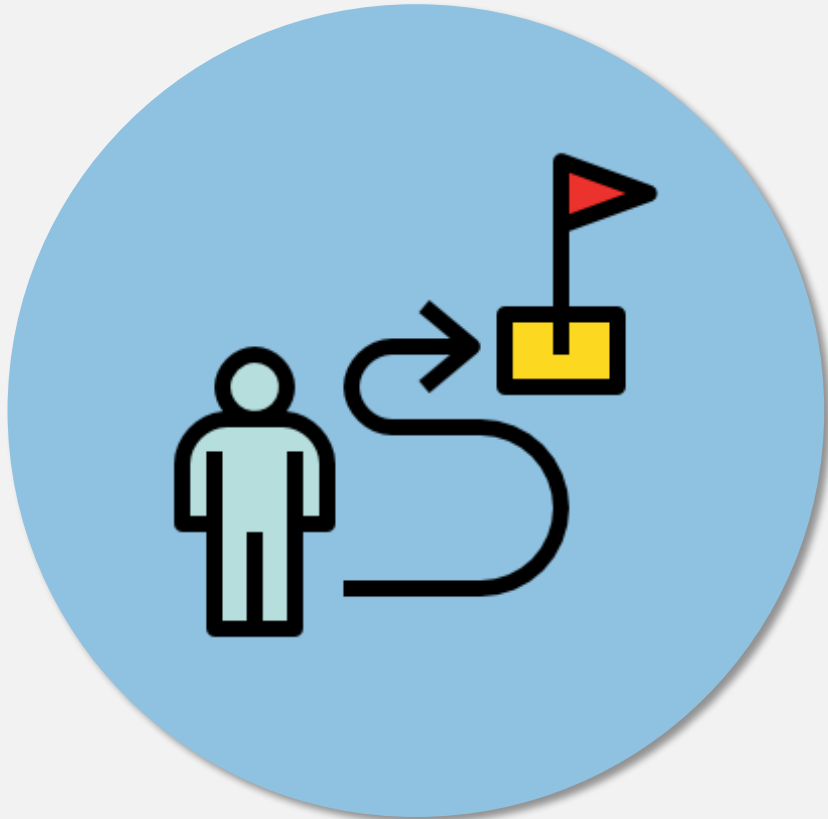
Echo

Match



'What Matters to You' Conversation

Step 2. Articulate the purpose



R OLE – ambassador for joy

O BJECTIVE – to know what matters to you

C OLLABORATIVE

I NCLUSIVE

O NGOING

‘What Matters to You’ Conversation

Step 2. Articulate the purpose

*“As an **ambassador of joy** at NYC Health + Hospitals, I help to restore joy to our patients and staff. To initiate this process, we are having important conversations with patients and staff, like yourself, on **what matters to you**. These conversations are rooted in working **COLLABORATIVELY** with each other and the **INCLUSION** of all voices and perspectives. Your voice is important to us as we embark on this **ONGOING EFFORT**. I thought I could start by sharing what matters to me...”*

'What Matters to You' Conversation

Step 3. Identify bright spots



GUIDELINES

- Reiterate that all perspectives and viewpoints are welcome
- Do not mandate participation
- Ask follow-up questions to clarify

'What Matters to You' Conversation

Step 3. Identify bright spots



If you feel comfortable sharing, I would love to hear...

COLLEAGUES

- Why did you decide to work in healthcare?
- What makes you proud to work here?
- What matters to you in your work?
- What is the most meaningful part of your work?
- When we are at our best, what does it look and feel like?
- What makes a good day for you?

'What Matters to You' Conversation

Step 3. Identify bright spots



If you feel comfortable sharing, I would love to hear...

PATIENTS

- What is most important to you right now?
- Where do you find the most joy in your life?
- How can I best support you in your care today?
- What matters most to you in your health and wellness?

‘What Matters to You’ Conversation

Step 4. Identify the “pebbles in their shoes”

What gets in the way of a good day for you?

What gets in the way of what matters most to you?

What frustrates you?



Listen intently and clarify with...

POWERFUL QUESTIONING

‘What Matters to You’ Conversation

Step 4. Identify the “pebbles in their shoes”

Powerful Questioning

**Closed-Ended
Question**

Fixed Conclusions

*Yes or No
Responses*

**Are you
dissatisfied?**

VS.

**Open-Ended
Question**

Active Exploration

*Expand
Possibilities*

**In what ways are
you dissatisfied?**

'What Matters to You' Conversation

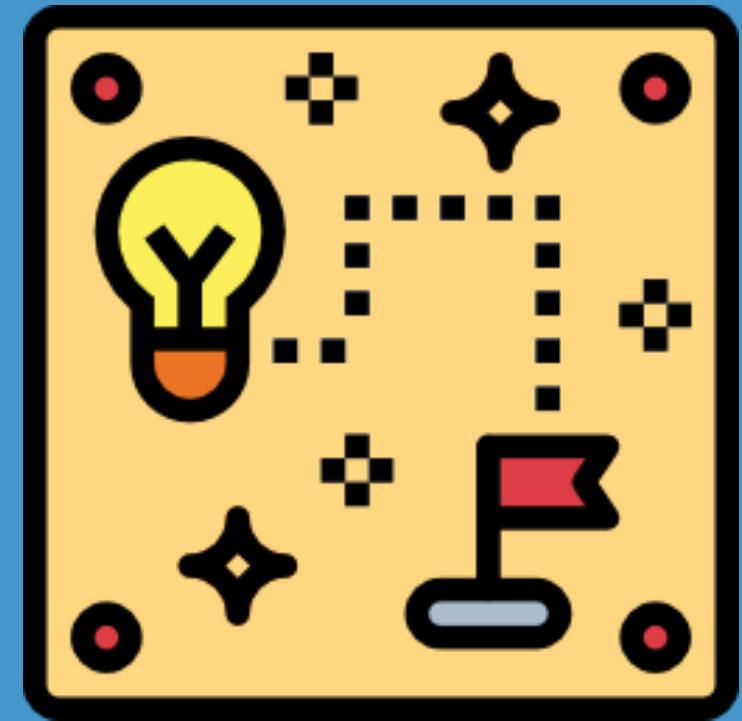
Step 5. Strategize

Don't be the sole hero

Communicate with and meet others

Small-scale solutions within your control

Immediate solution



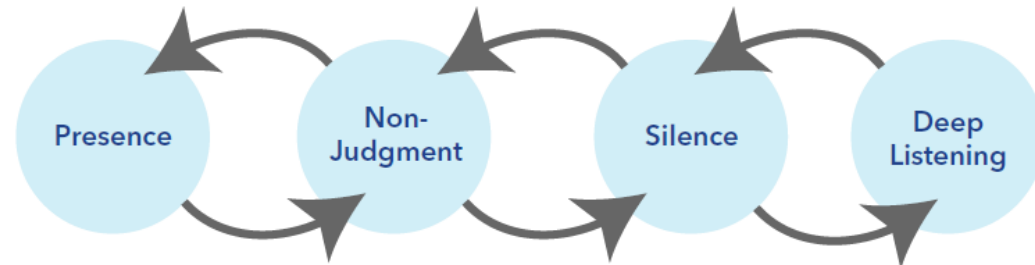


'What Matters to You?' Conversation Arrow



WHAT MATTERS TO YOU CONVERSATION ARROW: Demo

Creating the Setting: 4 Essentials





JIW Ambassador



JIW Participant

Wrap Up and Next Steps

NEXT STEPS

- Start initiating What Matters to You Conversations!
- Look out in your email for a post-session evaluation
- Look for e-learning modules in PeopleSoft ELM
- For any questions or tips please reach out to CentralCareExperience@nychhc.org

JOY IN WORK PART 3

- August 25, 2020 at 11:00AM
- August 27, 2020 at 1:00PM



THANK YOU!